ASSESSING SECURITY MEASURES AT HOTELS: A CASE STUDY FROM GAUTENG

by

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STATEMENT

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I, NOMSA PRIDE CEBEKHULU, declare that this dissertation: **ASSESSING SECURITY MEASURES AT HOTELS: A CASE STUDY FROM GAUTENG,** is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

SIGNATURE:……………………..   DATE:……………………..

(NP Cebekhulu)

DEDICATION

In memory of my grandfather, Mr John Msimang, my father, Mr Edward Yedwa Hogan and my brother Hyacinth Ndyebo Hogan who perceived that one day deliverables will be realised.

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EXECUTIVE SUMMARY

This study is about assessing security measures in the hotel industry in Gauteng Province, South Africa. The researcher divided Gauteng into five regions (Mogale City; Tshwane; Central Johannesburg; Ekurhuleni; and Sedibeng). The researcher adopted the qualitative approach where one-on-one interviews were conducted with the participants. There were 20 hotels that were selected to participate in the study. From the 20 hotels, where only one participant from each was involved, the researcher conducted one-on-one interviews with twenty (20) Security Managers or anybody who was responsible for the security functions at senior level at the hotels. A semi-structured interview schedule with probing questions was used as a guide to obtain comprehensive information about security measures from the participants. Random sampling approach was used in the study. From the population of 70 hotels in Gauteng, where the sample of twenty (20) was derived, was the group within which the researcher was interested in for obtaining data. Since Gauteng Province is huge, the researcher only conducted research within the four metropolitan areas consisting of Johannesburg, Mogale City, Tshwane and Ekurhuleni.

The aims and objectives of the research study are as follows:

- Outline the nature of business that hotels are engaged in;
- Investigate if there are security policies and procedures as part of effective security component;
- Examine what important assets need to be protected at hotel facilities;
- Uncover the risks facing assets in the hotel facilities;
- Determine what incidents of loss took place in the hotel facilities;
- Examine what assets are mainly targeted by perpetrators at hotels;
- Uncover the profile and *modus operandi* of hotel perpetrators;
- Examine the effectiveness of security measures and systems that are put in place at hotels;
- Explore if security systems are integrated at hotels;
- Determine the frequency of conducting risk assessment at hotels;
- Check if pre and post-employment screening is conducted for security officers at hotels;
- Find out if the guests inquire about security measures when making reservations; and
- Find out how guests feel about security at the hotel facilities.

The study revealed the following:

- Hotels are business entities which attract different types of guests, nationally and internationally. Different services that are offered at the hotels which make hotels the main choice of destination to the guests are: accommodation for sleeping, leisure, and work commitments such as workshops or conferences. The study also revealed that most of the clientele comes from the corporate sector.
- There are basic security measures in place in the hotels. These range from security policies, security procedures, physical security (for example, technological security such as Close Circuit Television (CCTV) surveillance system, adequate security lighting, security personnel (contract or in-house), alarm systems, armed response, access control systems and security fence or walls). The security measures were also appeared to be put in place in accordance with the location of the hotel. If the hotel was surrounded by other business areas, the level of security was more focused in the inner security layer. If the hotel was standing alone, the different security layers (the inner security layer, the outer and the middle security layers) were adequately protected.
- Hotels are faced with different risks such as theft, prostitution, murder and assault, among others. Theft however was found to be across the board; for example, people were stealing the hoteliers' property or the guests' property.
- Prostitution was found to be prevalent at hotels. Prominent people from political arena, corporate environment and other guests were interested in the prostitutes. Prostitutes were said to have their own *modus operandi* of using drugs to their prospective clients and then rob them of their money and belongings thereafter.
- Most of the assets which are targeted by hotel perpetrators were found to be: guests/ hotel money, hotel goods, guests' cars, goods in guests' cars, televisions, home music systems and mobile devices such as laptops and cell phones.
- The profile and *modus operandi* of hotel perpetrators.
- Security assessments are conducted at hotels so as to figure out what security risks are facing the hotels.
- Hotels need to be protected at all times against criminality as it tarnishes their image.
- Most of the guests do enquire about the safety of the hotel before making a booking. Some of the guests mainly from the corporate sector do send their security specialists to assess the level of security at the hotel prior to making a booking.

As the findings on this study were based on aims and objectives, recommendations for crime combating, proactive protection and future research were identified. The recommendations will, hopefully, also improve any inadequate security measures that may have been revealed by the study.

Key words

Hotel; hotel industry; security; security countermeasures; risk; risk assessment; safety; guests.

ASIS: American Security Industries Association

ATM: Automated Machine

BLS: Bureau of Labour Statistics

BSIA: British Security Industries Association

CCTV: Close-circuit television

CEO: Chief Executive Officer

CEP: Criminal Event Perspective

CFOI: Census of Fatal Occupation Injuries

EFT: Electronic Funds Transfer

FBI: Federal Bureau of Investigations

FEDHASA: Federated Hospitality Association of Southern Africa

FEMA: Federal Emergency Management Agency

FM: Frequency modulation

GDP: Gross Domestic Product

NDPA: National Drowning Prevention Association

NFPA: National Fire Prevention Association

NQF: National Qualification Framework

PSIRA: Private Security Industry Regulatory Authority

R & B: Rhythm and Blues

SABRIC: South African Bank Risk Information Centre

SAMA: South African Music Awards

SASA: South African Security Association

SAPS: South African Police Service

UCR: Uniform Crime Report

UNISA: University of South Africa

USA: United States of America

US IGN: United States of America's International Gaming News

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CHAPTER ONE

THE OVERVIEW AND MOTIVATION FOR RESEARCH STUDY

1.1 INTRODUCTION

This chapter aims at introducing the trends of safety and security encountered by guests in the hotel industry. The hotels are subjected to risks which make them vulnerable to different types of crimes committed. Hotel assets also become endangered to the criminal element.

This chapter also aims to examine the effectiveness of the security measures implemented by the hotel industry for the protection of whole hotel, both internally and externally.
Newland (1997: np) posed the following questions:

- "Who is accountable for reasonable care in guest protection and hotel assets?
- Is it the house keeping section, the bell person, the kitchen worker or the Security Department?"

According to Newland (1997: np), a management tool of emphasising on the reasonable care in guest protection and asset protection should be employed by all senior, middle and supervisory management.

Hotels in the hospitality industry are faced with crime, safety and fire weaknesses that compel implementation of security measures (Purpura, 1991:327). Consumable inventory items located in hotels, such as, linens, art works, ornaments, food, guests clothing and money are susceptible to robbery and theft. Safety of hotel personnel and guests is of a high priority. The hotel facility has a continuous flow of people, like, guests together with their visitors who are allowed in and out of the entity, together with employees (receptionists, housekeeping and dining hall staff, bar lounge personnel and patrons repair technicians, as well as security personnel) (Purpura, 1991:328).

Protection must be provided to all the people in the hotel facility but people who need such protection most are female employees, female guests and children guests during the night when security shift changes and the hand-over process has been completed (Purpura, 1991:328). Effective security measures in hotels play a significant role in the protection of valuable assets internally and externally.

Stolen merchandise is wrapped with dirty linen by offenders to be collected later. According to Beaudry (1996:63), there is lack of control in the food services where food ordering, preparation and distribution functions have discrepancies. Physical security in hotels is, among others, the use of computer-controlled electronic guest room locks, close-circuit television (CCTV) cameras, video recording equipment, intrusion, panic, and barrier alarms as well as fire alarms.

The perimeter of the hotel is determined by its location and functions. A hotel in the city centre will not be enclosed by a wall or fence, but its opening will be on the sidewalk of the street. However, the hotel in a stand-alone site with recreational facilities where the community have an access to the hotel's revenue or privacy is likely to be fenced for private use (Beaudry, 1996:64). The hotel's structural barriers, either permanent or temporal, serve as a deterrent to trespassers. These barriers may consist of chai link fences, stone walls, large stones embedded in the ground, dense ground or any other feature that is gruelling for someone to detour (Beaudry, 1996:265).

1.2 BACKGROUND INFORMATION ABOUT HOTELS

The hotel industry globally has been associated with crime related challenges since the days of small inns to the present times (Greenberg, 1991: np). These challenges are attributed to a 24/7 business operation times that the industry provides (Burstein, 1994:155). Security measures in the hotel industry are lax due to the permission granted to members of the public, who are strangers to the hotel to visit the premises (Hughes, 1984:1). However, theft is a crime that is undeniably the most prevalent in the hotel industry (Mansfeld & Pizam, 2006:112). The security measures already in place need to be reviewed to ensure protection for valuable hotel resources, such as, assets, personnel, and most importantly, the guests and their valuables.

However, this chapter first assessed the existing security measures in the hotel facility, around Gauteng province, with the intention to proactively combat crime in these entities.

The hotel industry provides service to hotel visitors who are known as guests. According to Angelo and Vladimir (2011:7), the service is described as meeting customers' needs in the

way that they want and expect them to be met and by providing superior service which meant exceeding customers' expectations. The hotel business provides a fully paid furnished accommodation on a short-term and temporary basis.

The hotel industry's goal like any other industry is committed to safety and security of people and their belongings. To achieve this goal, the internal security-related tools, such as, recordable locks, alarm system, surveillance system and emergency plan, are a requirement to reduce safety and security risks (Hayes & Ninemeier, 2006:410). There are some unique safety and security issues in some hotels where guests need to be protected against the swimming pool areas, spas, and parking bays. External resources like local law enforcement and property insurers also contribute towards the safety and security of guests and hotel employees (Hayes & Ninemeier, 2006:423).

Internal and external threats play a significant role in the impact of property loss experienced by the hotel. It is required by the law for the hotel industry to demonstrate reasonable care by identifying unique and specific threats that exist to asset security (Hayes & Ninemeier, 2006:429).

A hotel guest brings with him or her all the valuable items, expecting the hotel to provide protection. The guest will leave certain property behind in the room hoping to find it there when he or she returns, and will be shocked if the opposite is the case (Hughes, 1984:43). Upon identifying that there is lack of protection, the hotel guests may anticipate risks. The risks in question will result in various criminal activities.

In the past the hotel industry nationwide was experiencing a number of challenges exposed by the negligence of security responsibility, meaning, some of the hotels failed to provide reasonable security for the guests despite the complaints from the guests to hotel management (Fischer & Green, 1992:33). Upon the ignorance of some hotel management, in one case, the guests took the matter further, to international courts, where the hotel industry was charged with security negligence, particularly in the area of protection of guests. The courts issued mandates to the industry emphasising the importance of guest protection. The court recommended that the hotel industry should consider utilising private security industry to protect the hotel facilities (Fischer & Green, 1992:33).

1.3 PROBLEM STATEMENT

Since hotels operate around the clock, guests move freely at all hours. In hotels where there are a number of access and egress control points, a guest may access and egress the hotel without being noticed or reporting to the reception.

A hotel is a facility where numerous types of crimes take place, like, bilking, data breach, robbery, theft, bomb threats, to name just a few. Perpetrators of crimes committed in hotels are seldom arrested and convicted as they sometimes commit victimless crimes, such as, money laundering, drug trafficking and robbery during prostitution, which are not reported. This is due to the fact that victimless crime victims contribute towards crimes committed against them.

According to McLaughlin and Muncie (2006:451), a victimless crime is a form of behaviour that is illegal but is consensual in nature and lacks a complaining participant in crime. However, these activities are used by the same victims to campaign for legalisation and decriminalisation (McLaughlin & Muncie, 2006:451). Prostitutes are not only loitering around the building but are conducting their trade inside the hotel premises, and that constitute their status as undesirable guests where staff members may ask them to leave (Hughes, 1984:35). The researcher's observation in one of prominent hotels included, among others, maintaining that the foyer's entrance hall and chairs are constantly occupied by non-guests, the hotel bar is full of intoxicated non-guests patrons who pose a threat to hotel guests (an inquiry was made to the hotel security officer and confirms the problem of a threat but they were only allowed to be escorted-out of the bar at ten (10) p.m.).

The researcher has also observed the lack of control on the access and egress points of the hotel entrance. Anyone with or without the luggage may enter the hotel and walk through the reception area to the guests rooms whether invited or not. It is also easier to obtain a room key from the reception without being checked whether this is the guest or a non-guest. Non-guests are usually the ones who occupy foyer seats, going up and down the hotel corridors and are also found in hotel bars and restaurant (Hughes, 1984:33).

Some crimes in the hotel begin in the foyer as well as in the reception counter, such as, theft, robbery and credit card fraud. While the guest is busy with the registration with the

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receptionist, the guest places his or her belongings on the floor and after the registration is completed, some of the bags, if not all are missing. In some hotels which are along the busy streets, robbery takes place when a guest walks inside the hotel lift with a non-guests and get robbed inside the elevator (Hughes, 1984:34). The software used by some hotels to process guests credit cards are maintained by outsourced information-technology companies and this maintenance provides access to hackers into the hotel system if the Information Technology employees do not change their usernames and password to their default settings (Nassauer, nd:np).

The researcher observed, from a few randomly selected hotels, again that some hotel car parks have no visibility of a security officer for access control. There is also lack of maintenance in some hotels, such as, poor lighting, untidy scenery associated with stored furniture due to hotel renovations. In some car parks there are cars which looked like they have been dumped months ago due to their dusty and dirty nature. Some frontline or reception staff in certain hotels lack customer service or interpersonal skills which contribute to unhelpfulness. The administration section which deals with paper trail plays a significant role in disseminating and destroying the industry's confidential information. Letter-head of the company forms may be a valuable asset to the thief in the street.

Other criminal activities include bookmarkers, loan sharks, drug traffickers and the loot sharers operate their market in hotels. In most instances, the runners of these activities are the employees of the hotel (Buzby II & Paine, 1976:205). These activities are usually being given a go-ahead by the hotel owner known as 'Cosa Nostra' (Mafia) family, with the intention of obtaining a percentage or commission. The insider, may it be a bellman, doorman, luggage porter, or a receptionist who is always in contact with the hotel guests at all times, may solicit these kind of businesses (Buzby II & Paine, 1976:205).

 As the hotel's public relations specialist promotes the image of the hotel industry as well as security issues, the public relations staff's task is to avoid adverse publicity for the hotel or at least keep it to an absolute minimum (Burnstein, 1975:65). But that task is rarely conducted effectively, especially if the incident to be reported to the media involves security issues; for example, if a prominent politician has been found dead in a hotel room (ibid). The security managers will not communicate all the information to the public relation's staff due to secrecy and uncommunicative conduct. This conduct is usually practiced by those security

managers who were previously in the police force or in intelligence duties (Burnstein, 1975:65). They view sharing of information as a one-way-street since the public relations staff will not be able to help them with investigations.

Team work is not established and promoted between the Security Department and other departments in the hotel industry. The security managers must be able to distinguish between information indiscretion and lack of communication (Burstein, 1975:66).

Hotels also permit non-guests to attend arranged functions at the bar lounge and to indulge in hotel's full-service (independently owned) restaurant for dining. The facility generally offers 15 or more different cooked meals at a buffet level for a reasonable price (Walker, 2007:249). During the function they get invited into the guest rooms without notifying the receptionist, sometimes with the intention of stealing hotel properties that are easily accessible, such as, ashtrays, towels and face cloths, shower caps, bathrobes and so forth. Some proceed with prostitution trade at guest's approval (Burnstein, 1994:156).

Even non-guests visiting the hotel have a legal right to expect management to protect their health and well-being to the greatest degree possible (Hayes & Ninemeier, 2006:410). The hotel's legal liability plays a significant role in ensuring that the hotel is protected from unnecessary risk that will be costly. It is the duty of the hotel to ensure that it exercises reasonable care towards the guest. If the hotel realises that the threat against the guest is imminent, the guest should be notified, in case an act of robbery occurs in the guest room from a defective lock (ibid, p.410).

According to Newland (1997:16), hotel protection management programme emphasises the change 'security' to protection. He maintains that hoteliers perceive or envisage security as a cigar-smoking, over-weight and a retired police officer, who is reactive rather than proactive. The group of hoteliers, their properties, corporation and professional futures consider the 'security' individual as a person who should provide the 'protection' to their assets. However, hotels do not consider 'security' as a holistic idea which should be built into the hotel management programme. To hoteliers, 'protection' is an implication which is a conflict of interest to the 'host' (hotel) since the guests took it upon themselves to visit the hotels; they (guests) were not invited by the 'host'. The guests visit the hotels at their own risk (Newland, 1997:18).

Hotels strive to portray the host-image of openness and relaxation, of comfort and enjoyment as well as of a friendly host, but find it impossible to introduce the cold, hard reality of 'security', a person who will police them in their adopted friendly environment (Newland, 1997:19). Hoteliers also recognise 'security' as similar to 'guest protection' whose functions should be conducted by the 'Security Department' where the department have the exclusive responsibility for guest protection (Newland, 1997:19).

1.4 TYPES OF CRIMES THREATING THE HOTEL INDUSTRY

Hotels are one of the businesses that are subjected to risk in the hospitality industry due to its business practices. Risks that are exposed to this operation both domestically and globally are as follows: bilking, burglary, data breaches, industrial espionage, gun trafficking, hijacking (of guests or employees) (Barth, 2006:275). Beaudry (1996:94) further identified kidnapping (of employees or guests), theft (of employees and/or guests), rape (of guests), robbery (of guests) shrinkage (of employees), bomb threats, assault and murder (of guests) act of terrorism, and fire hazard, as security risks that also occur in hotel facilities.

The risk exposed to hotels is assessed to determine the type of risk affecting assets involved in hotels. Fay (2007:415) maintains that the risk exposure assessment determines the effect that the occurrence will have on the disruption of the organisation, for example, kidnapping-in case one of the guests is kidnapped and held hostage by unknown people, for the extortion of money or undisclosed proprietary trade secrets, from the hotel's Chief Financial Officer.

In 1993, in an attempted robbery, a British tourist (guest), Gary Colley, was murdered in a Florida hotel, United States of America. This impacted negatively on the hotel industry where the British Foreign office advised British tourist not to send guests to Florida hotels anymore (Zhao, Ho & Brown, 2009:21).

In 2008 and 2009 Mumbai hotels were attacked by terrorists due to vulnerability to potential safety and security threats in hotels. The hoteliers globally seem to be unshaken by the incidents as they did not change the hotel situation as far as security is concerned. Instead the hoteliers monitored the contracted staff extensively and conducted biographical checks on internal employees. The hotel took the decision to grow a department that will handle loss prevention, with the exclusion of security section (Wood, 2013:78).

Causes of hotel victimisation are unknown since the hoteliers do not report victimisation to the law enforcement agencies. Thus, there is no accurate record regarding such incidences. The only crime report the police possesses is from the individuals reporting incidents encountered in individual hotels (ibid, p. 21).

Zhao et al. (2009:21) maintain that ricin poison was identified at Las Vegas Hotel where hotel employees and guests were admitted in hospital for the possible symptoms of short breath, fever, nausea and dehydration. This incidence posed a threat to homeland security and the Federal Bureau of Investigations (FBI) as the federal law enforcement agencies suspected a terrorism act (Zhao et al., 2009: 21).

Burglaries in guest rooms are the most common crimes in hotels. Zhao et al. (2009:21) indicate that about 30-40 crimes occur daily in hotels in Central London and in Miami, Florida. They occur among foreign hotel tourists who are unfamiliar with the area, and usually become victims of theft. Criminals are attracted to hotels that are visited often by foreign guests as they usually carry large sums of cash, jewellery and electronic equipment. Once the robbery has taken place, it may not be reported since they may not be familiar with crime reporting procedures and that may enable criminals to go 'scot free' (Zhao et al., 2009:21).

During the Radio Metro frequency modulation (FM) awards, the radio station disc jockeys (DJs) while hosted by the Hilton hotel in Durban, their personal belongings, such as, cell phones, cameras and laptops were stolen from their rooms (Maune, 2013:np). The hotel maintained they were not responsible as there was no sign of burglary, instead the electronic access door keys were used to gain access into the rooms; thus, no compensation was granted (ibid, np).

Employee theft plays a role in the hotel industry service production. Employee theft as defined by Kole (2012:57) is the unauthorised taking, control or transfer of property of the formal work organisation, perpetrated by employee during the course of occupational activity which is related to his or her employment. Employee theft in the hotel industry involves the loss of cash that is kept on hand by the front office, guests' jewellery, cell phones, laptops or I-pads, guest room supplies and furnishings.

Hotel employees who are responsible for buying food and beverages may also defraud the hotel by accepting kickbacks from the vendors or steal the same products bought for the hotel for their personal use (Hayes & Ninemeier, 2006:435).

Marketing and sales team may also add towards the hotel shrinkage by billing the hotel for services that were never rendered (ibid, p. 435). Threats to asset security take the form of irregularities with the expense accounts conducted by the sales and marketing team due to their interaction with clients, miscalculation of mileage travelled, entertained client and sales trips taken can cause the expense account expenditure to be excessive and will result in their reimbursement being too high (ibid, p. 435).

The maintenance department would experience the loss of an inventory of small but expensive hand tools used by the hotel for maintenance. Items like, portable hand drills, electric saws, wrenches, screw-drivers, pliers, etc. may end-up missing if they are not controlled properly. Some hand tools may be left unattended during the breaks while the user is on lunch or tea break (Hayes & Ninemeier, 2006:437).

The hotel relies on publicity to maintain its business and growth. The hotel industry counts on public acceptance for it to survive and stay in business and maximises profit. Through bad publicity, the hotel may find its reputation in distress and reputation is the hotel's greatest asset. The hotel's reputation which is an elusive status is described as a well-run, clean and a comfortable establishment which is essential for its success. Fennelly (1992:108) maintains that the hotel's reputation depends on the security programme of its Security Department.

The success of the security programme is directly entangled to the reputation and image the Security Department holds in the opinion of the hotel's employees, its guests and the general public. It is arduous to foster reputation once tarnished.

1.5 VULNERABLE ASSETS AT HOTELS

Hotels have acquired a vast number of valuable assets in their premises. A different calibre of guests choose the hotels of their preference to stay in based on the benefits they will appreciate, such as, saunas, business centres, a desk with a comfortable chair and wireless

Internet connection in individual guest rooms, concierge services, hot drinks makers en-suite, exercise rooms (gyms), to name just a few (Timothy & Teye, 2009:135).

Guests who are on official business are concerned about the security measures in the hotel they have chosen as they carry confidential documents and valued equipment. Ordinary guests on leisure also have a need to know about security measures in place for their protection. Travel agencies around the world ensure that they only do business with hotels that comply with the minimum standard of safety and security. Big international corporations and travel agencies have established safety and Security Departments which deal with hotel screening on safety and security in hotels (Yorke-Smith, 2010: np). According to Wood (2013:78) cites the United Kingdom (UK) Institute of Hospitality which maintains that some hotels are not in favour of security concept as they fail to foresee the return on investment by installing expensive security equipment.

Women in business often travel alone or sometimes with their children for holidays, also contribute in the upgrading of security measures in hotels. Their vulnerability need to be minimised (Pizam & Mansfeld, 1996:288). The following are the assets robbed in hotels: guest's luggage, jewellery and money, employees' personal belongings, proprietary data and trade secrets, cash (in safe deposit boxes), hotel keys, hotel vehicles (Beaudry, 1996:58). Internal décor (ornaments, artefacts), linen, towels, ropes, silverware and crockery and ashtrays, are easily stolen by guests as souvenirs (Burstein, 1994:158). Since hotels have exclusive assets to protect, it is their duty to assess the type and the extent of the threats they will encounter. The security measures in place or to be implemented in the hotel industry should equal the assets to be protected (Newland, 1997:63).

1.6 AIMS AND OBJECTIVES OF THE RESEARCH STUDY

The aims and objectives of the research study are as follows:

- Outline the nature of business that hotels are engaged in;
- Investigate if there are security policies and procedures as part of effective security component;
- Examine what important assets need to be protected at hotel facilities;
- Uncover the risks facing assets in the hotel facilities;

- Determine what incidents of loss took place in the hotel facilities;
- Examine what assets are mainly targeted by perpetrators at hotels;
- Uncover the profile and *modus operandi* of hotel perpetrators;
- Examine the effectiveness of security measures and systems that are put in place at hotels;
- Explore if security systems are integrated at hotels;
- Determine the frequency of conducting risk assessment at hotels;
- Check if pre and post-employment screening is conducted for security officers at hotels;
- Investigate if the security measures and systems are adequate and effective;
- Examine the impact upon the facilities should risk occur;
- Find out if the guests inquire about security measures when making reservations; and
- Find out how guests feel about security at the hotel facilities.

1.7 RESEARCH QUESTIONS

Research questions are questions the research study seeks to answer. Questions should be detailed, accurate and well composed (Neuman, 1997:232-234). Research questions are also based on the problem statement of the research and involve the collection of new data or analyses of existing data in relation to the phenomenon being studied (Neuman, 1997:234).

The questions presented in this study are as follows:

- What is the nature of business operations at this organisation?
- Does the facility have an effective security structure, with policies and procedures, where there is a command and control of the job?
- What are the important assets in the hotel facility that need protection?
- What are the risks of crime confronting the assets in the facility?
- Has the hotel experienced any incident of loss in the last 3 years and what kind of loss was it?
- What assets are targeted by hotel perpetrators?
- What are is the profile and the modus operandi of hotel perpetrators?
- Which security measures and systems are currently in place to protect these assets?

- Are security systems integrated and if so, how are they integrated?

- How often is risk assessment conducted at the hotel?

- Is pre-and-post-employment screening done on all personnel in the hotel, including security personnel?

- Are these existing security measures and systems adequate and effective?

- What will be the impact upon the facility should the risk occur?

- Do domestic and/or international guests inquire about security measures when making reservations?

- How do guests feel about security in this hotel?

1.8 THE SIGNIFICANCE OF THE RESEARCH

Pizam and Mansfeld (1996:284) maintain that there is a lack of empirical evidence based on research for crime prevention strategies in the hotel industry, even though a number of articles have been written suggesting different security strategies for hoteliers to incorporate.

This research will exhibit the contemporary prestige level of security in the hotel industry and whether the guest is really disadvantaged twice, meaning the guest has paid to be in the hotel then his or her belongings are being stolen, where he or she will not get reimbursed.

This research would make a significant contribution in assessing and reviewing the effectiveness of security measures in hotels, evaluating the types of crimes most prevalent in hotels and measuring the guests and the hotelier's perception on security and safety.

The hotel industry will be steered, hopefully, by the findings and the recommendations of this study and enhance any inadequacies that may be exposed by the research assessment.

UNISA: The research results can be documented into future study guides of the Department of Security Management in order to equip the students with the knowledge in terms of security measures protecting hotels.

1.9 THE HOTEL INDUSTRY TERMINOLOGY AND DEFINITIONS

The following are the key terminology and definitions used in the hotel industry by the hoteliers, franchisees and franchisers as well as hotel security management personnel:

- **Countermeasure**: This is an action taken to reduce or eliminate one or more vulnerabilities. The costs involved may either be monetary or nonmonetary (reduced operational efficiency, unfavourable working conditions and bad publicity (Roper, 1999:14).

- **Crime Prevention Through Environmental Design (CPTED)**: This is the process of planning security during construction. It is an environmental theory based on the proposition that the appropriate design and application of the built and surrounding environment can improve the quality of life by deterring crime and reducing the fear of crime (Atlas, 2008:353).

- **Greet, Understand, Educate, Suggest and Track (G.U.E.S.T)**: Guest is a problem-solving acronym model used by hotel personnel on how to handle customer's complaints or issues (Bagdan, 2013:44).

- **Hotel:** Facility that provides comfortable lodging and generally, but not always, food, beverage, entertainment, and a 'home away from home' service (Beaudry, 1996:ix).

- **Hotel Industry**: This is an industry that provides a paid and fully furnished accommodation on a short-term and temporary basis with a variety of benefits (Timothy & Teye, 2009:135).

- **Occupation Health and Safety Act (No. 85 of 1993):** This is the provision for the health and safety of persons at work and for the health and safety of persons in connection with the activities of persons at work and to establish an advisory council for occupational health and safety.

- **Reasonable care:** This is the management tool employed by all senior, middle and supervisory management that ensures guest protection in the hotels. Hotel personnel become accountable for a breakdown for adequacy in the protection of guests (Newland, 1997: np).

- **Risk assessment**: This is the process of evaluating threats and vulnerabilities to an asset so as to give an expert opinion on the probability of loss or damage and its impact, as to conduct relevant precautions (Roper, 1999:14).

- **Risk Management**: This is the ability to foresee a risk and then to prepare or protect against that risk, or at least to reduce the losses that will accompany the event (Manley, 2009:21).

- **Safety**: This is protection of the individual's physical well-being and health (Hayes & Ninemeier, 2006:410).

- **Security**: This is a systematic effort to provide protection and the level of safety to hotel as a physical entity, and to its stakeholders, namely; employee, guests and other users, from

threats and/or hazards that may attribute from external or/ and internal factors (Wood, 2013:77).

- **Security survey**: This is a detailed study and analysis of a facility's property, structures, physical features, environment, operating procedures and internal control (Floyd, 2008:1).
- **Threat**: Any indication, circumstance or event with the potential to cause the loss of or damage to an asset. It can be also defined as the intention and capability of an opposition to undertake action that would be detrimental to the interest of an asset owner (Roper, 1999:13).

1.10 THE LAYOUT OF THE DISSERTATION

CHAPTER 1	The overview and motivation for research study
CHAPTER 2	Research design and methodology
CHAPTER 3	The historical background and nature of assessing security measures at the hotels
CHAPTER 4	Theoretical Framework
CHAPTER 5	Findings: Data presentation, interpretation and analysis
CHAPTER 6	Conclusion and recommendations

1.11 CONCLUSION

In this chapter, an insight into the outline and motivation of the research study is clarified. The clarification is based on the theoretical concepts used throughout the study, like, 'guest', 'reasonable care', 'threats' and 'countermeasures' for proper understanding.

This chapter places emphasis on the types of crime that are a huge challenge and the problems that are faced by the hotel industry as a 24/7 business operator in the South African context. Safety and security in the hotel industry is the basic vital aspect that attracts guests and promotes profitability.

It is therefore imperative that security in South African hotels as well as globally be prioritised, and be proactive rather than reactive for the expectations of guests when they are away from home, and where they feel safe and secure.

CHAPTER 2

RESEARCH DESIGN AND METHODOLOGY

2.1 INTRODUCTION

This chapter is aimed at providing a clear understanding to the reader whose target market was to be measured for this study and method of data collection to be used. The quality assessment tools and techniques which are the research instruments used to target, analyse, develop and/or evaluate a service system, were used for the quality service process.

The research methodology is the process that the researcher employs to the practices of the procedures of the research project. This process involves the steps to be taken into account when conducting scientific research. The researcher investigated people's beliefs, behaviours, interaction and their institutions (De Vos, Strydom, Fouche & Delport, 2005:41). These authors define social science research as the objective study of human activity in social reality with the intentional attainment of valid insightfulness to it (De Vos et al., 2005:41). The study was pursued to explore and observe social phenomenon in relation to security measures in Gauteng hotels.

The qualitative method was employed in this study with the intention to collect data that would be descriptive and evaluative and will result in a narrative and in a form of interpretive practices (Guest, Namey & Mitchell, 2013:2). These practices turn into representations that included interviews, field notes, and recordings which involve a naturalistic approach. This meant that the researcher studied the phenomenon in their natural settings and attempted to gain insight from the data collected (Guest et al., 2013:3). Qualitative research involved examining a topic through a concept or a symbolic description of factors (Dantzker & Hunter, 2012:56).

The present study encompassed the professional scientific inquiry relating to a social problem that contributed to growth in the body of knowledge about security management distresses (De Vos et al., 2005:45). The research project was also based on the researcher's observation of reality.

De Vos et al. (2005:92) maintain that observant and sensitive individuals around their surroundings are more likely to be involved with interesting research topics. Research problems result from tangible problems observed in reality.

The researcher attempted to obtain an understanding on or about security measures in Gauteng hotels during the progress of the study. This notion was clearly supported by Guest et al. (2013:14) who contend that case studies can also be used in order to gain more understanding on the topic.

As the researcher was interested in the unique quality of the phenomena (security measures) that are rarely observed within the real-life context of the case (hotel industry), the researcher's questions explored and probed the unique interest (Guest et al., 2013:9). Williams (2003:55) maintains that for the researcher to understand the phenomenon being studied, he or she may be in a position of either an insider (same location) or an outsider (stranger). The understanding was based on researcher's shared aspect of the same social world or sharing cultural resources as the participants.

2.2 RESEARCH DESIGN

De Vos et al. (2005:268) describe research design as preferences available to researchers to study events concurring to formulas that are suitable for their research objectives. Accordingly, research design was strategically outlined once the choices and actions were determined. In this instance, the researcher's research design involved corresponding crime data that was collected from security or/ and facility managers for adequacy and efficiency of existing security measures at hotels in Gauteng, with crime prevention strategies data (Bach & Pizam, 1996:61).

A case study places its focus on either the case (hotels in Gauteng) or an issue that is illustrated by the case, that is, security measures within its larger context (De Vos et al., 2005:272).

A small number of hotels were chosen as a sample to represent a larger population. The knowledge gained from the case study has been applied to a larger population (Guest et al., 2013:14).

The case study design involves methodologies that include a detailed in-depth data collection method with multiple sources of information that is rich in context (De Vos et al., 2005:272). The methodology that the researcher employed for collecting data was interviews whereby an interview schedule was used.

Henning (2004:41) maintains the following attributes of the case study design:

- Case study researchers collect data for in-depth understanding of the situation and meaning for those involved;
- The researcher placed the interest on the process rather than the outcomes, in context rather than specific variables, and in discovery rather than confirmation;
- The researcher was engrossed in the data collected (Neuman, 1997:331); and
- Case studies are thorough in description and analyses a single unit or bounded system, like an individual, a program, an event or an intervention.

According to Federated Hospitality Association of Southern Africa (FEDHASA) (2014), there are 400 hotels in Gauteng. Motels, bed and breakfasts, self-caterings, lodges are also categorised as hotels according to the association. The researcher only dealt with hotels. The 'hotels' the researcher identified from the 400 were only 70 and they were the ones the researcher conducted the study on. The process the researcher used for identification was to filter hotels from the list of hotels provided online by FEDHASA. These hotels were chosen irrespective of their graded system. Such hotels included the branded and the non-branded groups. The branded hotels are those that are involved in franchising while the non-branded group are the ones that are independent.

2.3 POPULATION AND SAMPLING

Guest et al. (2013:42) define population as a largest group of units from which sample elements are drawn for research purposes. The population entails the usage of a sampling frame to draw the sample elements. From the population of 70 hotels in Gauteng, where the sample of twenty (20) was derived, was the group within which the researcher was interested in for obtaining data. The participants involved in the study were part of the population. Since Gauteng Province is huge, the researcher only conducted research within the four metropolitan areas consisting of Johannesburg, Mogale City, Tshwane and Ekurhuleni.

FEDHASA (2014) maintains that most of the hotels are located in Johannesburg and Pretoria. Only a few are outside these major cities. Most towns like, Boksburg, Benoni, Heidelberg, and Krugersdorp, are areas where accommodations such as, motels, bed and breakfasts, self-caterings and lodges are located. Therefore, the researcher was not placing her interest on these kinds of accommodations. The researcher's interest was on the actual hotels in Gauteng.

For sampling purposes, the researcher used random sampling approach because of its ability to represent the elements of the whole target population.

2.3.1 Sampling approach

Sampling refers to the process of selecting a subsection of items from a defined population, to include in a study (Guest et al., 2013:41). For the study to be valid, sampling plays a significant role, for example, the instrument (sample) that is used by the interviewer for measurements, actually measures what the researcher intends to measure (all seventy (70) hotels are included in the selection process). The sample technique can also be relied upon in supplying the same results even after repeatedly undergoing the same sampling process (ibid).

Neuman (1997:201) defines sampling as a process of selecting cases or samples for inclusion in a research project. In addition, Delport and Roestenburg (2011:193) maintain that sampling is the seizing part of the population since they have the same traits as the total population. Probability sampling was concerned with representing the total population randomly and is statistically constructed (Neuman, 1997:208). This kind of sampling involved the drawing of the subset from a fixed size of 70 hotels in Gauteng Province to ensure that all the elements of the population were represented. Probability sample goal was to generalise the findings to the sample's larger population since it would not be ideal to study the whole population group (Steinberg, 2004:95).

2.3.2 Random Sampling

Random sampling was chosen as a technique that was reliable and influenced by probability, whereby the elements of the population had an equal chance of being selected for the sample (Steinberg, 2004:94). The selection process of random sampling is an independent factor, meaning that, the selection process does not have an influence on the selection or exclusion of a particular subject from the sample (Herbert, 1990:48). The representation included using a table of random numbers or lists to draw a sample (Neuman, 1997:208). The researcher used a list to draw a sample. The divided list was picked out of a hat (Steinberg, 2004:95).

2.3.3 Random Sample Method for the selection process

As the population of interest was identified, that is, 70 hotels, a sample was selected using a sampling frame. A sampling frame is a list of 70 hotels. The list contained the names and areas where all these 70 hotels were located. The hotels information from the list was written in small pieces papers that were folded and deposited into the hat, and a ruffle was conducted. Neuman (1997:222) stipulates that for a population less than 1000, a sample ratio of 30% is appropriate. The researcher used a sample size of a sample ratio of 42%, which was equivalent to 30 hotels after they were selected from a target population of 70 hotels. The researcher initially selected 20 hotels as the actual sample ratio. Thereafter, 10 additional hotels were also selected as reserves should in case some of the participants from the actual sample did not wish to participate in the study. The researcher would have resorted to the reserved ones. The remaining forty (40) hotels information in the hat was discarded (Steinberg, 2004:95).

2.3.4 Selection of participants

Each hotel consisted of one security or facility manager who is a security expert in the hotel facility. Facility managers are hotel personnel that in some instances are referred to as security managers since they work together with security managers or independently performing security functions. However, during the interview process, the researcher identified that only one facility manager was recognised as a security manager.

The research participants' ages ranged from 34 to 58 years of age. Their race, service period and educational qualification varied. The majority of research participants were males where

only two were females. The research participants were selected purposefully with an intention to obtain insight information regarding the phenomenon being studied. The sampling frame was structured around the aims and objectives to ascertain whether security measures at hotels in Gauteng Province were adequate and effective for the prevention of hotel crimes and incidents. The researcher also found out that security officers in hotels are outsourced and they guard the perimeters of hotels. There were only a handful of security officers found inside patrolling the floors on certain hotels, but most of them were not tasked to function inside the hotel.

A few security managers at hotels were in-house while most of them were outsourced and the outsourced ones were hands-on operationally with extensive experience within the hotel facility. They also supervised a number of outsourced security officers. The research participants   provided comprehensive information needed by the researcher in relation to the experience they have acquired regarding the phenomenon at hand. The researcher used face-to-face interviews as a method of data collection to elicit responses from the participants.

2.3.5 Unit of analysis

 The researcher collected data from individuals which Bachman and Schutt (2008:104) describe as unit of analysis. Research questions, according to Davies, Francis and Jupp (2011:48), play a significant role in the unit of analysis. They were drafted around the unit of analysis. The research questions required data to be collected from different sources, like, individuals, social groups, events, articles and institutions. However, the researcher collected data from sources like, the literature, articles and security managers situated in the institutions 20 hotels in Gauteng Province. The units of analysis were regarded as specific characters to what the research study wanted to establish; for example, research questions were addressed specifically to security or/and facility manager.

It became important to advise that the conclusion reached by the researcher in the findings were limited to the unit of analysis (security and/or facility manager) as stated in the research questions. For instance, findings about the adequacy and effectiveness of existing security measures at hotels in Gauteng Province are not necessarily true for guests in hotels (Davies et al., 2011:48).

As the research questions revolved around the unit of analysis, therefore, the participant(s) became an important element in the study. The researcher did not discriminate against the demographic factors of the participant(s), such as, age, gender race or status. The only requirement that was expected by the researcher from the participants was that they were currently working in and for the hotel facility in Gauteng Province performing security functions when the research was conducted. The rationale behind this was to acquire as much information as possible in relation to the phenomenon under study, that is, hotels in Gauteng Province.

2.4 DATA COLLECTION METHODS

This part of the section consisted of the ways and methods that were used in the study to collect data. As the researcher adopted qualitative research, even though it was time-consuming, the phenomenon being studied reflected the actual being (Dantzker & Hunter, 2012:57).

For the purpose of this study, the researcher made use of the interviewing technique as the method of collecting data. Literature review as the secondary data source was also consulted to gain more insight into the phenomenon being studied. The interviewing technique and the literature revision the researcher used were the best methods appropriate for the study (ibid, p. 57). As the prodigies of security measures are located at hotels, it was deemed applicable for the researcher to conduct the research in the same location.

The research study explored the adequacy and effectiveness of existing security measures together with the nature of crime occurrence as well as the intervention measures at hotels in Gauteng Province. The researcher obtained vital information from the participants with expertise and understanding and gained clarity and insight into security measures being studied.

2.4.1 Interviewing techniques

The interview technique is viewed as the interaction between two individuals where one individual's goal is to acquire acknowledgeable response to specific questions from a person with knowledge (Dantzker & Hunter, 2012:126). Furthermore, Hagan (2012:173) refers to an interview as a face-to-face situation in which the interviewer orally solicits responses. Hagan

(2012:174) further defines an interview as a conversation with a purpose of gathering information. Davies et al. (2011:163) also support the assertion, though in a broader sense, that an interview is a method of data collection, information or opinion gathering that specifically and typically involves asking a series of questions. It is in a form of a dialogue where rich data can be unearthed with the help of profound probing.

The researcher obtained required information from the participants through a list referred to as an interview schedule **(Annexure A)** with a number of written questions of in-depth interview for guiding purposes (Hagan, 2012:176). As the questions in the interview schedule, as Bachman and Schutt (2008:148) indicate, were explorative in nature, the researcher inquisitively investigated security measures in Gauteng hotels, which was the concept of which she had little knowledge. The researcher wanted to reveal as much about the properties as possible without restrictions from the participants. More information was given to the hoteliers about the study as it was outlined in the application for permission **(Annexure B)** to conduct the study at hotels.

Semi-structured interviews as supported by Alston and Bowles (2003:116) are interviews that fall between structured and in-depth interviews. They follow a set of outlined questions with immediate follow-up questions. During the interview, the follow-up questions were asked after the participants answered the outlined questions for additional information. However, the degree of structured questions and initiative from the interviewer varied. The interviewer asked follow-up questions for exploratory and descriptive purposes. The interviewer wanted the participants' response to be elaborate on, on what the interviewer had little prior knowledge of (Alston & Bowles, 2003:116).

Semi-structured interview schedules include many open-ended questions, with loads of suggestions for prompts and probes. Probes were used for either summary technique where the interviewer summarised what the participant said, by verifying whether what was said was understood by the researcher in the process, or/ and controlled non-directive probing, where the interviewer asked further questions (Alston & Bowles, 2003:116). The researcher in this instance used the voice recorder to avoid limitations. The use of a voice recorder or a listening device was as per both the participants' and interviewer's consent as reflected on the consent form (**Annexure C**). The semi-structured interview that the researcher conducted, involved the face-to-face approach. This approach was of pivotal importance as the

interviewer's gender, age, class and ethnicity could influence the response of the participants. Alston and Bowles (2003:116-117) maintain that some researchers may want to match the traits of the participants with the hope that the participants will be open and honest in the interview process. On the other hand other researchers believe that participants become honest to those interviewers who are different to them.

The advantages and the disadvantages of the interview technique according to Steinberg (2004:107) were identified as follows:

Advantages of the interview technique

- The researcher controlled the process to obtain the exact information.
- The researcher addressed complex issues.
- The questions and responses were clarified by the researcher.
- The researcher observed the participant's non-verbal cues while responding to the questions.
- The participant's cooperation was easier to obtain for interview when the interviewer was present.
- There was a high response rate as the interviewer controlled the process.

Disadvantages of the interview technique

- The researcher's presence may have influenced the situation by drawing undesirable response.
- The researcher's personality could have influenced the setting.
- The quality of the researcher's interaction may have unwanted effects on responses.
- Conducting interviews was costly and time-consuming.

2.5 THE INTERVIEW PROCESS

For the purpose of gaining in-depth insight of the phenomenon being studied, the process of the interview played a significant role in the study. To obtain the understanding of the phenomenon being studied, the researcher read what the participant said, noticed how he or she has put the words across when talking. The participant's behaviour was observed, while

at the same time confirmed with the participants whether what the interviewer heard, read and observed, was what the participant actually said. The process sometimes confirmed or contradicted the content of what the participant said (De Vos et al., 2005:291).

The personal reaction of the researcher towards the participant also played a vital role since the researcher was investigating the new terrain with the participant. During the interview, the participant's response led the conversation into a new adventurous domain whereby the researcher explored other avenues related to the study which were referred for future research (De Vos et al., 2005:291).

The exploration of new avenues was determined by the cultural and ethnographic background which was entrenched in the interview, of which the researcher needed to be aware. Background knowledge, incorporation of indigenous informative resources, perceptions and directions created throughput in the study.

2.5.1 Interview settings

Before the interviews were conducted, permission (**Annexure B)** from the hotelier, as the targeted site, was requested and granted (Alston & Bowles, 2003:114). The interviewees were then introduced to the research study and were given a description on what the study was all about (Davies et al., 2011:166).

Both the researcher and the participants agreed upon in advance on hotels being the venues for the interviews and a decision was taken for the researcher to send the interview schedule to the participants prior to the agreed interview date to examine the nature of the questions. During the interview, non-scheduled interruptions as well as time and lengthy restrictions affected the manner in which the interview was conducted.

One interview took approximately 45 minutes to an hour with each participant. A quiet environment with no interruptions and where the participant was comfortable was utilised. Non-verbal communication skills play a role in the interview settings. The researcher established from the participants the appropriate gestures of respect in demonstrating body language, like, some participants did not make eye contact when being spoken to and/or they nodded the head when they agree to statements (Alston & Bowles, 2003:114). This exercise depends upon the culture of the participant, such as, the African culture (Neuman, 1997:354).

The needs of non-English speaking people were also considered. Deaf participants using sign language or having learning disability were considered even though no deaf participants were part of the research process. An interpreter was on stand-by for the sign language. Plain English, rather than research language, should have been exercised for people with disability (Alston & Bowles, 2003:115).

Building a rapport was not a difficult initiative for the researcher. As Neuman (1997:355) points out, the social world is filled with people displaying fear, conflict, untruthful and unpleasantness. The participants opened up to the researcher for understanding after they were made aware of the interest the researcher had on the topic being studied. The research participants were given all the attention they deserved (De Vos et al., 2005:295).

The research participants did not display feelings of fear, untruthfulness or unpleasantness. They portrayed a welcoming and approachable gesture. However, two research participants did not provide straight forward answer for a particular question when the researcher probed for more information. The researcher questioned and only accepted what she heard and saw after they revealed that they were not at liberty to tell more than what they have already told the researcher.

2.5.2 Managing interviews

Davies et al. (2011:170) affirm a statement that interview skills play a pivotal role in one-on-one interview setting. The role of the interviewer during the interview was to listen, then prompted and encouraged when necessary. The interviewer did not lead the one-on-one interview situation but steered the discussion back on track to obtain the appropriate responses or answers. The participants were encouraged to elaborate further, which was a technique, also referred to as the naturalistic style of interviewing, on something mentioned in passing (Davies et al., 2011:170).

Language of the interviewer was also important during the one-on-one interviews. As the research participants were a mixture of a racial group and the interview schedule was prepared in English, most of the participants did not display any problems in answering in the same language. Occasionally the interviewer adapted to the interviewees' language, like, some interviewees used the Afrikaans language when they wanted to emphasise a point. The interviewer rephrased the word into English to establish if that was what the participant

meant. Sometimes the interviewee would correct the interviewer and rephrase the word to the English language (Alston & Bowles, 2003:115).

During the conversation, a street slang, Afrikaans and an African language (IsiZulu) were used and the researcher rephrased the wordings to English. Some IsiZulu utterances were quoted verbatim, when data was analysed (Davies et al., 2011:172).

2.6 ETHICAL REVIEW PROCESS

Research ethics, as postulated by Van de Sande and Schwartz (2011:21), is a process of protecting the interest of research participants. The research study did not cause harm to the research participants. Risk was minimised to participants by ensuring informed consent, confidentiality being upheld and accurately reported the results of my study. Ethics embraced principles which were rules or guidelines followed by the researcher and ensured that the interests of human participants were protected (Van de Sande & Schwartz, 2011:22). Ethics as a moral practice is used to ascertain a set of values around what is right and wrong. Issues around ethics signify concerns, dilemma and conflict that surface about the proper manner of conducting research (Van de Sande & Schwartz, 2011:22). The study was conducted in line with Unisa's Policy of Research Ethics. While conducting research, the researcher adhered to the following responsibilities:

2.6.1 Institutional approval

The institution where the research originates provided permission to the researcher to conduct social research (**Annexure D**). Previously, in the 20th century, the researchers were directly involved in the ethical issues of the survey research. They conducted survey research on vulnerable participants, such as, minors without the parents' consent. However, this was rectified in the 1960s, where it was established that some scientists conducted research unethically (Ellis, Hartley & Walsh, 2010:362).

2.6.2 Respect to human dignity

The researcher viewed the aspects of protecting the multiple and interdependent interests of the participants from psychological harm and to respect cultural integrity, as important (Van de Sande & Schwartz, 2011:24). This notion is also supported by Hofstee (2006:135) when

emphasising that the questions asked should be neutral and not intimidate or offend the interviewee.

2.6.3 Informed consent

Where social science is predominant, informed consent is a legal requirement (Ellis et al., 2010:361). Informed consent entails informing the potential participants about the basic purpose of the study and obtains permission from them to be involved, with the mutual understanding that they are free to withdraw from the study any time they feel unresponsive. In this study, the researcher dispensed explicit informed consent forms to the participants. The participants signed the written form that outlined the detail nature of the study (Ellis et al., 2010:361). However, the detailed nature of the information the participants are shared with, is minimal enough not to jeopardise the validity of the researcher's findings. The notion of the informed consent insinuated that the participants in the study are not compelled to partake (Ellis et al., 2010:362).

2.6.4 Confidentiality

Before the interview, the researcher pledged to research participants that their identity would not be revealed as the source of information when the findings were reported. This also equally applied to anonymity (Ellis et al., 2010:360). As data were obtained confidentially, it was the duty of the researcher to uphold the confidentiality of data. Original data access was restricted to those the researcher trusted (Neuman, 1997:376).

2.6.5 Access, case selection and inducement

Gaining access to the field was cumbersome as Davies et al. (2011:168) indicated. The field presented its own issues, such as, accessing the interviewee and controlling the case, in this instance, the hotels that are selected.

The hotel-based interview required permission from the hotel association, FEDHASA. This association was established in 1949 and is representing the South African Hospitality Industry, provincially and nationally (FEDHASA, 2014). However, the researcher established that the permission was only required from individual hotel managers to conduct interviews with 20 security managers including a facility manager from 20 different hotels, since all

hotels are franchised. This enabled the researcher to conduct the interviews with the participants without permission required from the association.

Payment to participants was not recommended since the study was conducted voluntarily by the researcher. Inducement does sometimes occur when the researcher is conducting a study with vulnerable and impoverished women and the argument against such act is justified (Davies et al., 2011:169).

Researching security measures in hotels, since they involve the hotels' image and character, a researcher formulated a research strategy that yielded valid and reliable findings (Davies et al., 2011:172).

2.7 RELIABILITY AND VALIDITY

2.7.1 Reliability

The researcher should ensure that the measuring devices that are used in the research study yield consistent results when repeated (Dantzker & Hunter, 2012:53). Stability and consistency are key concepts identified as key components of reliability. Stability indicates the ability of the study to preserve the results permanent even after repeated studies whereas consistency refers to producing related results when replicated. Before data was analysed, the participants' data responses were realised by means of a clear rule called criteria of selection (Berg, 2007:306). The duty of the criteria of selection was applied rigidly and consistently to exhaust all the variations of the participants' responses, for other researchers and readers to obtain same or comparable results.

2.7.2 Validity

The research study was regarded as valid since the measure was used accurately to represent the concept it was meant to measure (Dantzker & Hunter, 2012:52). Dantzker and Hunter (2012:53) identify four (4) types of validity, namely, face, content, construct and criterion. In some cases, there are some interviewers who also offer validity as internal, that is, their findings were referred to as truthful with respect to the interviewee in the sample (the researcher's participants were accurately identified and described), and external, where the truthful findings are based on the population (same findings were obtained in another context by another interviewer when using the same data collection method).

In the face validity, the researcher's judgement played a role in that the interview schedule measured what the researcher pursued to measure. The researcher chose one-on-one interviews as the case study (hotel) comprised of one (1) security/facility manager with expertise in the security industry in relation to security measures in hotels. However, this validity is not empirically supported but it is acceptable (Dantzker & Hunter, 2012:95).

With the content validity, the interview schedule's individual items answered the concept in questions. The demographic information as well as the questions developed on the interview schedule answered the main questions of the study.

As far as the construct validity is concerned, questions were appropriate for the study and measured what they were designed to measure. They answered the main questions. According to the criterion validity, which was concerned with the relationship between the interview schedule and its results, the measure enhanced the ability to assess the current traits of the concept under study or predicted hotel events or conditions (Dantzker & Hunter, 2012:53).

2.8 DATA ANALYSIS

The data analysis process comes immediately after the interview process was concluded (Van de Sande & Schwartz, 2011:121). The goal of data analysis was to develop an in-depth understanding of the personal realities of the participants. The purpose of conducting qualitative study was to produce findings. Findings were identified when raw data was sifted from trivia to importance and relevant patterns were established. Data analysis was also referred to as a process of creating order, structure and value to the data collected. It searched for general statements about the relationships among categories of data and developed a grounded theory (De Vos et al., 2005:333). As the researcher recorded the interviews, data were in a form of transcripts.

The data analysis process and interpretation are explained by the use of data spiral which are also referred to as steps to data processes (De Vos et al., 2005:334). The following are the guidelines proposed in the used process:

2.8.1 Planning for data recording

The use of the tape recorder, camera or any other mechanical devices before commencing the interviews, was mentioned to the participants with the intention of obtaining consent. As the interviews were conducted in the settings suitable for the participants, data recording, as a result, was planned in a systematic manner where analysis was facilitated even before data collection commenced (De Vos et al., 2005:334).

The researcher ensured the participants that the recording technique used would not interfere with the interview process in any way. The researcher ensured enough batteries of the recording device for the recordings, made sure that the setting was quiet, uninterrupted and the tapes that were used were labelled accordingly, that is, the digits representing the participants' names, date and time were given to the tape before commencing the interview.

2.8.2 Data collection and preliminary analysis

De Vos et al. (2005:335) identify two-fold approach in data analysis. The first approach is when the researcher visits the site for preliminary analysis prior and during data collection. The second one is another visit on site after data have been collected. Since qualitative research is inductive, the researchers are unable to predict the analysis of data that will be collected hence, preliminary data analysis is conducted when data collection commences (Neuman, 1997:419-420). Qualitative researchers identify patterns or relationships in the study conducted while still collecting data. Data analysis in qualitative research is done in conjunction with data collection and this procedure guides the data collection process. After collecting the initial data, the researcher read and analysed it, then obtained a guide to probe for further analysis of the data.

During preliminary data analyses the researcher did not change the strategy of asking the questions as they were displayed on the interview schedule (De Vos et al., 2005:335). The researcher realised, while delving for further insight on certain questions posed to research participants that a new important question began to emerge, which was not inclusive on the interview schedule. The researcher identified the new question as the question that will be placed under the future research aspect as presented in Chapter 6.

2.8.3 Managing data

The in-depth data generated by qualitative researcher was enormous. Before analysis, data was systemically recorded by the use of a recording device so as to be retrieved easily. The researcher manually transcribed all the data with an intention of gaining insight into the phenomenon being studied. All the transcribed data was saved on the researcher's server with encryption code that no one else could access (De Vos et al., 2005:337).

2.8.4 Reading and writing memos

Once the data was organised into files, the transcripts were read several times to make sense of the data generated (Van de Sande & Schwartz, 2011:120). The review and analysis of the data enabled the researcher to be familiar with the relevant content. Unmanageable data was 'cleaned-up' and patterns, categories and themes started to emerge (De Vos et al., 2005:337).

2.8.5 Generating categories, themes and patterns

The generating of categories, themes and patterns was the most difficult, complex, ambiguous, creative and gratifying phase (De Vos et al., 2005:337-338). The researcher placed a thorough focus on the data, where delicate, unspoken word in relation to social life was exhibited. Main concept, ideas and patterns were identified. Sub-themes and patterns underlying the main ones enabled data to be categorised into a meaningful understanding (Steinberg, 2004:122). The researcher recognised from the participants' verbatim transcript what the participant was actually saying (Steinberg, 2004:122). Thereafter, themes, subjects or issues were noted in the margin of the transcript. In the inter-transcript, the researcher identified the manner in which participants contradict each other in the same matter under the same category. The researcher was able to establish the 'how' in what the participants said differently (Steinberg, 2004:123).

2.8.6 Coding data

When data were coded, diagnostic thinking played a significant role. This is when categories and themes were generated. Themes and categories were organised from the raw data (Neuman, 1997:421). A coding system was then applied to the themes and categories to display the relationship among them where a name, number or some code was assigned as a

form of identification after grouping the similar categories and patterns. Codes were subject to change in the analysis process (Van de Sande & Schwartz, 2011:122).

2.8.7 Testing emergent understanding

The researcher in this phase examined the possibility whether the data were understood. In addition, the researcher determined the relationship between data collected to the primary questions explored and identified how they were related to phenomenon under study (De Vos et al., 2005:339). The researcher endeavoured to establish the patterns and the contradictions of data collected in the current study.

2.8.8 Searching for alternative explanation

As categories and patterns in the data were unfolding, the researcher placed these discoveries to trial to test their probable evidence. The researcher searched for other rational explanation for the data to reveal why the chosen explanation was the most acceptable than others (De Vos et al., 2005:339).

2.8.9 Presentation of findings

This was the phase where data were presented. The researcher devised a way to visually represent the findings. The presentation was in a form of a table, graphs and a written report. All sources used in this study were acknowledged. In order to validate this, the dissertation was put through Turnitin **(Annexure E)** where this dissertation was found to be in line with the university standards. Presentation method included findings that were clear, logical and systematic (ibid, p.339).

The researcher reported the progress of the study to the Ethics Review Committee through the supervisor. Upon the approval and acceptance of the study as complete, the participants as well as the interested parties were contacted to access the completed dissertation which will be available at the University of South Africa (Unisa) library for public reading. Moreover, the researcher ensured that the language services of this dissertation were done by a professional language specialist **(Annexure F)**.

2.9 CONCLUSION

In this chapter a clear understanding on how the research was conducted, was highlighted. The qualitative research design method was deliberated. Furthermore, the qualitative method embraced the methodology and the techniques used for the study. The study employed the sample method of random sampling, which was used to identify the sample from the population. The structure and the procedure of the sampling together with the unit analysis were clarified.

Furthermore, the interview schedule involving semi-structured questions, for the purpose of extracting in-depth data from the participants and its processes, were explained. Ethical processes played a significant role in research and these processes included the elements like, informed consent, confidentiality, institutional approval, to name just a few. Reliability and validity of data upon collection was described.

In this chapter, the literature review was concisely noted since it was comprehensive in Chapter 3 of the current study. Conclusively, data analysis entailed data recording, preliminary analysis, data management, coding, testing emergent understanding and representation of findings.

CHAPTER 3

THE HISTORICAL BACKGROUND AND NATURE OF ASSESSING SECURITY MEASURES AT THE HOTELS

3.1 INTRODUCTION

This chapter discussed the literature that is relevant to the topic. In order for the researcher to achieve these objective, different sources of information were consulted. Reviewing literature such as books, journals, dissertations and theses in the library, enlightened the researcher to shift and acknowledge her frame of reference towards other sources, like, the internet, newspapers articles, departmental publications, annual general reports, policy documents and any other relevant source.

Even though the researcher has identified a conspicuous scarcity of literature pertaining to the study of security measures at the hotels, especially in South Africa, an extensive pursuit was engaged for the information in connection with the study. The books that the researcher consulted were earlier written, that is, in the late 1990s and early 2000s and they concentrated on studies conducted abroad.

Academic sources related to the topic of assessing security measures at Gauteng hotels are relatively limited in the library that is based at UNISA Muckleneuk campus, which is one of the biggest libraries in the African Continent. Research studies have shown that the topic under study suggested the implementation of security measures for the protection of hotel assets, without conducting empirical research with stakeholders (Pizam & Mansfeld, 1996:284).

This chapter also clarifies what hospitality industry entails. It further discusses the achievements and progress made by hotels, the role of the hotel industry in South Africa and its managerial control, the rationale behind hotel protection, the significance of security measures and its failure in the hotel industry. Crimes and incidents that occur in hotels are also highlighted. Moreover, the role of the Mafia and its organised crime in the hotel industry is also discussed. The researcher will also discuss the causes of hotel crimes.

3.2 THE HOSPITALITY INDUSTRY

Hagan (2008:1) supports Assistant Professor, Jennifer Calhoun's description of hospitality as 'self -discovery', meaning, as humans, we need other people who will allow us to discover our strengths and weaknesses. So, hospitality provides that medium for us to explore different places, culture and things.

The hospitality industry is viewed as broader than any other industry as it involves different businesses. It focuses on customer satisfaction and meets leisure needs of the customer. Furthermore, the industry relies on the happiness of the customer since it provides luxury services. In addition, the industry reliant on disposable income and leisure time of the customer. More specifically, this industry is meant for tourists and/or rich patrons. When a country is hit by recession, the industry will suffer since the patrons will not have extra money to spend and enjoy the services. Hotels form part of the industry. As the hotel is known for providing excellent service, customers visit hotels to get away from their hectic schedule, needing relaxing under private conditions. Once guests experience bad experiences, it would be difficult for them to return to that hotel again. Brand loyalty plays a significant role to guests, hence, related hotels ensures best services. Staff hired by hotels must have acquired skills and display behaviour that will be acceptable to guests in providing all the needs required (Baum, 2006:348). Skilled hotel staff will be able to place the hotel in a progressive state.

3.3 THE ACHIEVEMENTS AND PROGRESSION IN THE HOTEL INDUSTRY

The hotel industry operations do not only determine the growth and success but also embraces the facility's reputation that is proclaimed by guests. This proclamation is defined by the competition that the industry is experiencing in service delivery. Failure to provide quality service to guests may have a harmful effect in the hotel establishment (Robert & Stuurman, 2011:111).

Riscinto-Kozub (2008:11) indicates that hotels acquire a state of satisfaction when they accommodate same guests more than once. This achievement enforces hotels to deliver

proper services to guests through employees and security programmes. Service failure in hotels result from the point of being unable to separate service consumption and productivity since the demand for service varies (Mensah-Kufuor, 2015:73).

When the hotel service deteriorates, guests leave the hotel for another, while searching for the best service. As a result, hotels lose valuable guests. Upon loss realisation, the hotels must employ the strategy of "win-back" programme whereby lost guests are won through service recovery (Khan, 2013:43). Incidences in hotels globally, have been taking place for decades due to the hoteliers who neglected to provide reasonable security to the hotel assets, guests and their belongings (Newland, 1997:2).

However, in Gauteng, which is the South Africa's economic hub, the stakeholders together with the international investors are mostly affected by criminal activities that occur inside and around hotels' surroundings. Cases made against hotels by direct and indirect victims of crimes are sometimes not reported by international guests since they will be required to return for court hearings. Domestic guests, on the other hand, report experiencing criminal activities inside the hotels to hotel management. Criminal activity in an organisation jeopardises and tarnishes the image of the company and that conduct may eventually contribute to the decline of the economy of the country.

3.4 THE ROLE OF HOTEL INDUSTRY IN SOUTH AFRICA

The hotel industry plays a significant role in the South African economy. In July 2012, the growth of hotels in South Africa was between 9.8% for 3-Star rated category and to 12.6% for 5-Star hotels (Demes, 2013:1). Pricewaterhouse Coopers Hospitality Outlook predicted hotel growth at 14.4% in 2012 only and 8.7% annual growth rate from 2012 to 2016 (Demes, 2013:1).

The hotel industry growth prediction depends on gross domestic product (GDP) and employment growth. As the South African GDP and the employment rate are low, the average daily rate and occupancy is also low. This results in the low availability of new hotels as well as low room pipeline (fewer additional rooms planned). Guests have established a "buy-down" trend whereby guests obtain discount on high graded South African hotels and this has a negative impact on budget hotels (Demes, 2013:1).

The 5-Star hotels have discounted rates of 19.4%, the 4-Star hotels have 19.9% discounted rate and the 3-Star hotels have discounted rates of 12.2% (Demes, 2013:1). The discounts received by guests do not inspire them to move from one hotel to another for better rates and benefits, which is usually their deed.

South Africa is characterised by the world's best-known hotel brands, namely, Holiday Inns, The Sheratons, and the Hyatts as well as the local brands, such as, the Sun International, City Lodge and Protea Hotels. Management plays a significant role in the implementation of policies and the controlling of procedures in the organisational systems. Central to this is safety and security at hotel facilities.

3.5 MANAGERIAL CONTROL IN THE HOTEL INDUSTRY

Keiser (1989:180) defines control in the hotel industry as guaranteed performance while conforming to plans, objectives and goals. The guarantee is acquired due to the pre-control function of training being realised. The hotel, as an organisation, establishes a plan and assigns the responsible personnel to accomplish the strategy. The control function oversee that all organisational personnel goals are aligned with the organisation's overall goals. Control also places emphases on the hotel organisation's policies, procedures and funding. The goals of the organisations have to be intertwined with the personnel to ensure that the control function is well managed (Keiser, 1989:181). Like any other organisation, a hotel facility requires protection against its assets to function efficiently and promote the reputation.

3.6 THE RATIONALE BEHIND HOTELS PROTECTION

Enz (2009:552) maintains that good hotel management pursues to welcome and present easy access to guests and their possessions. However, the smooth access presents a challenge since the hotel management finds it demanding to differentiate among legitimate guests and visitors, and people who are potential threats. Furthermore, hoteliers find it cumbersome to uphold the highest possible standard of safety and security while reserving the hotel's hospitable and welcoming image (Enz, 2009:553).

In addition, the above author points out the emphasis on hotel security as advanced since the Mumbai and Jakarta hotel attacks by terrorists in November 2008 and July 2009 respectively (ibid, p.553). Those hotels were viewed as "soft targets" due to the continuous flow of people in and out. The hotel management took a stand of protecting their assets by establishing a security programme to be run by security manager with an intention of minimising hotel traffic, control and manage hotel properties.

3.7 SECURITY MANAGEMENT IN THE HOTEL INDUSTRY

3.7.1   International perspective

Decades ago, around the 1970s - 1980s, globally, the role of the security official performing guarding functions was viewed as low-skilled (Gill, Moon, Seaman & Turbin, 2002:58). However, in the last decade, the security functions were recognised through associations, such as, the British Security Industries Association (BSIA), and the American Security Industries Association (ASIS), together with the degree level of training, which promoted professionalism in the security industry (Gill et al., 2002:58).

Hotel management then identified a substantial change in security management skills and functions the hotel required. Gill et al. (2002:59) conducted a survey in relation to the expanded roles of security officials. He identified that health and safety were the additional skills required in the security industry and pointed out that the organisational threats should be viewed as a priority. In addition, Gill et al. (2002:60) concluded that security managers in the hotel industry are unable to perform their duties to the fullest potential in minimising threats encountered by the hotels. Threats, such as, theft, assault, fraud, et cetera in hotels, are mishandled by security officials due to the broader functions they perform which may lead to neglect in safety and security (Gill et.al., 2002:60).

Gill et al. (2002:59) conducted a research in five large hotels in the United Kingdom and identified that security managers had no specific functions to perform. The duties performed were of "duty management" which were closely related to the general manager's duty. The distortion of such responsiblities sent the message to other managers of the hotel placing its

emphasis on co-operation and integration. As a result, this created the security management function to appear trivial.

Even though some respondents in Gill et al.'s (2002:59) research disagreed with the role difference, the hotel management could not supply the respondents with the resources needed to perform security duties. The security managers could only perform duties of duty management and security investigations. Other security duties, like, fire safety, computer security, disciplinary action and security budget management, were conducted jointly by the security manager and other departments. The security manager had no specific role. Security officials were regarded as "all-rounders". Most of the duties performed were not appearing on the job description. Security personnel were expected to volunteer in performing other duties.

3.7.2 South African perspective

The researcher, through random observation, has identified that most of the hotels in South Africa do not effectively use security officials for the protection of guests and hotel properties. They only use a small number of security officers from the outsourced security company. The duty of these security officers is patrolling in the parking area, manning the access control and the control room since hotels have placed their preference on the technology side of security, to monitor hotel occurrences.

The security industry's recognised regulatory body, Private Security Industry Regulatory Authority (PSIRA) and South African Security Association (SASA) monitor the security functions.

3.8 IN-HOUSE SECURITY VERSUS PRIVATE SECURITY IN THE HOTEL ENTITY

In-house security is a security service that is employed by the organisation. The security service is on the employer's payroll and receives the benefits of a regular employee (Fay, 2006:140). It is designed to meet the needs of a particular entity and its customers, such as, employees, guests, and independent contractors, buyers of products and services, as well as security challenges. The in-house security personnel understand the business' objectives and needs and in return align them with the security programme's objectives and needs. An entity organises the security force with specialised training, special equipment and unique uniforms

to meet the required organisational requirements. Policies and procedures are designed by the entity to handle the security officer's role in physically controlling disruptive hotel's or guests' visitors. Distinctive security technology is implemented by the hotel security personnel for business relevance (Purpura, 2011:170).

Conversely, the private security service is regarded as a service that is outsourced by the organisation with the intention to cut costs. In-house security personnel are regarded as more expensive than the contracted security personnel (Sennewald, 2003:151). The organisation's highly paid employees (from in-house security) are replaced by the lower-paid contract employees (Fay, 2006:16). Purpura (2011:170) maintains that security that is contracted to most hotel facilities, perform duties that are generic in nature and they are not used for the core business of the security function. The guard force is used to patrol the outer perimeters of the entity. The organisation's security policies and procedures designed by the organisation are only used as guidelines for the day-to-day duties of security officers in conforming to the organisation's goals, like, access controlling the movement of hotel visitors, lobby patrol, escort guests upon arrival, guest's rooms corridors, fire hazards and escape routes (Purpura, 2011:170).

The other aspects of contract security is that the security in the hotel facility deals with employee theft and its investigations, guests' injuries, lost and found items of guests, electronic key and lock control, control traffic and parking, bomb threats response, alarm response, manning the close-circuit television camera (CCTV) in the control room, lighting control as well as providing first aid to the needy (Beaudry, 1996:68).

However, the security officers conducting external hotel patrol usually find it difficult to control the human traffic that leads into the facility as this contradicts the hotels business function due to its open-door policy (Martin, 1998:289). The large numbers of individuals that are found inside the hotels, in most instances, are unknown to the hotel or security manager and pose an ever-present threat to the security of other guests, employees and other hotel property (Martin, 1998:290). Thus, security measures in hotels play a significant role in the protection of assets to be guarded.

3.9 SECURITY MEASURES PROTECTING HOTELS IN SOUTH AFRICA

Security measures in the hotels industry are services and/or technological installations obtained in the hotel entity. Poor security can expose guests, employees and other hotel property to numerous risks and that may compromise the reputation of the hotel. Hotels worldwide are referred to as 'soft targets' and are susceptible to crime because of their open-door policy. Hymanson (2015:1) declares that other security measures protecting hotels also include but are not limited to, hotel staff identification, identification passes, fire and security alarm system, close circuit television (CCTV) and camera system for recording and storage control or video surveillance of hotel premises and various devices. They also include programmes to protect proprietary information of the hotel and their guests, access control system including card keys, locks, safes and biometric system, security consultants, security reporting and recording incidents, perimeter security system, road barriers and patrolling, and employee verification (ibid).

3.9.1 Hotel staff identification

Hotel staff, which is in direct contact with the guests, should be in uniform and wear security passes with photograph for identification. This prominent identification mechanism will facilitate familiarity with guests and promote security and service (Amz, 2010:1). This is also a requirement from the regulating body of private security industry, PSIRA, that all security officers rendering security service should be easily identifiable through this method.

3.9.2 Control of identification passes

A hotel facility is one of the protected entities whose access is controlled by the use of a card identification system. Hotel personnel are the ones who make use of such identification for management to monitor the number of entry points, size of the workforce, operating hours and employee competence (Fay, 2006:178). Passes of the hotel staff who are no longer employed by the hotel should be retrieved by management. Passes need to be renewed annually for accountability and prevent abuse (Amz, 2010:1). Hotel guests also use smart cards to gain access into their hotel rooms. The guest smart card consists of the large amount of data and serves beyond the access control purpose, such as, storing the guest's medical

history for medical emergency purposes (Fay, 2006:180). Smart card is programmed to expire on a date a guest is required to vacate the premises (ibid).

3.9.3 Security control room and the close circuit television

Puri (2008:2) states that CCTVs are cameras that are placed at the hotel access points. As hotels have multiple access points, such as, the front entrance, car park, and at the rear entrance for staff and suppliers, monitoring the CCTVs is a requirement. CCTV monitoring is conducted by security personnel on a twenty four hour and seven days a week (24/7) basis (Amz, 2010:1). By sitting in front of a monitor, Fay (2006:185) argues that a security officer can be at many places at the same time and make decisions on the spot by allowing authorised persons to enter the controlled areas. CCTV harnesses deterrence whereby an opportunist criminal is intimidated by a noticeable camera. The security officer detects an intrusion in progress on the CCTV camera. The CCTV then validates an event reported by an intrusion detection sensor. Once the intruder is spotted on the CCTV apprehension takes place and the intruder is taken into custody by the security officer. The investigation, where the CCTV tape identifies the person involved in the act of crime is used as evidence in the court of law (Fay, 2006:186).

3.9.4 Material access control

Material that access and egress the hotel facility is controlled by security officers (Fay, 2006:181). Security officers ensure that suppliers deliver the correct goods at all times. Guests' baggage in the reception area should be protected from the intruders. It is the duty of the Security Department in the hotel entity to scan guest baggage for any explosive devices that may be brought in (Puri, 2008:3).

3.9.5 Guest profiling

The researcher has ascertained that when guests make the initial booking for reservations at hotels, they are faceless people since they usually do it through a telephone conversation. They only become known to the host when they arrive at the facility. Some guests may be celebrities, politicians, or even criminals. Criminals may book for reservations with an intention of conducting criminal activities and neither the hotel nor security manager will ever know. Only after a criminal incident has occurred, the hotelier will realise the risk of accepting that individual as a guest (Police Bureau, 2016:1).

According to Puri (2008:4), guests' personal details, during reservations, should be registered with a government department, like, the Home Affairs Watch List department, for individuals who have been blacklisted or who were once arrested for criminal activities. The guests' personal details reflecting on the list should be the guest's full name and the date of birth, gender, identity and/or passport number, its issue and expiry date, country of origin and/or country of current residence, and nationality (Puri, 2008:4). The hotel's reservation desk should consist of a system linking it to the Home Affairs Watch List department for cross referencing.

The hotel crime that occurs internally where guests are fatally wounded is usually committed by another guest or hotel staff (Martin, 1998:297). The case in point is the Indian newly-weds from the United Kingdom who were lodging in one of the hotels in Cape Town. A hotel employee, Mr Monde Mbolombo was the key role-player in the collaboration with the deceased's husband Shrien Dewani, in the plot to kill Anni Dewani in 2010, and it is evident that the hotel guests may pose a threat to hotel assets as a whole (Newling, 2010:1).

3.9.6 Employee verification

Permanent and temporary hotel staff and service providers should be verified to ensure security within the facility. Background checks must be conducted to all hotel employees to uphold integrity and honesty. The Cape Town hotel employee, Mr Monde Mbolombo, who participated in the killing of Mrs Dewani, should have been screened by the hotel before employment, maybe, for his financial status to avoid putting the hotel into disrepute (Puri, 2008:4). Some hotel employees may go to an extent of planting a bomb into the guest's luggage, without the guest's knowledge. In another unrelated case This is evident when an Airbus A321 on Flight 7K9268 from Sharm el- Sheikh to St Petersburg exploded and killed 224 passengers on board (Henn, 2015:1).

3.9.7 Emergency plan

Hotels have a plan of action ready in case of an emergency. The Security Department must ensure that hotel staff is trained for fire drills, inspection of fire equipment and schedule First Aid training. The hotel safety and security committee, which consist of the hotel manager, emergency controller, security personnel, evacuation and First Aid leader is usually established (Chartier, 2014:1). It is imperative to implement security measures in any

organisations for the protection of company assets which may include among others, outside visitors, contractors, hotel artefacts and so forth. The current status in hotels needs to be investigated to ensure safety and security within the entity.

3.10   CURRENT STATUS OF SECURITY IN THE HOTEL FACILITY

Security in hotels is directed at securing guests, employees and assets inside and outside the hotels. Hotel owners, managers and employees are faced with the dilemma of dealing with evanescent guests whom they know nothing about. On the other hand, the guests as well are also entrusting their well-being and assets, by giving access to their rooms to hotel personnel (housekeeping) they know little about (Fay, 2007:455). A guest may stay for months in a hotel with a hidden agenda of, for example, conducting illegal crimes, such as, gambling, prostitution, arson, theft, or surreptitiously meeting with Mafia figures or drug dealers (who may be non-guests) without any suspicion from hotel staff (Fay, 2007:455).

As the hotel facility depends on the reputation for its success, the same is cited with the Security Department where hotel's reputation depends on it. From the security employees' perspective, the Security Department's reputation includes projecting positive image, like, grooming, attire, friendly and caring but professional personality treatment to undertake issues that require their intervention (Beaudry, 1996:48). From the guest's perspective, the security's reputation depends on the nature of contact between the guest and the security personnel, either the security officer or the security manager. Their point of contact plays a vital role in the determination on the prolonged stay or the return visit of the guest, as the hotel envisages (Beaudry, 1996:48).

Criminal activities that occur in hotels which revolve around the security section may make or break the Security Department. Very often, security officers are blamed for the loss of the guest's or the hotel's assets. Even if the loss is recoverable, the victims will still project anger towards the Security Department for its inefficiency. It is the duty of the Security Department to train its staff for compassion and listening skills since guests require to be attentively listened to regarding their predicament (Beaudry, 1996:49).

The hotel community plays a significant role in determining the hotel's reputation through its Security Department. The community as sources of information may identify which hotel has better reputation than the other. The Security Department must engage with community

activities to obtain crime-related information and to promote the hotel business. Having a good relationship with the South African Police Services (SAPS) will aid the security officers to have an idea about the statistics of crime occurring around the hotel facility as well as promoting rapport in case police assistance is needed for serious and violent crimes during police staff shortage (Beaudry, 1996:49).

However, the public relations department in the hotel industry, even though it plays a role in hotel image promotion, is not in favour in the Security Department's involvement with the community. According to them, the involvement between the two parties will dent the image of the hotel especially when an individual of high calibre, may it be a celebrity or a politician, is involved in a scandal or has been found murdered. The situation may jeopardise the image of the hotel when they communicate the incident to the community. As a result, secrecy is the order of the day in the hotel industry (Beaudry, 1996:49).

Through crime intelligence, security managers will know about the modus operandi of the hotel perpetrators by reading press reports or court cases and by discussing the problems with other security managers who encounter similar problems in other hotels they are serving (Rogers, 2009:153). By emphasising on the best practise, the security programme plays a pivotal role in the hotel entity. The importance of security measures in hotels encourages stakeholders to compete competitively in the business world.

3.11 THE SIGNIFICANCE OF SECURITY MEASURES AT HOTELS

Initially, hotels were not designed with high-security in mind and under normal circumstances, they do not need to. They were built to accommodate members of the public who travel frequently, despite the reasons behind their travel. They had to be artistic and comfortable to the travellers with no security and safety (Fischer & Green, 1992:33). But as time went by, the hotel face changed to be the castle for the diplomatic missions. Hotel security became the focal point to hotel management.

In a nutshell, hotel security involves the protection of hotel employees and guests within the hotel property from potential criminals, whose behaviour may cause injury or even death. Hotel security also conserves guests' possessions and the hotel property as a whole (Ellis &

Stipanuk, 1999:1). The ordinary criminals and the terrorists focused their tactical planning towards the hotels as soft targets (Goslin, 2008:3).

The Mumbai terrorist attack in India contributed to the growing attacks on hotels. Luxurious hotels are the ones which are classified as soft targets. This is due to the fact that people of high status such as, the diplomats, politicians, military personnel and wealthy businessmen stay there. The hotel guests become targets when their names together with their social status reflect on the attacker's terrorist's agenda (ibid, p. 3).

When the targeted diplomats, soldiers and tourists are still in their protected territories and boarders, such as homes, the attackers await them to be out of their protective jurisdiction, like, being off-duty and on vacation, or where they will be considered vulnerable. The hotel, even though taken as home-away-from-home, is remote and out of the target's control. The target becomes vulnerable and easily accessible to all sorts of attacks that may take place (ibid, p. 3).

Despite the design of "security-in-depth" model after the Mumbai attack by security practitioners, terrorist attacks continued to occur under a new breed. Infiltration becomes the order of the day where hotels are used as the planning ground for an attack elsewhere. The hotel infiltrator may bring guns with ammunitions, explosives hidden in the luggage and/or in his or her body or under a car parked in a hotel bay (Goslin, 2008:4). All these means used for concealment are not scanned by the security personnel in hotel facilities. This is evident during the United States 9/11 attack where some terrorist housed themselves in hotels. Hotel checkpoints, such as, the parking lot, the hotel back door, front entrance, and the loading docks, are used for the collection of guests' luggage and rarely guarded and these are the hotel entrances that are also used by the infiltrators (ibid, p. 4).

Goslin (2008:4) further asserts that the detection and deterrence technology for "security-in-depth" model even though installed at checkpoints to identify 'bad things' is not effectively used as 'bad things' still infiltrate the hotel entity. Tyska, Fennelly and Associates (1987:56-57) maintain that the private security industry is confronted with problems of professionalism where education and implementation of management techniques are slender/limited. As education plays a significant role in growing the security sector competently and professionally, weaknesses and deficiencies were identified in the Task Force Report in 1977 and they were as follows:

Inferior personnel with a high turnover rate; Training for private security personnel is minimal or non-existence; viable certification programme to increase professionalism, is lacking; advanced training for private security supervisors and managers is lacking; PSIRA as a regulatory body must effectively oversee and evaluate the private security training activities; Institutions offering architecture do not offer courses for crime prevention, known as Crime Prevention through Environmental Design (CPTED); there is insufficient reliable research information for administrators to make informed decisions; courses and seminars offered by colleges and universities must meet the needs of the private security personnel; education programmes offered by some universities do not prepare security personnel for employment; and there is a need for a private security research institute as a centre of resources for research activities.

Maritz (2011:1) confirms the statement made by Herman Mulder, the Managing Director of Elite SA Security Solutions, that client involvement in the hotel industry determines the facility's satisfaction and only if the facility is supplied with the guarding solution that is tailored-made. Security personnel in the hotels should maintain the high level in skills and knowledgeability, be presentable and well groomed. This is imperative in the hotel industry since its emphasis is placed on service offering and visual appearance of all physical and intangible service fundamentals. Most importantly, the guarding service aspects should run concurrently with the hotel's presentability and service standards (Maritz, 2011:1). The security programme in the hotel facility should be aligned with the hotel policies and procedures; failing which, security functions will be thus rendered a flop.

3.12   THE INEFFECTIVENESS OF SECURITY FUNCTION AT HOTELS (WHY SECURITY FAIL IN HOTELS)

Speight (2011:166) states that in some organisations security section does not fulfil its purpose even if it is there. The same can also be said about the hotel entity as well. This is due to the reasons that theft of equipment is executed by the guests and hotel employees. There is morale deterioration problem among some staff members, where hotel workers are working few hours, thus making less money and that may push some honest staff members to act dishonestly (Stoller, 2009:1).

The outsourced security staff's value is viewed as problematic to measure by the client (hotelier), since the outputs are intangible and when they are done, a wrong yardstick is used. The client will not know the exact loss encountered due to the guard presence and the client is usually not present when excellent service is delivered. As a result, the guard performance is unrecognised. However, a minor anomaly during the client's presence, conflict occurs (Fay, 2011:147). There is also intrusion of unauthorised personnel in the facility which poses a risk to the hoteliers due to the hotel's 24/7 policy. As the hotel has multiple access points, Puri (2008:2) states that the hotel must conduct a physical penetration test exercise to ensure safety and security of the hotel assets. This should happen when any security countermeasures are put in place, for example, CCTV surveillance systems or alarm systems. Hotel data can also be accessed by criminals in the street through designing a fake hotel Wi-Fi to access the guest's credit card personal information (Ducey & Gilger, 2013:1). This presents a serious security threat to the guests.

Stoller (2009:1) acknowledged the statement made by Phillip Farina, the Chief Executive Officer (CEO) of Enterprising Securities, by stating that during the recession in the United States, incidents of theft perpetrated by hotel staff were on the increase. The hard times were and still are forcing the hoteliers to cut down on hotel security measures. The hoteliers maintain that guests should take responsibility of their own safety by being vigilant when they arrive and after checking in. Dave Wiggins, a member and former president of the California Tourism Safety and Security Association, also concurs with the statement that security officers in hotels are limited in number and are unable to assess hazards and to exercise emergency procedures (Stoller, 2009:1). While some hotels in the hotel industry have outsourced security services, the security officers operating from the external perimeters of the hotel, in most cases, are unaware of the functions conducted inside the hotel; hence, they are unable to conduct security awareness programmes and alienate organisation staff to adhere to security procedures.

This action results in the reduction of credibility and appreciation of the work done by the guard force. This actually causes animosity among the role-players, like, hotel staff and the security officials (Speight, 2011:168).

Private security companies operating in the hotel facilities rely on registers for incident reporting. The hotel industry has no computerised incident capturing database program where

the entity may determine past incidents history and be able to predict future loss scenarios, both from a probability and consequence perspective. Speight (2011:169) also points out that security risk assessment is rarely conducted as the hotelier deemed the institution safe despite the incidents (Stoller, 2009:1).

Badcock (2015:1) states that two harbour security guard-force fatally wounded a terrorist at Imperial Marhaba Hotel in Tunisia. In the same hotel, a terrorist, Seifeddine Rezgui shot and killed 30 British tourists through the hotel swimming pool area. An unarmed hotel security failed to call the police on time and that resulted to security failure from the hotel side to protect its guests. It is clear that lack of proper training of security officers contribute to the security problems facing hotel industry.

It is also imperative to note that it is easier to conduct criminal activity from within the hotel premises as criminal elements usually register as guests for the sole intention of planning or/and committing a criminal act (Martin, 1998:296). Hotel occurrences are inevitable within the hotel premises due to its welcoming policy to all strangers.

3.13   SAFETY AND SECURITY ASPECTS AT HOTELS

Globally, hotels experience accident and incidents among hotel employees and guests. These events may be caused by the hotel's internal structure, such as, the uneven floor surface, abnormal floor patterns, short strides steps, as well as man-made decisions, like, wet or oily floors, slippery floors, guest room bath mats, to name a few (Matsunami, 2000:1).
Hotel pools are regarded as dangerous to children who swim unsupervised. Fitzgerald and Riegel (2015:1) evidently confirms the danger of hotel swimming pools by publishing an article of a three year old boy, Ronan Kennedy, from Dublin, who died after he was dragged from the pool while participating in the children's event which was staged near the pool complex.

The deceased jumped into the deep section of the pool where he experienced difficulty in swimming towards the shallow end. This incidence supports the obligation by City of Johannesburg to regulate pools in residential areas whereby house owner will need to apply and get a certificate for having a pool after application is approved. This by-law will also require that children under the age of seven will not be allowed to access swimming pool

without supervision of any person who is 18 years or older. As a precaution, the swimming pool should also be covered by a net when not in use (Cox, 2014:1).

Guerra (2015:1) argues that vacation can be more pleasant for the family while spending time at the hotel pool or Jacuzzi. However, hotel pools and hot tubs may be detrimental to guests. As a legal counsel for the National Drowning Prevention Association, he is able to bestow his time in improving pool safety standards in hotels in Texas.

Hotel fires are more prevalent in autumn and peaks in winter due to heaters and fire-places. FEMA (2010:4) established that these fires occur most frequently in the early evenings, peaking from 6 p.m. to 9 p. m. They then decline throughout the night until 6 a.m. Fire incidences rises again during breakfast hours, 8 a.m. to 9 a.m., dampening off slightly on early afternoon hours then peak between 2 p. m. to 3 p.m. The 6 p.m. to 9 p.m. period accounts for 17% of hotel fires (Campbell, 2015:10). The association also identified that there are two types of building fires, namely; the confined fires (those that confine to specific types of equipment or object) and the unconfined fires. Confined fires and small fire incidents are limited in scope and have no significant accompanying property losses due to flame damage and the unconfined fires do not occur since the hotel structure is reinforced with bricks and steel (Goode, 2004:7).

Hotel fires may be caused by, for example, an electrical fault, cooking in the hotel kitchen, fuel burner/ boiler malfunction, trash or rubbish. In 2015, different researchers from the National Fire Protection Association compiled a report in relation to fires at hotels in Illinois. A researcher, Tremblay (2015:2) maintains that some hotel fires originate from the boiler room. The fault would be in a boiler control mechanism where an electrical fault is identified. In this instance, a certain hotel in Illinois experienced such fire where two guests were injured. The hotel's estimated damage was R84, 800-00.

In a hotel in Missouri, Tremblay (2015:2) also identifies another fire that originated at the laundry room. The cause of fire in this hotel could not be detected by the investigators, but hotel sheets which were deposited in a cart were damaged. The building sustained smoke and water damages estimated at R848, 000-00 from 14 industrial washers and dryers. No injuries were sustained. In another hotel in Nevada, several 9-volt batteries which were stored carelessly among clothes in a suitcase, overheated when they came into contact with each other and started a fire, burning the suitcase's contents. The building sustained damages that

amounted to approximately R127, 200 to R169, 600 and no injuries were reported (Tremblay, 2015:2).

Death in hotels is one of the accidents or incidents that occur seldom, based on the literature perused. However, there is a pattern of images at hotels globally of persons being killed or die accidentally or intentionally. For example, a Durban man, Devlyn Abbott died at Thai hotel after feeling sick. He was found two days later (Shaikh, 2015:1). In 2014 a former Chief spy from Rwanda, Patrick Keregeya was assassinated for political reasons at Michelangelo Towers in Sandton Johannesburg and was found being strangled 48 hours later (Smith, 2014:1). In 2012, a United States singer, Whitney Houston was found dead in the hotel bath tub from drug overdose (Adams, 2012:1). It is evident that a guest can die in a hotel either during the night or day and no one will ever know until the time when cleaning of the hotel rooms is taking place. In addition, a door-hanger sign with a 'do not disturb' outside the hotel room's door handle, makes it impossible to determine if there is a problem or criminal activity brewing inside the room. A Hyde Park Towers hotel guest was found starved to death after two weeks due to the door-hanger (Daily Mail Reporter, 2010:1). Not only the accidents and incidents in hotels occur, but the incidents of crimes are also prevalent.

Mayock (2012:1) identifies five pressing security concerns, such as, mobile and cloud technology, where most mobile networks used in the hotel industry are unprotected, and have no password, let alone the complex one. Anthony Roman, the Chief Executive Officer (CEO) of Lynbrook, a New York based hotel security company, Roman and Associates, continued adding that company staff have smartphones and laptops, which are a potential gateway to hackers out there.

Terrorism is still viewed as a threat in hotels by hotel security experts. Security personnel have identified difficulty in dealing with the guests and staff in relation to the subject of terrorism as it is perceived as an act that took place 10 years ago, hence, they do not feel threatened. Roman proclaims that integrated risk management, from the executive level, different departments, like, information technology, security to business, plays a significant role in combating terrorism and other related threats. The process of combatting terrorism involves constant communication and sharing of best practice, through appropriate software and information technology software. The hotel associations promote its campaign of 'if you see something, say something' by educating hotel guests (Mayock, 2012:1).

The same author further indicates that skimmers at the hotel industry use devices that capture credit card numbers when the card owner uses it for payments. The skimmers use the 'inside man' who swipes the card for payment processing. The skimmers are said to be 'opportunists criminals' (ibid, p.1).

Liability and insurance fraud is prevalent and the most expensive fraud is found in the hotel industry. It can begin from a small claim where a guest may seek a free room downstairs for tripping himself on the steps and injure his ankle, to extreme cases that involve the worker's compensation (Keam, 2015:1). Some guests may cause harm upon themselves then end up attempting to sue the hotel, for example, a South African tourist, Mr Laurie Viljoen Botha, age 33, was caught by Phuket City Police for reporting that he was robbed around the hotel items that cost 150,000 which are equivalent to R55, 000. He was trying to commit insurance claim against his own insurance, through the hotel insurance company (ibid, p. 1).

Zajic (2015:1) reveals that hotel parking lots play an important role in a guest as well as in a hotel employee as it determines their safety. In some hotels, there may be one or two security officers guarding guests' and/or employees' cars in the parking lot. Hoteliers regard hotel parking as an expense since it requires maintenance, lighting, cleaning and accesses. Even though risk assessment is conducted to identify vulnerable areas in or outside the hotel that need security measures, hoteliers tend to underestimate the parking area.

Small and midsized hotels do not employ security officers for the hotel parking. They prefer to train their staff to be security conscience by reporting anything suspicious that may occur in the parking lot. Akhbari (2015:1) states that the hotel is however not liable for a vehicle being stolen or vandalised in the hotel premises, especially when the hotel has provided reasonable care for the protection of the parking bay. Crime in a hotel is prevalent when security is not taken into consideration.

3.14   CRIMES FACING HOTELS

The location and the client/guest type contribute towards the types of crime committed in hotels. Large and small hotels experience different kinds of crime. Large hotels encounter crimes such as, bomb scare, organised crime and terrorism and such crimes are not being

considered by hotel management as serious crimes as they occur once in a while, if cases are at all reported. Therefore, they are not identified a priority (Gill et al., 2002:60).

3.14.1 The nature of hotel crimes

By assessing security measures at hotels in Gauteng, it would mean the implementation of the methods of curbing the risks of crimes that usually occur in hotel facilities with the advice of security practitioners. Some kinds of crimes that occur have devastating effects in a manner that some guests or hotel staff members are fatally wounded or critically injured, which may cause members of their families to experience trauma for a long time. Some of the fatally wounded individuals are bread-winners in their households and this may initiate poverty-stricken families within the community.

Beaudry (1996:94) ascertains that violent crimes, like burglary, robbery, homicides or/ and murder, rape, aggravated assault, and bomb threats or bombings are prevalent in the hotel entity. Furthermore, syndicated non-violent crimes, like, credit card fraud, identity theft, hotel property theft, money laundering, prostitution rings, drug and gun traffickers, also contribute towards the loss encountered by the hotel facility (Buzby II & Paine, 1976:205).

According to Greenberg (1991:1), there is a rise of crime against guests in international hotels. He maintains that 39% of business travellers are women and crimes against these women are on the increase. The most prevalent crime against women is rape. Robbery involving an armed intruder usually takes place inside the hotel room by breaks in the hotel room while the guest is asleep and force the guest to open the in-room safe for the valuables. Nevertheless, the lost valuables will not be reimbursed by hotel management (Greenberg, 1991:1).

Greenberg (1991:1) also argues that it is not possible to obtain crime statistics from the police in relation to hotel crimes. The hotel normally puts blame onto the guest by failing to look after his or her belongings since he or she is in a strange territory. The hoteliers maintain that it is the duty of the guests to ensure their safety as the hotel can provide limited protection while the rest lies on the guests. The hoteliers also indicate that the amount the guest pays to stay at a hotel plays an important role. The less the money is paid for a stay, the less the security that will be provided (ibid).

Sergeant (Sgt) Terry Branum from the California Police Department also confirms the statement of the increase in hotel crimes but the statistics are not recorded by his department. The police officers in his station once responded to a particular hotel 425 times within three years for crimes ranging from petty theft to murder and nothing was documented by his department (Greenberg, 1991:1). Crimes in hotels constitute different types of threats due to its vulnerable state.

Other types of crimes that are encountered at hotels may have a negative impact on either the guest or the hotel as a whole.

3.15 HOTEL VIOLENCE AND NON-VIOLENT (PROPERTY) CRIMES THREATS

Violent and non-violent crimes are a major threat to the hotel industry. Apart from loss of lives and injuries as well as theft posed to or by employees and customers, violence in general, in the workplace can tarnish a brand's reputation (Pohlid, 2016:1). Violence and non-violent crimes can also affect work environment and employee performance (ibid, p.1).

3. 15.1 Violent crime threats in hotels

Violent crimes against individuals have been in existence for centuries. For more than 20 centuries, the two world wars have claimed millions of lives in the hands of another (Stevens & Cloete, 2004:48). Still at the present times, many countries in the world are still at war, like in Mali, Radisson Blu Hotel, where 21 people were left dead through terrorist attack (Walker & English, 2015:1); United States of America (USA), the September 11th in 2001, Bergen (2015:8) and some in the Western Europe, the Paris attack, in 2015 (Hebdo, 2015:1). Sadly, violence and deaths are daily occurrences in the Middle East and in other countries. The hotel facility is one of the institutions where crimes of violence have been and still are instituted up to this day. Violence, like, assault, injury or/and death are greater in some industries, such as, the taxi industry which suffers the highest risk, followed by bank officials, the police, security officers and tourists that turn guests in hotels.

According to the Bureau of Labour Statistics (BLS) and Census of Fatal Occupation Injuries (CFOI), occupational deaths are prevalent in the United States. Nearly 1000 workers are murdered while 1.5 million are assaulted in the workplace each year. In addition, 85% of job-

related workplace deaths are motivated by robberies (Manley, 2009:151). Such violence may be caused by an offender who may be an angry, mentally disturbed person or enraged spouse who may be a co-worker or former co-worker, family member, estranged spouse, client or customer or even a member of the general public.

Death, injury and/or destruction of property can be excessive, but once there is a reflection to the incident occurrence, its causal factor may have reduced the seriousness of the actions (ibid).

3.15.2 The nature and extent of violent criminal threats

Stevens and Cloete (2004:46) describe violent crimes as any criminal action in which violence or the threat of violence or physical injury is used. Purpura (2011:184) elaborates deeper in this concept in declaring workplace violence as any physical assault, threatening behaviour, or verbal abuse occurring in the work setting. On the other hand, Manley (2009:152) stipulates that workplace violence is defined as any incident in which one or more employees are abused, threatened, or assaulted in an incident arising in the course of employment. He also postulates that workplace violence includes disputes or confrontations between employee and employee and/or employer that escalate into serious altercations and where serious injury or death may result. This serious action may occur in and/or around the business premises. In some instances, violence may be precipitated by other factors that do not involve the business and such violence may not be prevented by any organisation. This violence may contribute to the threat of personal assault to any member of the public who may visit or inhabit in the scene of the violent act.

Depending on the gravity of the incident in the hotel workplace, a guest may be affected by the violence, where other factors, such as, property destruction, business disruption and loss of company goods will come into play. A guest may claim hotel liability where considerable monetary penalties may be incurred by the business enterprise (Manley, 2009:152). The workplace crime setting may also occur in the hotels' staff's homes and/or while traveling, or the guests travelling to the hotel facility from the airport. A distinct example was published by Hartleb (2015:1) on News24 where a Nigerian delegation in a shuttle from OR Tambo Airport was robbed at gunpoint at the Protea Hotel entrance, as well as in the hotels' parking

lots. The example of hotel violent nature is hotel room invasion, robbery, rape, assault or aggravated assault, to name just a few.

Manley (2009:153) maintains that workplace violence falls into three categorised, namely; stranger, client and employee violence.

Stranger violence: This category is described as when a stranger, unknown to the occupants of the premises or institution, like a hotel, enters with an intention to commit a crime. In a hotel entity, an occupied guest's room may be invaded by intruders who force themselves inside with the intention of robbing, assaulting or raping a guest (McGoey, 2015:1). A weapon may be used in some instances. This type of crime is frightening to guests as it invades their privacy. The same author also affirms that some guests who were assaulted during this act of crime never recovered from the bad experience (ibid, p.1).

An act of rape that takes place during room invasion is defined by Stevens and Cloete (2004:46) as an unlawful sexual intercourse with a woman without her consent and using violence. But, Doerner and Lab (2012:164) maintain that as the act of rape is defined as the unlawful sexual intercourse committed by a man with a woman who is not his wife through force and against her will, this definition has restrictions, meaning, the victim is restricted to a female, where males are the only perpetrators. The second restriction is about the husband who is exempted from being labelled a rapist since the victim is his wife. Such restrictions have caused many states to change and replace the term "rape" with phrases like, "deviant sexual conduct", "sexual assault" and/or "sexual battery". These alterations involve the elimination of gender-based intrinsic nature, where males today, can also be victims of other male or female perpetrators, while women also can be victims of other female offenders. Other elements that may be included in rape or rather, the sexual assault act are oral and anal penetration as well as fondling and the introduction of any foreign object into the victim's body (Doerner & Lab, 2012:164).

Employee violence: This act of violence is perceived by the general public as the most prevailing act of aggression even though it reports 10% of workplace homicide. This type of an act involves an employee versus another employee, attacks upon supervisors, managers and/or bosses (Manley, 2009:153). The conflict may also be for or from former employees, temporary or contract employees or sub-contractors. This assault may also be a form of aggression in some instances. South African Police Service (SAPS) (2014:1) defines assault

as an unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury. This type of an assault is usually accompanied by the use of a weapon or by other means which are likely to produce death or grievous bodily harm. While an attempted aggravated assault which is described by Uniform Crime Report (2012:1) as a display of or threat to use a gun, knife or other weapon, also falls within this crime category. This action is taken as if the act of crime was concluded, where a person would have been seriously hurt (ibid).

Client violence: This is when a client attacks an employee during the course of a business transaction. This attack which may lead to assault is provoked by frustrations in the denial or delay of a benefit or a service. This category accounts 30% of all workplace homicide (Manley, 2009:153).

The impact of violence in the workplace poses a threat in the business as a whole. Even though, the business loss may not be immediate, but the initial incident may cause severe harm and damage and even interruptions to the business operations. At a later stage, with the final results, millions of rand that may be lost could have a major effect on the viability of the business (ibid).

Business losses may suffer through the following events:

- Death and injury to employees;
- Death and injury to visitors, customers, patients, clients, guests, etc.;
- Property damage and business disruptions;
- Civil and criminal litigation against employee or the company; and
- Loss of company reputation.

3.15.3 Non-violent property crimes threats in hotels

Property crimes in the business world are crimes that are common globally. In South Africa, it is usual to encounter a person whose house has not been broken into, whose personal account has not been defrauded through an automated machine (ATM) or the banking institution, and/or someone whose car has not been stolen (Stevens & Cloete, 2004:50). Property or commercial crimes are so profitable in such a way that no security measure may

deter a potential criminal. Victims of property crimes encounter trauma and fear when they realise that their personal properties have been stolen (ibid).

Property crimes in the hotel business are referred to as white-collar crimes. These crimes are usually committed by responsible individuals of high social status in their respectable legal occupation. Some property crimes are not reported by the victims as they are also participants of such crimes. These crimes are usually known as victimless crime. These kinds of crime involve the misuse of drugs, gambling and prostitution.

Such crimes are divided into two terms namely, white-collar and corporate crime (Steven & Cloete, 2004:52).

3.15.4 White-collar crime

White-collar crime is defined as a crime that is committed by a person held in great esteem and of high social status who, in course of a seemingly honest business transaction, unlawfully benefits himself or herself and/or the business (ibid, p. 52). The unlawful acts include the misappropriation of trust funds, the manipulation of registers, financial conspiracy and the exploitation of regulations and laws.

For an example, an executive officer who is a buyer for hotel stock may clinch a deal with a supplier or manufacturer for price inflation, and may be convicted for a white-collar offence (Brown, Esbensen & Geis, 1996:451).

The above authors also maintain that this definition is not only relevant to those working for the business, but also to those offenders who are outside the legal business, acting on their private capacity. Winkler (1996:1) states that Kevin Mitnick, the information security professional, as an outsider in companies he was spying for, used " social engineering" technique to 'steal' information by asking it from the company secretaries, desktops, peep through computers that are left unattended all day, and digging through the trash, to demonstrate the pervasiveness of espionage to those companies. Studies have shown that globally, multi-billion-dollar corporations are victims of industrial espionage (ibid, p. 1).

The white-collar crime concept is complex and difficult to describe as it usually focuses on the types of people who commit such crimes rather than the offences as well, irrespective of whom the perpetrators are (Brown et al., 1996:451). For example, an executive officer buys

company shares before notifying the public as required, knowingly that the current earnings will reflect considerable profit, can be convicted of the white-collar crime of insider trading (ibid, p. 451), and, in the same company, a company intern upon realising the above same information, through company' earnings report, borrows money to buy the same shares to generate profit before they are published. The question raised by the authors is: Are these individuals, perpetrators of white-collar crime of insider trading as they violated the same law? Or should only the company executive be condemned for the crime because of his/her position, power and status in the company? (Government Gazette, 2005:4).

The second approach that focuses on the actual offence stipulates that white-collar crime is any offence that comprises the contravention of laws and statutes, such as, Securities Services Act. Securities Services Act 36 of 2004, which enacts from Insider Trading Act 135 of 1998, prevents conspiracies of trade restraints and forbids embezzlement and other fraud-related crimes (Government Gazette, 2005:2). This approach emphasises the laws that are violated rather than the violators of laws. It is maintained that in some instances, some violators are unemployed and not of high status. This statement weakens the fundamental intent of white-collar crime leeway by paying attention to those in leadership in the workplace.

3.15.5 Corporate crime

This type of a crime takes place when an executive member of the same company concludes an illegal transaction that favours the company. The offences involved may include bribery and advertising fraudulently or misleading advertising (Stevens & Cloete, 2004:52). For example, the executive member presents misleading hotel room adverts on the internet. The same authors maintain that such crimes are not reported since these offences are committed by executives for the benefit of the same company (ibid).

3.15.6 The nature and extend of property crimes threats

Property crimes entail unlawful taking of another person's personal goods with the intention of permanently withholding them from the rightful owner. They include crimes such as, credit card fraud, prostitution, bilking, and theft and organised crime, to name just a few (Steven & Cloete, 2004:51).

3.15.7 Fraud

Purpura (2011:410) proclaims that fraud is an intentional act of deception used by one individual to gain an advantage over another. He also defines occupational fraud as the use of one's occupation for personal gain through the deliberate misuse or misapplication of organisational assets. Types of fraud are bribery, embezzlement and credit or debit card fraud.

Fay (2006:202) affirms that credit or debit card fraud is a form of identity theft that involves an unauthorised taking of another's credit card information for the purpose of charging purchases or removing funds from the account. Fay (2006:201) maintains that the elements of fraud include non-violence, deceit, corruption and breach of trust. In any institution, fraud characteristics are similar in nature and they include: detection which is frequently accidental and offences are reported anonymously, or sometimes not reported at all. The fraud scheme has been in existence since time immemorial. The guilty party is usually known, respected, intelligent and influential, and the scheme is sometimes difficult to crack or untangle and the evidence tends to 'get lost or destroyed' when the guilty party learns that the investigation is in progress.

Credit card fraud in the hotel industry: IOL Travel (2013:1) indicated that in Johannesburg, credit card fraud is prevalent among guests who make a booking. The South African Bank Risk Information Centre reported that approximately R500 million was lost to credit cards fraud in 2013. Hotels that require a 50% or full payment upfront for a booking, risk themselves as easy targets for fraud. The fraudsters will pay for a booking using a fraudulent credit card. The booking is done without producing a credit card. The criminal checks-in to stay for a period equivalent for the amount paid and checks-out before the check-out time to avoid being caught. The hotel will only pick up the fraudulent transaction once the 'guest' has checked-out. The Tintswalo Property Group's Chief Executive, Lisa Goosen, contends that this practice should not cripple the hotel business as there are security measures in place that should be implemented, such as, upon checking-in, a credit card used for reservation and payment should be produced, together with the copy of the identity document or passport (IOL Travel, 2013:1).

Ducey and Gilger (2013:1) indicate that fraudsters have identified new ways of stealing guests' personal information at hotels by creating fake Wi-Fi accounts. Once the guest has

accessed the internet, the fraudster is able to capture the guest's credit card personal information. The fraudster's laptop runs a piece of software with a fake web page while on the lookout for the user's log-in details, and once obtained from the unsuspecting victims, the log-in details will then be used at a later stage by the fraudster. Thereafter, the fraudster creates a mirror image of the hotel's own website, but the difference between the two will be, one is a fake and the other is authentic. The fraudster, while practicing this exercise, could be anywhere in or near the hotel, he may be sitting at the hotel bar so that nearby guests could get the most bars on their devices from his network (ibid).

Other findings of the study in relation to credit card hacking at hotels conducted by SpiderLabs were published by Sharkey (2010:1) where it was established that 30% of credit card hacking cases involve the hotel industry. Hackers regard the hotels as the richest vein of personal credit card data. Security breaches at hotels result from the hotel's failure to equip, or properly store or transmit the data, starting from the point-of-sale credit card swiping system. Anthony C. Roman, a private security investigator for hotel technology, substantiates this notion by adding that as hotels hit tough economic times, hotel management cut spending on security upgrades, such as, lagged spending on software and hardware, firewalls and encryption programmes as well as training of staff and monitoring of transactions and data access (ibid).

Barnes (2014:1) asserts that at hotels in Paris, either the hotels' system was hacked or someone inside was persuaded to disclose guests' records on a false pretext to trick guests into transferring funds to a bank in Poland. The cybercrooks' modus operandi was to send an authentic 'look-alike' email, as if coming from a hotel after a booking was made, requesting guests to provide their credit card codes. The phishing email will reflect the name of the booked hotel and the dates the guests will stay in that hotel, the guest's home address and the correct invoiced account. Phishing via emails is targeted to a particular hotel the scammers picked for the day, rather than the guest accommodated in that hotel (ibid).

3.15.8 Prostitution

Hornby (2014:1) defines prostitution as the practice or occupation of engaging in sexual activity with someone for payment. In 2014, at Dr Rugnath's hotel, Inn Town Lodge, a schoolgirl was arrested and provided evidence for operating a prostitution ring with the help of Dr Genchen Rugnath, his wife Ravina and Sandile Patrick Zweni, Nonduzo Dlamini and

Bhabha Dubazini. The schoolgirl's prostitution facilitators were charged with 156 cases of crime that involve among others, assault, rape, child sexual exploitation and fraud (SAPA, 2014:1). Furthermore, Kwinika (2010:1) claimed that, according to hotel employees, around 2010, a number of prostitutes flocked to South Africa for the 2010 Soccer World Cup event. The South African Central Drug Authority indicated that an estimate of 40, 000 sex workers from different countries, mainly, from Zimbabwe, arrived at Johannesburg for sex and drug trade. A number of hotels around Johannesburg, namely, Maxime, Royal, Hillbrow Inn, Ambassador, Diplomat, Little Rose, Summit and Orion Devonshire, and others around Sandton, Fourways, Rosebank, Midrand, had prostitutes from Zimbabwe on their doorstep (Kwinika, 2010:1).

3.15.9 Bilking

Ritchie (1999:12) asserts that bilking is a crime of leaving a hotel without first paying for the account or bill. Brown (2012:1) maintains that each lodging and other accommodation facility should comply with the statutory, legal and insurance requirements for fraud and bilking deterrence by keeping the visitor's check-in register. The visitor's check-in register is designed to be aligned with the Regulation 36 & 40 (1) of the Immigration Act No.13 of 2011 (Ross, 2016:1), where the lodge owner registers all persons provided with accommodation for a fee. The lodger is required to supply personal details, and that includes the copy of the identity document and/or passport, upon arrival. The register will enable the lodge owner to trace the lodger when acts of crime such as, fraud and bilking have been committed. Failing to meet the requirements, the lodge owner will be liable for prosecution and invalidate any insurance claims (Ross, 2016:1).

Pritchard (2014:1) reported the bilking method conducted by Christopher Kehler, 32 at five different hotels at Manitoba after his arrest. The modus operandi used by Kehler was to check-in at hotels claiming to be an employee of the company he knew had billing accounts with all different hotels. The hotels did not confirm or check with the said company if Kehler was indeed on their pay roll.

Hotels globally still encounter problems with bilking as most hotels do not adhere to the insurance requirements.

3.15.10 Theft

This is an act of knowingly taking another's property without consent, with the intent to deprive the owner of the property (Purpura, 2011:196). Theft occurs in many forms in the business environment. It can be committed by employees, outsiders or a combination of both. In the hotel industry, internal theft from employees in housekeeping and valet section is a temptation and management finds it difficult to prevent because of employee flexibility. Different teams from these sections do not often clean the same guest rooms or vehicles all the time (Clifton, 2012:152).

Fay (2006:199) claims that the indicators of employee theft are not subtle but detectible. However, security supervisors are unable to identify them since the pointers are attributed to other factors, such as, gambling, borrowing, living a lavish lifestyle, indebtedness and alcohol and substance abuse. Items stolen by employees may be identified as, cash receipts, merchandise that are sold direct to the consumers, material in production, storage or in transit, laptops and cell phones, and sensitive information (ibid).

Martin (1998:291) further inserted the causes of employee stealing by elaborating that other employees will tend to follow the known stealing employee when they are frustrated and angry at the management about the manner they are treated. The known stealing colleagues will be applauded for beating the system by stealing without being noticed by management. The novices will, due to their anger and frustrations, also follow suite. Such employees are usually labelled honest employees, but are actually the 'borderline' thieves who favour employees who steal from the employer (Martin, 1998:292).

Theft in hotels: At one point or the other, many hotels experience theft. Theft may include, but not limited to, hotel assets, guests properties, and staff properties. The items stolen may be ash trays, towels, linen by staff or/and guests. Small scale theft is usually regarded as "shrinkage" and is accommodated by hotels. Guest bags and large antiques are stolen through a walk-in theft by outsiders. Walk-in thieves target hotels for no reason other than theft (Gill et al., 2002:61).

"Bag thieves" are other kinds of thieves found in hotels. They steal guest belongings in the hotel lobby. Their modus operandi would be the walk-in and sit in the lobby as if waiting for

a guest to be accommodated by the hotel. Such thieves are sometimes chased away from the hotel as they are known for their bad behaviour (ibid).

Through hotels' welcoming attitude of open-door policy, offering "home-away-from home" comfort and convenience to its guests, crime in hotels impacts negatively to business profitability, reputation and to staff morale.

Gill et al. (2002:58) maintained that crime in hotels receive little attention because of little research that is conducted. The hotels are experiencing contradictory aspects in their industry, of, offering the "home-away-from-home" element, which is interpreted as privacy to guests, while at the same time the same privacy is accompanied with security measures for guest protection. In some hotels, CCTVs are not required by guests because they interfere with their privacy (Gill et al., 2002:62).

Employee theft: Employee theft is another form of white-collar crime where the individual enriches himself or herself. According to Hollinger and Davis (nd:204), employee theft is defined as the unauthorised taking, control or transfer of money and/or property of the organisation and is perpetrated by an employee during the course of occupational activity which is related to his or her employment. Hotel staff may steal anything from the hotel to guests' assets.

Martin (1998:291) indicates that members of the housekeeping department have the most access to hotel and guest property than any other hotel staff. He expressed the view that hotel management's attitude toward employee honesty runs to the extreme, meaning, they either trust or distrust their employees, for example statements like, 'My employees will never steal' or 'I do not trust any of my employees, given a chance, they will steal'. Such employers do not exhibit any grey areas.

Dr Harold Gluck, a member of the American Association of Criminology reports that 30% of employees will steal from the employer; 30% are honest employees and the remaining 40% will go with the flow of being honest and will also steal if there is an opportunity (Martin, 1998:291).

This is evident in an incident that occurred in 2012 where a high-profile businessman from the Middle East, Mr Farid Alshabbar, became a victim of robbery in Holiday Inn, Sandton in Gauteng in South Africa. The hotel's Head of Security, identified as Victor, together with the

hotel porter were the alleged suspects. Victor was recognised on the CCTV footage entering the hotel room of Mr Alshabbar five minutes before the guest return from the hotel dinner. The alleged suspect used the porter's electronic card to infiltrate the room, opened the guest's safe with a pin number he aided the guest to change three weeks earlier. An amount R1.9 million in cash, including a 1 kilogram gold pellet, worth R372 160-00, was stolen. The amount of cash stolen incorporated 500 euro notes which were later found on the porter who was later arrested by the police. According to the police, the other alleged suspect, the Head of Security, is still at large. Mr Alshabbar reported annoyance when the hotel management discouraged him from reporting the matter to the police and instead he was offered a free accommodation (Mooki, 2012:1).

Moreover, a hotel entity is where other criminal activities are established. Not only fraud, prostitution, bilking and theft, but also organised crime plays an important role in dampening the reputation of the premises.

3.16   ORGANISED CRIME

Sinha (2008:597) maintains that organised crime is a crime that involves unlawful activities of the members of a high organised, disciplined association engaged in supplying illegal goods and services, including but not limited to gambling, prostitution, narcotics, money laundering, and other lawful activities of members of such organisation. The organised crime was initially engineered by the Mafias.

3.16.1 The history of the Mafia

The Mafia, which is actually known as Cosa Nostra, is a secret organisation which developed in Sicily, Italy, in the mid-19th century. Around the same period, the Sicilians and the Southern Italians emigrated to the United States of America and a mafias branch was opened. Their crimes were then referred to as the Italian American organised crimes.

The Mafias did not only focus on illegal activities but also on functions with dominance (Sinha, 2008:598). The observers viewed mafias as a 'way of being'. Another writer, Giuseppe Pitre, in the same text, defined the 'Mafia' as the consciousness of one's worth, the exaggerated concept of individual force as the sole arbiter of every conflict, and of every

clash of interest. Sicilians regarded the Mafias as the protectors and as role models in the society (Sinha, 2008:598).

The Mafias were also identified as the 'aggressive boasters and braggers, the bold, bully, arrogant and fearless' (Sinha, 2008:599). The name 'Mafia' was made popular by the play '*I mafiusi di la Vicaria',* meaning, The Beautiful people of Vicaria, which was about gang criminality in Palermo prison in 1863. Even though the word Mafia was never mentioned in the play, the word came about by identifying the criminal role played by the gang in the play (Sinha, 2008:599). As a result, the name mafia came into existence through the observers of the play describing the fictional source inspired by the real actions of the Cosa Nostra. In 1865, it became official and in 1876 an authoritative report was written describing the designation of the term "Mafia" which found a class of violent criminals ready and waiting for the name to define them and provided their special character and importance in the Sicilian society (Sinha, 2008:599).

As the real name for Mafia is Cosa Nostra, which is referred to as 'our thing', by the members of the organisation, was first used in the early 1960s in the United States by a Mafioso that turned state witness, during the hearing of the McClellan Commission (Sinha, 2008:599). Between 1980 and 1990, the focus on gang-wars by the Cosa Nostra diminished and new criminal activities came into being, namely, the 'white collar' criminal activity. This new emphasis was due to the fact that many prominent Mafia members were murdered, prisoned, while others were on the run from the law as the police, prosecutors and judges were in an attempt to dishearten robust policing (Sinha, 2008:604). Today, the Cosa Nostra is involved in a number of illegal activities, such as, murder, extortion, drug trafficking, corruption of public officials, gambling, infiltration of legal businesses, money laundering, prostitution, pornography and tax fraud schemes (Sinha, 2008:607).

The Mafias' illegal activities have expanded to most countries throughout the world. In the United States, where New York is the centre of organised crime, the Five Families ended-up ruling New York City. The family names were named after prominent early members and they are; the Bananno family, the Colombo family, the Gambino family, the Genovese family and the Lucchese family (Sinha, 2008:607). These families committed numerous crimes that exposed them to a vast amount of cash.

3.16.2 Different types of crimes committed by the Mafia gangs

Sole (2012:1) asserts that as the Mafias are also businessmen involved with in illegal activities, such as extortion (whereby cash money is taken from someone by using threats); selling illegal good which are expensive and unregulated by the government; gambling, from cards to betting on any sport; illegal guns and drug trafficking, like, cocaine and heroin; and prostitution, in Europe and North America, generate millions of dollars which posed a growing challenge on stability and security. The author also maintains that their supply and demand link was fuelled by a global criminal enterprise. As organised criminals, they form transnational networks of sourcing drugs from another country, traffic them across in another and marketing them in another country. It is noted that the value of illicit drug trade exceed the size of the legitimate economy (Sole, 2012:1).

In the 18th century, the Mafias' illegal businesses were run from different locations where 'their thing' is formulated since the vast of money is at their disposal (Sole, 2012:1). A legitimate business empire is born where they are together under the same roof and conduct their business to maximise profit and without any disturbance. For them to clean their 'dirty money', the Mafias are required to establish legal businesses to remove 'dirty cash' from their hands (Willis, 2011:1). The cash they have would draw the attention of the law enforcement officials when trying to use it. Consequently, the Mafias have no alternative but to find other methods of banking huge amounts available to them. In the 19th century, the money laundering scheme came into the picture.

Money laundering is defined as any act or attempted act to disguise the source of money or assets derived from criminal activity. Money laundering is the method by which 'dirty money' obtained from criminal acts is processed through legitimate businesses and converted into 'clean money'. Once cleaned, the money cannot be traced to the original person or organisation transacting the criminal funding. Ultimately, the criminal Mafias could use the money anyway they please (Willis, 2011:1). To legitimise their businesses, legitimate businesses are bought as a front.

3.16.3 The relationship between the Mafia and the legitimate businesses

Al Capone, the Italian Mafia, who initiated in the concocting of the money laundering scheme, seeing that the large sums of money at their disposal is out of control, purchased a

'Laundromats' business with an intention of mixing the Mafia's illegal profits with legitimate business sales to conceal the illegal profits (United States of America's International Gaming News (US IGN), 1998:1).

Hotels, casinos and night clubs were among the businesses bought for the purpose of obscuring the 'dirty money' obtained from illegal activities (ibid).

However, the Mafia families are continuously arrested by the law enforcement officers. Bonner (2011:1) states that the remaining Mafia perpetrators are strategizing new methods of earning a living. In his article entitled: "How do mobsters make a living in the 21st century?" identifies methods that are 'adaptable to the times', that is, taking the old-age breadwinners, like, prostitution, gambling and money laundering into the next level. Prostitution is elevated to interstate sex trafficking, literal race betting are upgraded to illegal internet sports gambling operating in hotels and casinos while money laundering scheme is also uplifted when millions are stolen from European Union through sure-fire scheme called wind energy and the money obtained from the scheme is lent to borrowers at 200% interest rate (Bonner, 2011:1).

3.16.4 South Africa and Cosa Nostra

Stevens and Cloete (2004:54) urge that organised crimes are different types of crimes, where the South African government and the South African Police Services (SAPS) pronounce them as unfamiliar with most people, especially in South Africa due to their complex nature.

De Vries (2008:1) posed a question of whether the Mafia organisation together with the organised crime syndicate, have moved to South Africa. In his study entitled: "Have the Mafia moved to South Africa?" is a question raised by Grobler, a journalist, who won the 2007 CNN African Freelance Journalist of the Year Award. Grobler uttered this argument based on the reasoning that money laundering in South Africa is easy and the anti-crime corruption unit is unsophisticated, for the exploitation of corrupt officials. Grobler believes that the Mafia or Cosa Nostra organisation uses South Africa due to its lax hotel security and border controls, as well as the instability of South African economy for money laundering operations.

Mail & Guardian (2011:1) reported the slaying of Cyril Beeka in South Africa, a Cosa Nostra soldier as being linked to the Czech fugitive Rodavan Krejcir who is currently apprehended

for fraud and was involved in organised crime under the notorious Montenegrin crime family in South Africa.

3.16.5 The nature and extent of organised crime

The organised crime is divided into three categories, namely, rapacious, illegal activities and the infiltration of legitimate organisation.

Rapacious crimes: These are crimes that involve burglary and robbery, kidnapping and murder and blackmails. These crimes are usually operated in gangs.

Illegal activities: These are the activities that take place when there is a demand from victimless criminals, such as, drug usage and trafficking, money laundering at high interest rate, gambling, prostitution, bookmarkers and loot sharers. Such crimes are not reported to the police as all participants are involved in these kinds of crimes (McLaughlin and Muncie, 2006:451).

In certain occasions, these activities are initiated and permitted by the hotel owners known as "Cosa Nostra' (Mafia) family, who manipulate their staff, like, the doorman, luggage porters and the receptionist as forerunners to engage in such activities (Buzby II & Paine, 1976:205). These staff members play a major role since they are in the frontline and continuously engage the guests throughout their stay. The financial benefits to the staff for role playing are on percentage basis (ibid, p. 205).

On the 27th February 2006, a South African Music Award (SAMA) Rhythm and Blues (R &B) and hip-hop artist Tsakani "TK" Mhinga (born 1979) was found dead at a hotel in Bryanston, Johannesburg by hotel staff. The investigation revealed that her death resulted from an act of drug overdose or a drug-induced suicide (Wolmarans & Chibba, 2006:1).

The infiltration of legitimate organisation: This is when the business enterprise is penetrated by gang offenders with the intention to conduct illegal gang-related activities

A hotel is a 24/7 business enterprise established as a business centre that provide internet service to hotel guests. A guest is permitted to use the hotel business centre to publicly access the available computers in hotels for either internet engine search, or internet banking (Thomson, 2014:1). Brian Krebs, an investigative journalist, maintains that stolen credit cards were used by the gang to gain access to the hotel as guests. The gang's intention was to

access the hotel business centre. The modus operandi of the gang was to store the malware in the cloud and download it onto the hotel's computer thereafter installing the malicious key logging software. The guests' information will be redirected to the gangs' google mail account where large amounts of guests' information, like, log in credentials to their banks, retirement and personal accounts were accessed. The gang had since been arrested for the activity (Thomson, 2014:1). Vulnerability of assets in hotels is caused by the complex nature of the business.

3.17   CAUSES OF HOTEL CRIMES

Hotel crimes are prompted by the business' open-door policy that runs 24/7 and 365 days in a year. Huang, Kwag and Streib (1998:82) maintain that some hotel crimes are triggered by a suitable crime target, proximity of prospective motivated offenders and the low-level of objects that are not guarded (this assertion will be substantiated in chapter 4 when dealing with the theoretical explanations regarding the phenomenon under research).

Suitable crime target: This refers to the attractiveness and accessibility of the target object. Attractiveness means the valuable object or material of the hotel to potential offenders or the easy access to the hotel facility as a whole. The greater the hotel's valuable objects, the more attractive they are to the prospective criminals with higher incentives. Object accessibility indicates the effortless method of obtaining the target. The more accessibility increases the more convenient for the offender to commit a crime (Huang et al., 1998: 82).

Proximity of prospective motivates offenders: This refers to the physical distance between the target location of crime and the potential offender's location or area. Crimes that occur in hotels are committed by people who are in close proximity as guests and/or non-guests, who may be potential offenders, are constantly situated inside the hotel facility. The crimes that are committed in hotels are determined by the type of guests visiting some hotels, the valuable type of objects situated in those hotels and on where the hotels are located. For example, hotels in the city centres are more likely to be victimised that those found in areas outside the cities, except those who usually accommodate high profile individuals, like, dignitaries (Huang et al., 1998:83).

As hotels are regarded as soft targets, they are also identified as situational contexts since they are the precursors of the events that provide the location and the situational factors that bring people and assets together at particular time and space (Sacco & Kennedy, 2002:10). Once the precursor has been established, the transaction that signifies outcome of the participants' action will be defined. The aftermath of the event will determine whether the event is reported to the police, the police response, and the harm endured by the victim/s, as well as the long-term consequences of the event in term of the public reactions and the changing of laws (Sacco & Kennedy, 2002:11).

The interaction of people in hotels and the crimes committed against individuals in the hotels, such as, guests and /or staff by potential motivated offenders is interpreted as criminal events. Since hotels are a 24/7 operation and involve a number of people moving in-and-out at all hours, criminal events are likely to occur. A criminal event is a process involving the interaction between people in a particular location, under specific circumstances and with specific types of people, in a dining hall, reception area, and the foyer or waiting area, gym, as well as inside the hotel rooms.

A criminal event is often influenced by the choices people make on how and where they spend their time, energy and money (Sacco & Kennedy, 2002:9). Most hotels have established saloons or bars where guests and non-guests interact. A conflict may result as the patrons may be under the influence of alcohol. Room service may also contribute to a criminal event where a guest is targeted for theft or assault inside the room by an offender working with an insider or staff member.

The criminal event consists of the integrated approach where offenders, victims and offence elements are applied to a specific crime situation (Miethe & Regoeczi, 2004:9).

3.18   CONCLUSION

The hotel institution whose objective is to accommodate guest for a fee must uphold its status in ensuring best practice operations. The hotels' advancement depends entirely on the management to achieve specific goals. To keep the business' succession and growth, guests together with all other hotel assets must be protected to enhance and promote its reputation. The hotel through guests must be able to grow in leaps and bounds. Moreover, guests should

keep on coming back and proclaim through the word of mouth the best treatment exhibited by hotel personnel as well as proper safety precautions.

Incidents and crimes in hotels should be exposed and controlled. Hotels as institutions that house any kind of guest should view security as an important aspect in the facility even though it is evident that the hotel only concentrates on the monetary rather than the human aspect of the business. As hotel crimes are perpetuated by humans and not by nature, security awareness programmes should be conducted to eliminate criminal behaviour. Hotels as well must ensure that assets under their protection are not easily viewed as targets.

CHAPTER 4

THEORETICAL FRAMEWORK

4.1 INTRODUCTION

This chapter deals with the theoretical framework that unpacks the relevant theories that are pertinent to the study. The researcher draws some connections and complexities in terms of the theoretical application in crime prevention in the hotel industry.

A theory involves the explanation of a phenomenon or things that we can observe in the real world. In this instance, a phenomenon to be explained is a collective of crimes that occur at hotels. For theories to generate validity and reliability of observation in the real world, they have to be scientifically tested. Theories facilitate observation and prediction of the phenomenon under study. These theories endeavour to explain why some people are motivated to commit crimes and choose desirable targets which emanate from legitimate routine activities (Brown et al., 1996: 157).

Brown et al. (1996:158) also add that a theory integrates two or more concepts that can be exposed to test explanation and prediction of crime phenomenon. A theory also attempts to explain why the act of crime occurs at a specific location and what preventive measures can be implemented to prevent such occurrence at that location.

Different theories are required to guide experts to combat the complexities of crime occurring at hotels. For the explanation of crimes and criminality, the following theories are introduced as they are applicable to the security environment. They include criminal event perspective, rational choice theory, situational crime prevention, defensible space theory, crime prevention through environmental design and broken–windows theory. These theories will be discussed respectively while applying them practically into the assessment of security measures at hotels. All these theories fall under ecological theories of crime which involve the geographical location and physical features of the building and grounds, which should be contemplated for the reduction of victimisation rates (Purpura, 2011:131).

4.2 THE CRIMINAL EVENT PERSPECTIVE (CEP)

The criminal event perspective is a theory that focuses its attention on information identification and organisation in the understanding of criminal activity (Sacco & Kennedy,

2002:1). The criminal event does not only focus on why offenders commit crimes, but also on multiple factors that contribute to the commission of crime, such as, the offender and his or her motivation, the desirable target or victim and the social setting within which the crime activity occurs, meaning, the offender and the target must be at the same place at the same time (Eck & Weisburd, nd:5) as well as the aftermath (criminal justice system) of crime (Sacco & Kennedy, 2002:1). The CEP theory assesses crime as an event and not as an act as crime cannot be studied in isolation since there are different factors that shape the essence of criminal event. For a criminal event to occur, the target or victim should be in a vulnerable state and in close proximity to the offender.

Intimate handlers, who are people who have a direct influence over the offender, like, parents, friends, teachers or employers, have to be absent for crime to occur. Guardians, such as, friends and /or formal authorities, like, the private security officers or public police also have to be absent during the commission of crime. People or things that are separate from the guardian are susceptible to victimisation (Eck & Weisburd, nd:5). Place managers, such as, janitors, hotel managers, and others, since they take care of the place regulate behaviour at places they control. Life-security officers in the hotel facility have to be present to prevent drowning (Eck & Weisburd, nd:6). As a hotel is a facility that houses a number of individuals at the same time, for tourism or leisure and business, guests' unguarded targets are usually exposed to criminals who do not hesitate to recognise them. Overseas tourists usually fall prey to these criminals. They are constantly robbed in or/and outside the hotel vicinity. They usually display their expansive valuables, such as, cameras, cell phones, watches, wallets in public and their money bags habitually hang around their waists (Glensor & Peak, 2004:1).

Tourists are gullible people who appreciate help from strangers, may they be police officers or criminals, who claim to be familiar with the area they are visiting. This deed may encourage crime to take place. However, once an act of crime, such as, robbery, assault or even rape, against the tourist, has been committed, the aftermath part of the criminal event will not materialise as tourists do not usually report the matter to the police to ensure that justice prevails (ibid, p.1). They will simply pack their bags and return back home. Such tourists may feel that the hotel environment failed to provide them with reasonable care (ibid, p.1). Crime against hotel guests will perpetuate if criminals are still at large (Sacco & Kennedy, 2002:1).

Crime pattern theory which forms part of the criminal event is attributed to routine activities, such as, work, school, shopping and/or recreation the offender or non-offender engages in (Eck & Weisburd, nd:6). Offenders find crime opportunities at familiar places through non-criminal activities.

Facilities such as, schools, hospitals, hotels, taverns and churches, are special-purpose structures that operate for specific functions. These different types of facilities increase or decrease crime in their immediate environment (Eck & Weisburd, nd:8). This is due to the fact that these facilities draw people, like, potential offenders to the area where opportunity presents itself when the target or victim is unguarded (Eck & Weisburd, nd:9). Authors have identified that in an area with a hotel, there is higher crime rate than an area without a hotel.

The hotel facility presents opportunities for different crimes in the area, like, aggravated assault, murder, rape, drugs and human trafficking, disorderly conduct, theft, and so forth as previously mentioned in Chapter 1. Patron bars situated inside the hotel have a contributory effect to such crimes. The research has established that people's inhibitions are lowered due to the effect of alcohol. The lower inhibitions enable people to engage in risky behaviour they would not have done if they had not taken alcohol. (Trauma abuse treatment, 2016:1). Hotels with a high crime rate are most likely to be left by guests for more secured environment (Eck & Weisburd, nd:8).

4.3 RATIONAL CHOICE THEORY

The rational choice theory implies that the prospect of a criminal mind rests upon the individual. The person's thinking determines his or her behaviour. Appropriate thinking leads to conformity, but when one's thinking is rooted in a criminal mind, chronic offending is created (Lilly, Cullen & Ball, 2002:218). These authors argue that human nature such as, genetics and body type (muscular) and sociological factors do not influence the causation of crime. They maintain that the criminal thinking patterns are from unknown origin; hence they develop randomly striking one individual rather than all members within the family (ibid).

These authors also contend that since punishment does not deter all offenders, it is the duty of the criminal justice to teach morality (right from wrong) to rational choice offenders. Such offenders will not be rehabilitated if such teachings are not considered (Lilly et al.,

2002:214). However, as the criminal justice encourages deterrence rather than moral education, security measures at hotels must be implemented to deter potential offenders who are unable to differentiate between right from wrong. Punishment as moral education reduces more crime rather than punishment as deterrence (ibid).

Rational choice theory highlights the concept that crimes that occur in hotels are committed by individuals who are rational and choose to commit crime. Criminals are viewed as architects of their own life situations rather than 'victims' of their environment; hence they are viewed as free-willed rational creatures. (Lilly et al., 2002:218). However, authors are of the opinion that not only rationality and the choices people make contribute to crime but other certain social conditions may play a role in criminal behaviour since offenders are said to be controlled by criminal minds of unknown origin. This is evident in the example which accentuates that in a disorganised society not all members of the society will turn to crime due to the societal factors, but being exposed to certain factors, may increase the risk of some members to choose the path of crime (ibid).

On the contrary, Eck (2016:1) postulates that rational choice theory involve individuals who are bounded by rationality. These people do not possess all the information, time and willingness to explore all other avenues. Their behaviour is not motivated by deep-seated drives or challengeable circumstances, but adopts quick and easy decisions based on limited information they have. They alternatively choose good but not the best and probably not the worst alternative. They possibly base their decisions on influential circumstances at their immediate surroundings, like, whether to become involved in crime, (they consider the reward behind the crime or the attachment to someone who will approve or disapprove the new venture of crime); how and when to commit a specific crime, (they consider whether is there anything worth taking and getting away with); and on when to abandon the criminal act, (they also consider the degree of success at committing crimes and/or if presented with an alternative, he or she might abandon the act of crime (ibid). Therefore, crime under this theory is viewed as a spur of the moment act rather than a planned decision, depending on availability of the target. So, this explains why the security measures, fit for the purpose, should be put in place at all times for the protection of these hotels. These security measures should be effective at all times and they should be tested regularly.

The influential probabilities mentioned above are also cited by Lilly et al. (2002:218) when they declare that further research is required as there is still a long way from solving the puzzle of crime causation.

According to Lilly et al. (2002:220), certain individuals rationally choose the act of crime because it 'pays' – the benefits outweigh the costs. Hotel offenders on violent and non-violent offenses have placed their focus on benefits rather than apprehension, hence crime against tourists (Glensor & Peak, 204:1) as discussed previously. Crime to them is more attractive than other career options (Lilly et al., 2002:220).

Therefore, it is imperative to consider security experts in the building planning phase, from the outset, to deal with security aspects for the protection of hotel assets that may be targeted by potential, actual or rather career criminals for their benefit.

4.4 SITUATIONAL CRIME PREVENTION

The situational crime theory originates from the rational choice theory where Eck (2016:1) emphasises the potential offender's decision in contemplating the how and when to commit a specific crime. The potential offender considers the perception of the reward, effort to carry out the crime and risk involved. Once the immediate situation is perceived as low risk, the rewards will be perceived as high and the effort will also be perceived as trivial (ibid).

Situational crime prevention theory is defined by Schneider (2010:45) as an opportunity-reduction measure directed at highly specific forms of crime. It involves management design or manipulation of the immediate environment in as systematic and permanent a way as possible by making crime more difficult and risky, or less rewarding and excusable as judged by a wide range of potential and/or career criminals.

The hotel poses opportunity for the potential offender to steal and get away with it. The guest is likely to steal from the room since upon checking out, no luggage searching is conducted. In some hotels, a guest is likely to be assaulted or raped by a stranger who let himself in without the reception's knowledge and get away with it without being noticed (Burstein, 1994:158).

Purpura (2011:137) maintains that the situational theory looks at the type of crime committed, the place as well as the time of its commitment. Eck (2016:1) concurs by stating that a potential offender will any way commit a crime even if he/she does not feel provoked or have an excuse, for example, in a hotel bar, a stranger may offer to buy a lady a drink while she is with her companion. Crime of assault with a beer bottle is likely to occur and will be based on a quick assessment of the immediate circumstances, including the availability of the weapon and the yearning not to be perceived as weak to the opposite sex and other patrons (ibid).

Not only the offender's situation in his/her immediate circumstances and rationality contribute towards the commission of crime, but also the design in architecture as clearly outlined in the Crime Prevention Through Environmental Design below.

4.5 CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

Snyder (2014:1) argues that even at this era of higher security, security planning in facilities is an afterthought when a building is being designed. Security planning should begin during the programming period of the building construction. If security is considered at a later stage (e.g. after the building has been erected) where risk assessment or vulnerability was not taken into consideration before, the effects may result in insurance issues, litigation and even bankruptcy in a facility.

Ford (2011:1) concurs with the above author in his article entitled: "When is crime your problem?" by stating that, it is the duty of any facility owner to ensure reasonable care in the protection against reasonably foreseeable criminal conduct. Foreseeability is defended upon when crime statistics are obtained from the law enforcement agencies that affect the facility (the hotel in this case) itself, the business that is adjacent to the hotel or in the geographic proximity to the hotel. The occurrence of pre-incident of crime also plays a role in defending foreseeability (ibid).
Ford (2011:1) cites that foreseeability is also defended when the type of crimes that occurred previously in or around the hotel facility are similar to those currently taking place in or around the same facility. The author may also defend foreseeability when hotel guests and/or people working or residing around the hotel place numerous calls to private security service

providers or law enforcement agencies to reduce crime that usually take place in or around the hotel facility.

It is then the responsibility of the hotelier to ensure the implementation of effective security measures that will deter criminal activity from taking place when defending liability (ibid). However, Worrall (2006:296) disagrees with this notion. He argues that hardened security measures in a hotel, such as, (CCTV), security officers, turnstiles, fences, high walls, to name just a few, are ineffective since a perpetrator is able to commit a crime despite their installation.

Hence, CPTED fosters the introduction of experts, like, security, engineers and architectures to team-up in the construction of a new structure to enhance crime prevention. Today, CPTED is considered to be the best practice in the protection of hotel assets.

CPTED maintains that the probability of loss prevention and victimisation of hotel community (staff and guests) is determined by built environment that present opportunities on incident occurrence and the commission of crime (Fennelly, 2012:35).

Atlas (2008:53) proposes that CPTED is based on the proposition that the appropriate design and application of the built and surrounding environment, can improve the quality of life by deterring crime and reducing the fear of crime. The theory suggests that security should be initially applied in the architectural design or physical environmental changes should be applicable. The changes will increase guests' participation and interaction, foster proactive policing among security personnel and act upon root causes of crime, like, analysing the perpetrator's predisposing and precipitating factors (Purpura, 2011:133). However, for the purpose of this study, the researcher will not dwell on these factors but only on built environment.

Nadel (2008:1) informs that security plans in the hotel entity should be implemented by building owners and those responsible for the protection of people and assets in the building. The security plan must consist of addressing design issues, technology and equipment, operational policies and procedures. There is a need to include security planning for the

sustainability and environmental design requirements in a changing geopolitical landscape by architects, engineers and constructors (ibid, p.1).

Planners, architects and developers, with their influence in the design of the built environment, play a significant role in enriching the safety of the community (Hoon, 2003:1). The community as a whole expects the government and other agencies to protect and bear most cost of the crime that occurs around them. The hotel has taken the initiative of distributing guest brochures reflecting tips on how to stay safe. However, CPTED advocates that the hotel community can be able to protect themselves by integrating the principles and concepts of CPTED into the design and management of the physical hotel environment (ibid, p.1). This is an endeavour from CPTED to improve safety and minimise opportunistic crimes in hotels (ibid, p. 1).

For CPTED to be effective, early planning and design for built environment should be achieved (ibid, p.1). Purpura (2011:134) concurs with Worrall (2006:296) by asserting that applying numerous hard security measures does not yield best results as it is difficult to pin-point what actually works, where and against what crime. In the same vein, Hoon (2003:1) opines that the more various physical security measures are implemented in the facility, the more the offenders become interestingly attracted in finding out about the reason behind the heavily guarded facility as well as to prove that the facility's security can be breached.

Crowe (1991:136) maintains that a hotel should not be built in a fortress style where the parking lot is on the back. The walls of the parking at the back of the hotel will act as a barrier to visibility. Undesirable individuals are found along these walls. Atlas (2008:58) argues that a hotel facing a street entrance must have territorial layers before reaching the main entrance.

Nadel (2009:1) claims that security measures that are visible to the public eye are complex, costly and disruptive. For security efficiency, specialised professionals (architects and engineers) are necessary from the onset.

In addition, the same author (ibid, p.1) asserts that security does not have to be conspicuous and obvious to be effective. Concrete front building barriers will deter car bomb threats, but will not be effective within the building unless other elements are implemented, like, transparent security which are clear evidence of security features, which can be attained

through informed planning, design and facility operations. These security tactics may include, but not limited to, visible alarm system, security patrols and vehicles, low or no perimeter fencing and lighting, background checks for all employees, and a well-maintained facility appearance (Nadel, 2009:126). This is relatively true with the hotel entity where the researcher has identified that a limited number of security measures are utilised, like, few security officers deployed at the access points only, limited number of (CCTV) cameras that are tactically placed inside hotels. Cameras inside the hotel rooms are absent to endorse guests' privacy and the walls dividing the rooms are purposefully thick designed to protect the whole structure from collapsing in case of the impact of fire attack, as redundant or steel structural system perform well under duress (Nadel, 2009:130).

Building security also includes windows in buildings. Blast-resistant windows and fabric-lined walls play a role during terrorist attacks as they reduce glass fragmentation casualties. For example, at the Pentagon 9/11 attack, the armoured-plated building structure remained intact for 35 minutes prior to collapsing, allowing employees to vacate the building (Nadel, 2009:117).

Gardner (1995:1) maintains that CPTED consists of security techniques components, such as, security hardware, psychology and site design which form integration. These security techniques are applied to the architectural design to discourage crime. CPTED works well when ordinance of zoning is performed whereby spaces are divided into smaller portions for maximum control (Purpura, 2011:137).

4.6 DEFENSIBLE SPACE THEORY

Defensible space theory's establishment is grounded on the design in architecture, landscape, street layout and the people's use of public place when interacting with others in the creation of a community (Purpura, 2011:131-132). There are two types of social behaviour that are promoted in the theory, namely; territoriality and natural surveillance. Fennelly (2012:104) on the other hand, adds the aspect of natural access control as a form of crime reduction in the hotel facility.

4.6.1 Territoriality

Territoriality involves the feeling of location ownership. Even though hotel guests are not legitimately acquainted with each other's pattern of behaviour, they have a common aspect of sharing the public space (Purpura, 2011:132). Worrall (2006:291) encourages guests to have a positive attitude towards the hotel for protection and value their privacy. Social events, like, the dining time, conference or party/pub gatherings and emergency drill exercise, fosters a sense of togetherness. Such a group is more likely to report suspicious behaviour to the hotel or security manager (Purpura, 2011:132). Hotel employees as well as guests are provided with an easy, convenient and anonymous method of reporting, may it be, a drop box, toll free number or website (ibid).

Naude and Stevens (1988:201) maintain that for territoriality to exist, an impediment should be created. Barriers in the hotel facility symbolises providing limited access into the premises. Unauthorised individuals, such as, undesirable guests, like, the prostitutes or an individual that hits a patron with a beer bottle at the hotel bar is prevented from entering the facility. Obstacles in hotels are security systems of objects that are designed to counter-attack in hotel and they may be keys and locks, alarms, gates and safes, flowerbeds, low walls, time switches, lighting, to name a few (ibid).

4.6.2 Natural surveillance

Even though CCTVs in the hotel facility are also used as a form of surveillance, those installed inside the hotel building, along the passage, are strategically placed not to cover the broad spectrum of the vicinity, but only a limited space. This practice is deemed advantageous to hoteliers as this will deter a potential offender who will not be aware of this strategy (Worrall, 2006:291).

Felson (2002:126) adds that the maintenance, like simple trimming down of hedges and shrubs, replacing the bulb of a hotel emblem, outside the hotel building, also encourages natural surveillance. Stand-alone hotels should have windows facing the street to ensure criminal detection from afar and before entering the hotel's main entrance. The hotel's employee reception area should also face incoming hotel foot traffic (Fennelly, 2012:104).

Worrall (2006:290) declares that having much foot traffic will deter criminals and view the area as 'tight security' because they will assume that more eyes of staff and guests are watching.

4.6.3 Natural access control

In the hotel industry, space manipulation is one of the effective strategies in the reduction of crime and the control thereof. Hotel space must provide an indication of who is allowed or not allowed where. For example, in the hotel reception area, a guest is prohibited from entering the receptionist's back office, which is situated in the lobby, where the back office door reflects a signage stating 'non-staff is not allowed' (Fennelly, 2012:104).

Another form of controlling natural access is by planting hedges and shrubs and plan for walkways where people will walk freely without receiving or harming anything or anyone. Hotel access points must be limited, especially from the parking bays. A signage of 'no entry without a security personnel' or 'CCTV surveillance in use' must be realised (Felson, 2002:126). In this way, suspicious acts that may be intended to commit crime will be identified. The actual crime will also be detected well in time and it will get the necessary response. This will enable the security specialists at hotels environment to deal with the crime as it happens, which fits well in the broken-windows theory as explained below.

4.7 BROKEN-WINDOWS THEORY

Purpura (2011:137) advocates that broken windows and doors, graffiti and public intoxication, which are referred to as small problems, if not rectified, can lead to crime and decay in the physical environment. Hotels that are not being maintained properly in fixing elevators, worn-out staff uniforms and undercover parking with old hoarded furnisher, may contribute to crime as the criminals will notice the neglected facility. A hotel is a public place and management must enforce public order and compliance to endorse safety. Maintenance plays a significant role in curbing crime in removing graffiti and repairing physical security, for example, locks (Purpura, 2011:137).

4.8 CONCLUSION

Theories play a significant role in the explanation of crime commission in the hotel entity. The criminal's motivated behaviour in identifying the opportunity towards the desired target or victim within the immediate circumstances must be controlled by providing more security alternatives. Even though the potential criminal in his or her rational mind chooses the path of crime because it pays, crime pondering will subside only if the intimate handlers and the target guardians are present to positively influence the potential criminal's thinking and to guard against targets that are vulnerable in hotels. The hotel facility that provides opportunity for criminal event to occur, where the criminal and the unguarded target find themselves at the same time and place, must be managed by the hotelier as place controller in regulating the potential offender's behaviour.

Crime takes place when the potential criminal perceives the reward as high in a low risk immediate situation where the effort to carry out the crime is also perceived as low. To eliminate the perception of the immediate situation as low, opportunity-reduction measures and immediate environment manipulation system is implemented and enforced. The concept of 'defending foreseeability' also plays a significant role in the protection of assets in hotels. Crime prevention through environmental design CPTED promotes built environment where security experts should be involved from the beginning or rather, physical security features should be altered to fit crime prevention. Defensible space theory which place emphasis on the space manipulation also plays an important role in the protection of the location. The hotel facility relies on its community (employees and guests) for protection by reporting criminal activities to them. Furthermore, the broken windows theory adds that hotel maintenance and repairs may deter potential criminals from engaging in criminal activities towards the facility as the potential criminals will notice that the entity is properly maintained.

CHAPTER 5

FINDINGS: DATA PRESENTATION, INTERPRETATION AND ANALYSIS

5.1 INTRODUCTION

This chapter deals with the process of presentation, interpretation and analysis of the findings from the data collected from the research participants. Data were collected through one-on-one interviews from all research participants.

The main categories and themes for data with meaningful understanding were identified. For the identification of categories and themes, the researcher analysed the interview transcripts contents of the research participants' responses. The participants' comments were documented and grouped together to pick up common denominators within them, to recognise the themes.

Research results are presented as follows: Biographical information of research participants is presented under Section A and the information on the factors contributing to the security measures at the hotels is outlined under Section B.

5.2. SECTION A: BIOGRAPHICAL DATA

Biographical data plays a significant role in research. The information obtained from research participants determined the relevance of participants.

5.2.1 Biographical information of research participants

The biographical information, as reflected on Table 5.1, is based on age, race, gender, marital status, position, and length of service and education qualification of research participants who are security experts in the hotel industry.

The interview of each research participant was conducted at the participants' venues as requested by the participants.

The duration of interviews conducted ranged between 45 minutes to an hour long as outlined in Table 5.1:

Table 5.1: Biographical information of participants

Research participants	Biographical details						
	Age	Race	Gender	Marital status	Position	Length of service	Education qualification
1	30	White	Male	Married	Maintenance/ Security Manager	4 years & 6months	Tech N3/ NQF 3
2	43	White	Male	Married	Security Manager	5 years	Matric
3	42	White	Female	Single	Risk Manager	3 years	Certificate in Police Administration
4	45	Black	Male	Married	Security Manager	5 years	PSIRA G 'A'
5	40	Black	Male	Married	Security Manager	5 years	Grade 10
6	49	White	Male	Divorced	Security Manager	13 years	Diploma Marketing
7	40	White	Male	Married	Managing Director	18 years	Matric
8	40	White	Male	Married	Risk Manager	18 months	Matric
9	46	Black	Male	Married	Risk Manager	25 years	National Diploma Security
10	35	White	Male	Single	Hotel Manager	1 year	Standard 9
11	40	White	Male	Single	General Manager	2 years	B.Ed. Honours

12	46	White	Male	Single	Director	15 years	Matric
13	41	White	Male	Divorced	Security Manager	7-8 years	PSIRA Grade 'A'
14	36	Black	Male	Married	Risk Practitioner	3 years	HR Diploma
15	56	White	Male	Married	Security Manager	20 years	Matric
16	58	White	Male	Married	Security Manager	22 years	Matric
17	50	Black	Male	Married	Security Manager	16 years	PSIRA Grade 'C'
18	34	Black	Female	Married	Guest Relations Manager	8 years	Matric
19	44	White	Male	Divorced	Assistant Security Manager	4 months	Matric
20	53	Asian	Male	Married	Operations Manager	25 years	PRISA Grade 'A'

Ages of the participants: The ages of the research participants varied from each other. Eight (40%) of the 20 participants were between the ages of 30 and 40 years of age. The other nine (45%) of the participants were between the ages of 41 and 50 years of age. The remaining three (15%) of the research participants' ages ranged between 51 and 60 years.

Race of research participants: Thirteen (65%) of the participants were white. Six (30%) of the participants were black. One (5%) was Indian.

Gender of the research participants: Out of 20 (100%) of the research participants, 18 (90%) of the participants were males, whereas 2 (10%) were females. The research has shown that since this is a male dominated industry, most security managers in the hotel industry are males rather than females.

Marital status of the research participants: The marital status of the research participants differed. Of the 20 (100%) participants, 13 (65%) participants were married. Three (15%) of

the research participants were divorced. Four (20%) of the remaining participants were single.

Positions of research participants: Positions of the research participants were diverse in the manner that not all participants were security managers that perform security duties. The research found that out of 20 (100%) participants, 11 (55%) of the participants were security managers and that included the operations manager. One (5%) was a Director of a security company and the other one (5%) was a Director of the Security Department in the hotel. Among 13 (65%) of the participants, 1 (5%) of the participants was a maintenance manager who also performed security duties, whereas 6 (30%) from the same pool of 13 (65%) participants were in-house security managers, meaning, they were in their hotels' payroll system. Another 5 (25%) of the research participants also from the same pool were contracted as security managers from the private security companies. Another 3 (15%) of research participants used the word 'risk' in the performance of security functions, at their hotels. The researcher had established that 4 (20%) of the participants had more administration positions as security practitioners, like, the human resource risk practitioner, hotel manager, general manager and the guest relations manager. Three (15%) of the 4 (20%) of the participants have limited experience while 1 (5%) had no experience at all as the security practitioner. The research showed that in the hotel facilities, duties of security personnel could be performed by any one. However, engaging in a number of duties may cause an individual to be unable to perform security tasks effectively.

Length of service of research participants: Out of the 20 (100%) of the participants, 1 (5%) of the participants was less than a year working in the hotel facility. Five (25%) of other research participants were between one and three years working for their hotels. Between four and 10 years of service, the researcher identified 6 (30%) of the research participants working for the hotel for this period of time. The other 5 (25%) of the participants had worked for the hotel in the period between 11 and 20 years and the last 3 (15%) of the participants had worked and still were working for 21 years and above. The research indicated that only 2 (10%) of the research participants had little experience as security managers in the hotel facility. However, 1 (5%) of the 2 (10%) participants previously worked for another branded hotel for five years as security manager, before coming to the hotel where he was found during the time that the study was conducted.

Education qualifications of research participants: The highest education qualifications of research participants also varied among themselves. Seven (35%) of the participants received Standard 9 / Grade 11 an equivalent to Tech N3/ NQF 3 and below including the PSIRA grades obtained from the Security Training Colleges. These grades, like, Grade E to Grade A, enable a security personnel to register with the regulatory body, PSIRA (as required by Private Security Industry Regulatory Act No. 56 of 2001) for accreditation. Through registration with PSIRA, a security officer is regarded a qualified South African security service provider. Eight (40%) of the research participants obtained standard 10 /grade 12 education qualifications. Five (25%) of the research participants obtained tertiary qualifications, such as, a certificate in Police Administration, National Diplomas in Security Management, Human Resources and Marketing. Research has identified that education plays a role in being a professional and applying management skills in the provision of security services.

5.3 SECTION B: FACTORS CONTRIBUTING TO EFFECTIVE SECURITY MEASURES AT HOTEL FACILITIES

A number of contributory factors were identified in the findings, interpretation and analysis of the research data. These factors were obtained from research participants' narratives. These factors will be discussed in details below:

5.3.1 Nature of business services at the hotel facility
To establish the type of business the facility under study was engaged in, the research participants were asked the following question:

Research question 1: What is the nature of business operations at this organisation? This research question also sought to answer the following **research objective**: outlining the nature of business that hotels are engaged in.

In responding to the set of questions attempting to answer the research question, the research participants offered a mixture of responses. Seventeen (85%) of the research participants indicated hotel and accommodation for a fee. They also asserted that the hotel also offered

conferencing services. Three (15%) other research participants maintained that they offered security services to the hotels that offered accommodation to guests. The same 3 (15%) of the participants also claimed that the facilities offered rental to tenants for a fee.

The question posed to all the participants was answered by all research participants. The question was asked because the hotel offered a number of services to the community. A hotel as profit making organisation places its focus on money for the business to run effectively and efficiently and to stay in business. This point was emphasised by participant 11 when he said: *"It's a hotel and we sell beds for specific period of time according to client's needs. We don't sell furniture"*. The same participant (11) also supported this statement by saying that: *"A hotel comprises of a hospitality environment where the hotel welcomes and accepts people as potential guests."* This is supported by participant 13 who said: *"Even if hotels offered the same service, of accommodation, but the participant's clientele comes from the corporate sector"*. Participant 13 also emphasised that: *"We accommodate corporates guests for a* fee*"*.

Conferencing is another service that is offered by the hotel facility. Participant 8 confirmed that: *"Hotel provides conferencing for a fee",* while participant 14 indicated that his hotel also offered weddings and parties as well. Conferencing services are paid venues that are used by guests and non-guests for workshops and seminars for business related issues. It can be pointed out that hotels serve different purposes. They are used from private to business matters and from individuals to organisations. In this sense, they need to be secured in order to enable people to conduct their businesses in a convenient manner. In-house security or contract security service providers may be used to render security services to protect hotels. Participants 4, 15 and 17 supported this by saying that: *"We offer security to the hotel that accommodate[s] guests. We are contracted here, so we are not part of the hotel"* and participant 15 also added that the hotel offered food security and safety. To the researcher, the responses suggested that the participants were working together in ensuring safety and security to guests at the hotel facility.

On the other hand, participant 9 pointed out that: *"The hotel uses a certain portion of the hotel for rentals"*. This is supported by participant 20 specified that: *"Our hotel has a block of flats where guests stay as tenants"*. It can be observed that hotels, like any businesses, look at ways and means of increasing their business opportunities so that they become more profitable.

5.3.2 Provision of operative structure at the hotel facility

The researcher wanted to determine whether the hotel facility has security structure with policies and procedures in place, by asking the following question:

Research question 2: Does the facility have an effective security structure, with policies and procedures, where there is a command and control of the job? Research question 2 also sought to answer the following **research objective:** To investigate if there are security policies and procedures as part of effective security component.

The research participants gave variety of answers to the question. Eighteen (90%) of the research participants indicated that the security structure, with policies and procedures were in place. Ten (56%) from the eighteen participants also declared that they were employed by the hotel as contract security companies and policies and procedures that were used were from the hotels. From the 2 (10%) remaining research participants, 1 (5%) of participants commented that his hotel entity did not entirely have the security structure in place and the other 1 (5%) claimed that he does not know whether his hotel did not have security structure in place.

It is evident that the majority of the research participants were in agreement that the hotel facilities have effective security structure, with policies and procedures in place. Security policies are important because they clarify the goals of the Security Department. Security procedures are also of critical importance because they outline the steps that could be followed by the security personnel in achieving the objectives as pointed out in the security policies. Policies and procedures are also considered to be the cheapest form of security that the Security Department may consider to protect the facilities because they are only written in order to be followed by the security personnel. If there are no security policies and procedures in place, the security personnel will not execute their security roles diligently. In emphasising the importance of the security policies and procedures, participant 9 pointed out that: *"Policies and procedures that are set are the ones that are in control of the operations as a whole. We deem them effective. We are pro-active by being guided by the same policies and procedures placed by the hotel"*. Given that hotels are in business, their interests should be on safety and security of their guests. The more the hotels prove to the guests that they are

safe and secure the more they will be able to attract more people. The additional information provided by the 10 (56%) of the participants from the same majority of participants revealed that they were from private security service provider in the hotel facility and are not reporting directly to the hotel facility. As a matter of fact, organisations resort to utilising contract security service providers because they consider using in-house security services to be expensive. This is supported by participant 5 who pointed out that: *My bosses say private security is cheaper than in-house as there are no benefits that the company loses on the private security staff*. Advantage of using contract security service providers is that the hotels will always go for the cheapest security service providers. If these security service providers do not obey the rules of the hotel, their services may be terminated and the new one may be employed.

Security policies and procedures also form part of the hotel security. At times other hotels utilise the services of in-house and contract security services. This is supported by participant 1 who pointed out that: *At our hotel, we have contracted the service of five different security companies performing dissimilar tasks*. This is a good system of mixing up security services so that in-house security service providers will mainly occupy key areas and contract security service providers will mainly occupy less 'confidential' security duty points. It depends from one hotel to another, where the security function is made more effective by employing undercover security service providers. This is also supported by participant 1 who pointed out that: *We also have undercover security personnel. They are all over the hotel looking for criminals*. This may imply that there are covert and overt security services in the hotel facilities.

It is important to note that participants would differ in terms of what they mean when they refer to security structure being in place. Others would imply that there is security structure when security policies and procedures are in place. Others would imply that the security structure is in place by having security officers in place. This is supported by participant 10 who said: *We have 10 security officers for the day in this huge facility and they are all contracted*. Sometimes hotel owners, like other businesses, tend to pay less attention to the security needs of the hotel facilities.

On the other hand, the researcher found that the security services were vulnerable when hotel facilities were experiencing economic problems. This is confirmed by participant 10 who said: "*When hotels experience budget constraints, security personnel are likely to be cut. As a result, a limited number of security officers are employed*". Sometimes there is confusion in the manner in which people charged with the security function responsibility of the hotel facility is treated. This may also be that business people, such as hotel owners are expecting their employees to be multi-skilled and to be responsible for more than one responsibility. This, at times, confuses other people. This is supported by participant 18 who said: "*I wear many hats here. I am an in-house security manager but I am called something else. I deal with all the aspects related to guests. I also supervise housekeeping department, manage all other company assets, the fully furnished apartments' contractors, and their security as well as this hotel's security. My boss likes to say I know security business better than him. I only employ contract security personnel and monitor them but the nitty-gritties of the business, like, the service level agreements, policies and procedures, my boss handle all that. So, I don't know, I really don't*". It may not be a problem for the hotel owner to be responsible for some security functions if they have necessary knowledge, but it may be a problem if they do not have necessary knowledge and skill. The danger from this will be to create confusion as highlighted by the participant 18 above.

5.3.3 Securing assets at the hotel facility

The researcher aimed to probe the research participants to identify assets in the hotel needing protection, by posing the following question:

Research question 3: What are the important assets in the hotel facility that need protection? Research question 3 also sought to answer the **research objective** that follows: To examine what important assets need to be protected at hotel facilities.

In answering the question, from 20 (100%) of the research participants, 15 (75%) indicated that important assets in the hotel facility that need protection are aspects such as guests valuables and hotel belongings. Other 5 (25%) of the research participants declared that credit cards information and hotel valuables should also be protected.

Guests belonging, which are valuables that guests bring along to the hotel, also need protection from the hotelier against insiders, like, staff members, either contract or permanent, and other guests. These valuables may be cameras, jewellery, rings, and hand-bags with important documents inside, such as, the identity card and/or drivers licence and so forth. The hotel entity has provided a safety box where the guest can store these items for safe keeping. Other items such as, mobile electronic devises, like, laptops, cell phones and I-pads, credit cards, bank cards, and hotel valuables, like the suitcase-fitting items, such as, face cloths, linen, robes, irons, towel, also require guarding by security officers.

All participants had a general view of highlighting guests as segments of the assets that need protection as clearly supported by participant 6 who confirmed that: *"All hotels are for guests and no one else"*. This finding meant that hotels would not exist if it was not for guests, who are the core business in the hotel industry. Nevertheless, participant 11 enhanced on the previous comment *"Not only the protection of guests from intruders is required, but also from other guests who checked-in with hidden agendas of terrorising other guests"*. This statement may suggest that generally, some people are not who they claim to be. Some guests may be a nasty bunch of individuals with vindictive underlying characters.

If the guests' belongings were to be protected, guests would always be safe and secured at hotels, including their belongings. Some guests will leave their belongings lying around and inevitably get stolen. This is supported by participant 9 who pointed out that: *"Guests' items will not get lost or stolen if guests do what they are told. Safety box is provided by the hotel to safe guard guests' valuables, but they do not put them there. What proof do I have that the guest brought the lost item? The insurance policy's rule says you must first have an interest in the item you want to insure and guests did not safeguard theirs by putting it at a safe provided. So it means they did not have an interest in the item. So why must I care about the item that the owner did not care about?"* Some guests are untrustworthy as far as other participants' views are concerned. The same participant stressed that *"some guests are likely to claim for items that did not exist in the first place"*. This situation makes it difficult for security specialists to protect hotel guests adequately. At the end of the day, such actions will have potential to prejudice other people. This is further supported by participant 9: *"In most instances, hotel employees are fingered for stealing. It is the duty of the hotel to prove the guest wrong by conducting tests that will exonerate the employee"*.

On the other hand, participant 4 gave another version of guests' protection, when indicating that: *"Hotel bosses fail to protect their guests. Each time we block suspicious people as we are trained, who may be criminals, from entering the bar area before checking-in, hotel management bickers with us that we are chasing away their business"*. This view may be attributed to the 24/7 hotel operation that allows and accepts all kinds of strangers, as guest and/or potential guests because of the money the hotelier is concerned about. The hotel business approach may be perceived by the researcher as a *'catch 22 situation'* where the security section experiences confusion in protecting guests against those who may be seen as criminals while the hotel facility creates a contradictory situation of allowing the same 'criminals' to enter the hotel as prospective guests. All hotels experience a problem of endorsing safety and security standards while sustaining their hospitable reputation.

The level of hotel protection sometimes depends on the guest's status in society. Participants 5, 8 and 19 spell out; *"Hotels comprises of a secretive environment. We are not allowed to inform anyone about who is here, especially about our prestigious guests, celebrities and politicians"*. All these participants further added that guests who receive proper protection are *"those with power and wealth while other guests are expected to provide their own protection"*. Participant 19 further confirmed that some guests request security officers to be stationed at their doors, providing personal protection until they check-out. This shows how vulnerable some of the guests feel at the hotels.

Staff personnel are also important assets because if serious injuries or fatal incidents occur inside or within the hotel's vicinity, at home or while on transit to and fro the hotel; their lives will not be replaceable. Participant 5 affirmed: *"Assets as far as the hotel is concerned, are computers, equipment, company cars, but to me, it's staff and company information"*. Participant 13 concurred with the previous participant when saying: *"We look after our staff because unhappy staff produces unhappy guests"*. Unhappy staff may cause the hotel to experience guest loss and loss of guests would mean the future guests' returns will not be possible and the profits will be reduced. Negative word-of-mouth from guests plays an important role in the potential guests' choice of hotel he or she intends to visit.

Hotel female staff members are the most vulnerable individuals that need the most protection than the male counterparts. As the hotel facility consists of strangers who are guests and often

non-guests, who may come into the hotel for drinks at the bar, visit other guests or come to the hotel to scout and see the possibility of crimes to be committed, female staff members may sometimes be subject to sexual harassment, let alone sexual assault, drug and human trafficking, kidnapping or even be fatally wounded.

Credit card information also needs protection from the hotelier. This information is an important asset to the card owner and the hotel. If the information is manipulated by the hotel of accepting a stolen credit card during booking or checking-in, the payment will not be honoured by the bank that issued the card. Participant 18 who experienced such a problem validated: *"We accepted a stolen credit card unaware and it went through our payment system and the bank was forced to pay us, the whole R65000-00. All the information on the card and on the identity document of the card owner corresponded"*. The credit card information to the hotel plays a significant role because it is a cash payment unlike a cheque payment that will take days to clear. When a credit card is used at the hotel fraudulently, the hotel is liable for the payment made. The researcher had an opportunity of working for a number of banking institutions' credit card divisions for almost 10 years and has vast experience in the credit card processes. A stolen or lost credit card can go through on a merchant's (hotel) EFT machine without hassles when the 'floor limit' (merchant/hotel's limit) is above the credit limit of that credit card. Every merchant that is contracted-in as a credit card merchant is supplied with a floor limit. Depending on the size of the hotel, either, 3, 4 or 5 stars, the credit card merchant bank will give the appropriate floor limit for that hotel. The floor limit of the participant's hotel was more than the credit card limit; hence the transaction of R65000-00 went through. The bank could not dishonour the hotel payment. This is one of the loopholes found in the credit card issued by merchant banks.

However, participant 11 disagreed with the previous participants (16 & 17) by opposing the act of stealing especially when it is done by guests, because the staff personnel get searched when they leave. He claimed, *"You steal from us you pay. If you have already checked-out, I will track you down and charge you but if you are still here, I charge it to the room and if I let this slide, staff will do the same or even take something bigger. Inventory is money"*. He extended his conversation by asserting that the accommodation fee paid by the guests is used to buy new and replace old resources that make the guest comfortable.

It can be concluded that the guests, guests belongings, hotel facilities, hotel personnel and the hotel assets should be protected at all times. Information of guests and hotel also needs to be protected because if it is not protected it can make either guests or hotels vulnerable to some risk.

5.3.4 Risks of crime at the hotel facility

The researcher endeavoured to ascertain if there were any types of crime targeting the assets at the hotel facility, by posing the following question:

Research question 4: What are the risks of crime confronting the assets in the facility? Research question 4 also sought to answer the following **research objective**: To uncover the risks facing assets in the hotel facilities.

In answering the question, the participants provided various responses. Eighteen (90%) of the participants highlighted that prostitution and theft of guests belongings and hotel goods are the main risks facing the hotel facility. The other two (10%) participants stated that risk of assault and murder towards security officers are encountered by hotels.

All research participants responded well to the question asked. Various responses were received by the researcher. The question posed to research participants was due to the fact that there are different kinds of risks facing hotel entities, especially when the hotel is in operation 24/7. Some participants provided a different view on the aspect of risks in the hotel facility.

One of these participants, participant 9 claimed that *"some risks of crime in the hotel entity, in most cases, are prompted by the negligence of the guests, who should have adhered to the rules placed by the facility. Guests are the ones who chose to expose themselves to hotel perpetrators, like, prostitutes and armed robbers"*. In a way the guests are also seen to be contributing to the fact that they are exposed to some risks in the hotel facilities. This is not only exposing the guests to these risks but the hotel facilities themselves.

In clarifying how guests break the hotel rules, participant 9 went on to say that: *"Guests do things to themselves, bringing a person you do not even know to your room. These persons can drug you, and you can sleep for a very long time. What if you fail to wake-up and die in the process? They spike the drinks with drugs, and these drugs are very strong. We have to get you a doctor, for you to be awake, otherwise you will die. They rob you all your money and some of your belongings. We won't be able to help you because you smuggled them in. We do not have anything of theirs, no ID and no passport"*. It can be observed that prostitutes are cruel individuals who may even kill in order to rob the victim.

Most participants rated prostitution the highest and the most devious kind of risk the hotel industry has ever seen as it involves other different types of crimes. Prostitution in or around the hotel vicinity reflects as the kind of business that is malicious to its customers.

Participant 13 argued: *"We do not deny their entry but as soon as they disturb the business, the security officer will ask them to vacate the premises"*. It is clearly noted that prostitutes inside the hotel facility conduct their business that disrupt the hotel's peace and interfere with guests' privacy. Prostitutions is viewed as a danger around guests. 'Ladies of the night' as they are commonly known, are no longer interested in their original business of sexual activity. Their business has escalated to the next level of more money but with dangerous connotations as participant 15 confirms: *"You see with the 'ladies of the night' comes robberies, drug poisoning and trafficking, money laundering, kidnapping, those kinds of things"*. These dangerous business initiatives are practiced on guests who are unaware of these deeds.

Even when guests are warned by hotel staff, they do not heed to their advice. Participant 6 stated: *"Our guests mostly are politicians and every time they are here they are constantly robbed by prostitutes and the prostitutes love them."* Participant 16 agreed with participant 6 by further adding that *"a top official of the ruling party was also conned by prostitutes. The lady spiked his drink and he slept and woke up after we called our doctor. It was then he realised that the party credit card was embezzled with R50 000-00"*. It can be comprehended that prostitutes are destructive persons who do not care about the human race other than themselves.

Conversely, participant 17 gave another side of the story regarding the prostitutes at the hotel facilities. He said: *"Prostitutes are potential clients who need to be treated with respect"*. This participant does not see prostitutes as individuals who are a nuisance to the facility. He regards them as human beings who are just engaged in different kind of 'informal' business. He mentioned that it is very unfortunate that prostitutes have to put other people's lives at risk by drugging them for their money. Participant 17 also declared: *"You know I am still yet to see this person called a prostitute. There is something funny about a guest, when he comes here, he changes his life. He changes his character and wants to be somebody else, like, a VIP or something, or a boss of some company. So he will do out of character things, hence they go with these people called prostitutes. If a guest brings a prostitute and claims that she is his wife I will not dispute because I do not know his wife. Even if I know her from the streets and knows what she does, but when she is here, she is our guest's visitor who will have to be treated kindly. We will register her in a book in case something happens to you, our guest, because you are our responsibility when you are here. Here we offer respect to anyone irrespective of his or her dressing. It is not up to us to judge, we are only doing business"*. In this sense, the participant clearly points out that it is difficult to deal with prostitution issue at the hotel facilities because both the guest and the prostitute are involved.

The fact that the guest and the prostitute agree makes it difficult for the hotel owner to control the situation. This is clearly supported by participants 9 and 12 respectively when they state that *"Guests sneak prostitutes in because they do not want to pay for them. This action gives prostitutes an upper hand for when guests are drugged and robbed, the hotel will not be able to trace who was in the room with the guest"*. In giving the reason why guests would be so eager to get prostitutes into the hotel facilities 'unlawfully', participant 9 indicated that: *"Imagine, guests pay for the lady at the reception and again pay for the services charged, so they don't 'wonna' pay for one thing twice. It is ridiculous, don't you think?"* This clearly answers the question why would guests do everything in their powers to get prostitutes in the hotel facilities.

It has been noted that in some hotels in Gauteng the risk of crime is low due to the visibility of police in the area. Participant 13 claimed: *"We 'touchwood' very lucky. The precinct we are under is risk low"*. Yet participant 3 stated thus *"In South Africa, there is always a risk. We are in a country with the highest crime rate at the moment. I am talking about priority*

crimes like, robbery, murder, but not here, 'touchwood' not here. We are still very lucky." Participant 20 further added: *"Crime is always there but we try and minimise it"*. With the above statements, the researcher deduced that crimes in hotels above are bound to occur since we are living in a country that is full of risks. But, as long as crimes that occur in participants' (3 & 20) hotels are considered as trivial, acceptable and not worth mentioning, they are not escalated into priority crimes.

All participants concurred that theft as a crime that is rampant in hotels is encountered in hotel premises. Participants maintain that the crime of theft take many forms and may be committed by temporary or permanent employees. Most of the participants complain about restaurant food that is stolen. Participant 1 asserts: *"We have a problem of theft in the hotel and we are trying to check from which angle it is coming from. Ja, this is the biggest problem we are dealing with. We lose meat, veggies on stock and other lots of stuff"*. This participant also stressed that theft in hotels may sometimes be caused by contract workers because they do not receive benefits from the hotel. It is clear that some contracted employees are likely to be unhappy who may be dishonest to the organisation for which they are working. They may sometimes develop hostility and a negative attitude towards the employer and in some cases resent working for the organisation.

Theft in the workplace is department specific. Staff members steal from the department they work in due to the fact that they have easy access to that area. The researcher verified one of the reasons why hotel employees steal restaurant food from a restaurant employee in one of the hotels around Gauteng. The researcher found that, restaurant staff is no longer supplied with food left-overs from the hotel management as they used to, but management deemed it necessary to distribute food left-overs to pig farmers whom they are contracted with for a fee. While there could be a valid reason for the employers to do this, it took away from hotel employees the element of 'caring' for them by the employer; hence the employees steal food from their workplaces.

Security officers are said to be at risk of assault and/or murder from the perpetrators at hotel premises. Participant 18 alleged, *"Our security officers were and still are at risk of injury. When the follow-home criminals robbed that Angolan, one of our security officers was hit with a barrel of a gun when he was forced into the boot of criminal's car."* In addition,

participant 6 contended that *"female security officers in this hotel are deployed at the car park's boom gate working night shift. They may be at risk of being robbed. The hotel management was advised but nothing was and still is done about it"*. This still boils down to the fact that hotel management are not concerned with other people except guests who exist for the growth of the hotel business.

It can be concluded that the main risk at hotels is prostitution. Underlying this prostitution problem is other crimes such as drugging the victim; robbery; theft; assault; or murder. It can also be observed that the hotel owners know about the problem of prostitution but if they could take a firm step against it, they will stay out of business. This is mainly because some of the guests visit hotels fully knowing that they will get prostitutes in there. However, if this prostitution problem could be managed, so that it does not interfere with other people, it could reduce the level of the risk itself.

5.3.5 Incidents of loss at the hotel facility

To establish the type of incidents of loss the hotel encountered, the researcher presented the following question to the research participants:

Research question 5: Has the hotel experienced any incident of loss in the last three years and what kind of loss was it? Research question 5 also sought to answer the following **research objective:** to determine what incidents of loss took place in the hotel facilities.

In answering the question, the participants provided diverse views on their responses. Twelve (60%) of the research participants specified loss due to fire. Five (25%) participants said the collusion of staff and security officers and three (15%) participants stated that bomb scare in the hotel facility does occur.

More than half of the research participants reported that fire is an incident that is predominant in the hotel facility. As it is difficult to attribute these fires to arson, they may be linked to faults in electricity or hotel kitchen. Other participants indicated that members of staff are likely to collude with the security officers when they intend to commit acts of crimes. While other participants indicated that bomb threats are encountered at hotels, though seldom.

Fire in the hotel facility is predominant. Participant 2 pointed out: *"We had fire that gutted down the rooms and lost a bit of clients because we had to block them off to redo them"*. Fire may cause a hotel to lose guests whereby they will visit other hotels since the hotel of choice will not be available. As fire in hotels is viewed as frequent occurrence, it may be caused by different factors, such as, electric faults, some originate from the laundry rooms or cooking in the kitchen. In some instances, hotel staff may cause hotel fires by burning trash that is no longer required by the hotel, while some fires are caused by guests themselves. Participant 18 confirmed: *"One of our guests got drunk, fell asleep with a burning cigarette that caught the sheet and the whole room was on fire"*. According to the same participant, fires that are caused by guests are out of the hotel's control. These fires can occur anytime during the day but the ones which are caused by hotel, are frequent in the early evenings from 6 p. m. to 9 p. m. during dinner times and decline throughout the night until 6 a.m. where the kitchen, boiler making machine and the laundry room are in operation.

Collusion among staff, such as, security officers and hotel staff is common in the hotel entity. This is supported by participant 18 when stating that: *"This occurs when some staff members intend to conduct illegal activities in the hotel workplace, such as, drug trafficking, car theft and/or transport office stolen goods, like, desktop computers, office printing machines and/or the printing papers. As both parties have conspired, sometimes through a bribe from a staff member, one of the conspirators is sometimes likely to get away with crime depending on who between the two, actually commissioned the act of crime"*. Collusion of these staff members, according to participant 4, "*may be caused by the disloyalty of staff members who may either receive their salaries late or none at all, or need to make extra money, since they may be both contract workers"*. Some participants also indicated that once staff members get used to security officers, they make deals with the security officers and this is where trouble starts.

Participant 10 confirmed: *"A month ago a security guard was caught by a security supervisor after an event with a bag full of liquor. This meant that the guard was working with the barman. They were going to sell this and share the money 50/50"*. Collusion may sometimes involve many people. Participant 18 declared: *"One of our security officers was caught by the supervisor for selling drug to guests for some Nigerian guys"*. The participant claimed

that at that time their security officers were not paid for a period of two months by their company. Sometimes collusion may be established by the syndicates who may need company information from the hotel employee who may also need something in return, may it be a favour or money. There will always be a way for outsiders to approach security officers so long as they know problems facing security officers.

Some research participants acknowledged bomb threats within their hotels. Participant 20 stated: *"Bomb threats are common in hotels. As an operations manager you have to be able to identify the person you are talking to, whether African or Indian. You must also listen to the noises in the background to know where he/she is phoning from, is it from the built up area or from the railway station. You must know all that, whether it's a lady or a guy, the accent, is it English or Afrikaans or a foreigner"*. Participant 5 declared: *"Since we are an American company, we had a bomb threat just before September 11 but the police could not find anything"*. Bomb threat may be attributed to the political matters of the country involved. People concerned may have issues with a foreign business, especially American one, operating in South Africa. It is clear that 9/11 is mainly associated with terrorist attacks that were launched against the United State of America. This brings to mind the recent Gauteng malls where bomb threats were anticipated during the Islamic Ramadan period in 2016, where the American government sent out warning to the American citizens living in South Africa.

The criminal incident is described by participant 9 as the meeting place where a guest may meet a friend or a potential business partner for friendly or business dealings. Participant 9 asserts: *"Since we are a semi-public hotel and restaurant, good and bad deals are done here. People get robbed of their cash after a deal has gone bad. These are the areas where cameras should cover so that when a person comes to us to report a criminal offence we can help with the footage"*. Any hotel which is a meeting place will always have challenges of crime being committed.

It can be concluded that there are incidents of loss that take place at the hotel facilities. There are different actions that may lead to fire at the hotel facilities. Sometimes there are instances where people use security officers at the hotels to attack the hotel facilities. Ill-treatment of security officers makes them vulnerable to the crime syndicates such as other hotel

employees. It can also be observed that bomb threat is also a problem in the hotel facilities, especially at certain periods of global importance such as 9/11.

5.3.6 Assets of interest criminals pursue at the hotel facility

To determine assets in which criminals are interested in the hotels, the researcher presented the following question:

Research question 6: What assets are targeted by hotel perpetrators? This question also sought to answer the following **research objective**: to examine what assets are mainly targeted by perpetrators at hotels.

All 20 (100%) of the respondents responded to this research question. In answering the research question, responses from respondents are reflected on Graph 5.1 below:

Graph 5.1: Assets targeted by perpetrators at hotel facilities

Assets targeted by perpetrators at hotels

	Guests/Hotel money	Hotel goods	Guests cars	Goods in guests cars	Televisions	Home music system	Mobile devices
Series1	19	19	19	19	1	1	20
Series2	95%	95%	95%	95%	5%	5%	100%
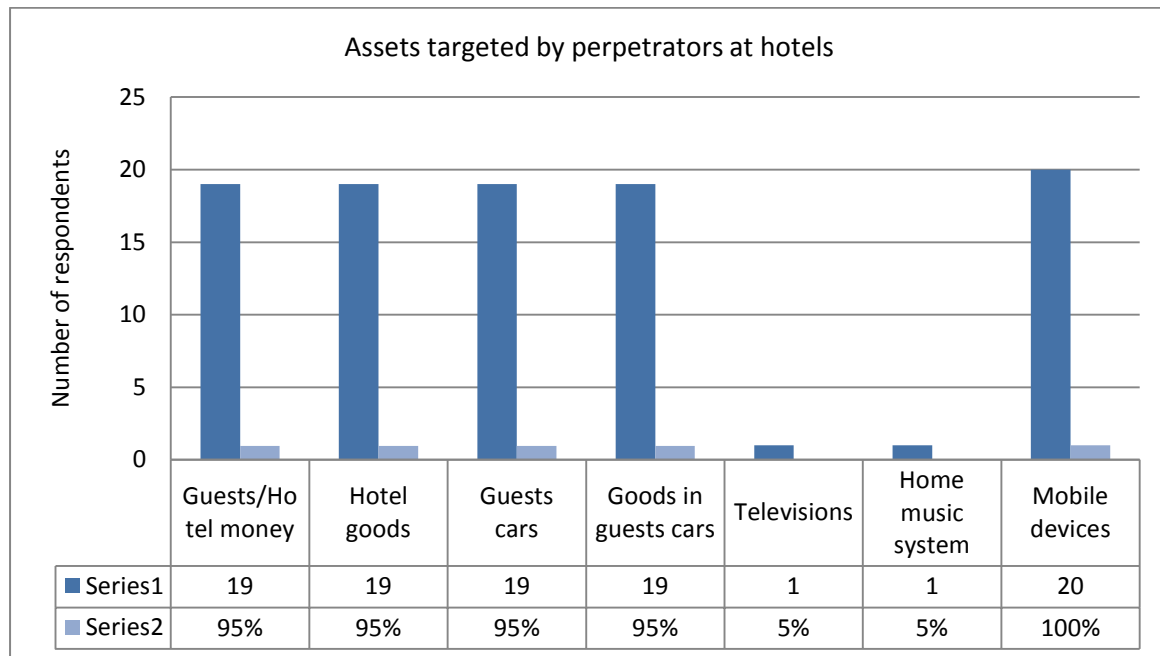
From the above graph, more than three quarters of the research participants revealed that hotel and guests' money, guests' cars and/or goods inside, are targeted by hotel perpetrators, while the other participant insisted that TVs and the sound systems were also on target.

However, all participants also added that criminals are after mobile devices, like, cell phones, I-pads, laptops and desktop computers.

The research participants answered the question asked with enthusiasm but repeated the point that the researcher had already tackled of the mobile devices, (see section 5.3.3). This means that mobile devices are in demand to the interested parties who do not mind to buy them even if they know that their serial numbers can be tracked and traced back to them by the police.

According to some participants, robbery of guests' money or hotel's is also targeted by perpetrators. Participants declared that these types of crimes could be avoided if foreign guests do not change their currency at the airport when they have entered South Africa. Foreign guests who do not change their currency do not experience such an ordeal. Money seems to be considered as an important asset in the eyes of a hotel perpetrator. Participant 3 stated: *"Money is a thing of value to those who need it desperately"* while another participant also indicated, *"...mostly money, laptops, cell phones and room safes. These are the things they want"*. Money in the hotel facility seems to be in abundance, like, some hotels accept cash payments for accommodation from guests, especially foreign guests, who usually carry large sums of cash, in bags, when they come to hotels.

Even if the hotel money is collected by cash in-transit officials, as participant 11 asserted, but some cash, for day-to-day running of the business is still available at the premises. It was noted by participant 1 that criminals came at their hotel and demanded money from the float/petty cash. Foreign guests are also targeted by perpetrators. Participant 18 indicated *"Foreign guests were robbed here with guns after a follow-home crime"*. Follow-home robbery is a crime where criminals follow guests with money from the airport to the hotel. Participant 18 also revealed that *"Angolans are constantly robbed at gun point when they come from the airport. These are our regular guests, we know them but when they do not change their money at the airport, nothing happens to them, that is why I say 'inombolo iphuma khona le"*. The participant, when speaking in IsiZulu, she was emphasising that this is an inside job where workers at the airport (forex) are the ones who notify criminals on how much money is the guest carrying. This stands to reason that both the hotel and the guest are continuously targeted by perpetrators who are aware that the hotel is housing guests with

having too much money and the same money will be used by the guests to pay for services that are rendered by the hotelier, hence the hotel also is loaded with money.

Some participants enlightened the researcher by pointing that foreigners do not report crimes that are committed against them. The reason provided was that the court case may be struck-off the roll because of the exposure they brought upon themselves and/or when the case is in progress, it might not be possible for them to attend the court proceedings every time the case is postponed for further investigations.

Some crimes in hotels have propensity to occur when the potential motivated criminal has identified the target of valuable that is unguarded. Guests cars are on target especially during conferences as participant 2 mentioned, *"Around East Rand, there is a gang that is targeting guests' cars and their spare wheels. These guys attend conferences because they know that cars are in abundance and no one is looking after them in the car park"*. Participant 12 concurred with participant 2 by stating that *"unguarded cars are likely to be stolen by motivated criminals, who in this case are the syndicate"*. Participant 12 also confirmed that *"Cars, especially top of the range ones are wanted at the borders. They love Fortuners, white ones. They take them to Africa. It happened here twice"*.

As most of the hotels where interviews were conducted were within the city centres, such as, Pretoria, Johannesburg, Boksburg and Sandton, they are best known for their welcoming nature. Things were made easier by the hotelier for bringing motivated potential criminals closer to the targeted assets.

Some of the participants also indicated that goods inside the guests' car can also be stolen from the parking lot by the criminals. Participant 20 claimed that two cars were broken into in the parking lot. Participant 2 claimed that criminals would 'jam' the car owner's key from locking the vehicle with an intention of stealing handbags, luggage and other valuable items from inside the car. 'Jamming' is a method used by criminals that prevents the vehicle from central-locking to avoid breaking-into the car which will raise an alarm. The criminal presses his remote control-like device at the same time as the owner presses his. The action will jam or block the owner's key and the central-locking system will not be activated and the vehicle

will be opened but the click-like sound indicating that the car is locked will ring. The vehicle owner will be satisfied that the car is locked and in the meantime it's not.

Participants 20 also revealed: *"Jewellery and cameras are usually stolen by staff, or sometimes by other guests"*. The participants suggested that these valuable items, like, cameras, are stolen with an intention to sell them to those who have an interest in buying them. They also noted that female staff members from housekeeping are the ones that steal guests' jewellery. Guest jewellery are not sold but kept as souvenirs or be worn on special occasions.

Participant 14 highlighted that stolen movable assets like TVs and the music systems, are pilfered by criminals who are nearby. The participant declared: *"Criminals who steal stuff here are from around here. They steal stuff that they can easily carry and be easily sold in the location"*. The participant's hotel is situated in the same area where the researcher lives. This type of crime has taken place in a number of houses, including the researcher's, where the same types of electronic devices were looted. When one and the same items are stolen over and over again, this may signify that there is a high demand for such equipment in the location. Stealing of such equipment may be attributed to easy access in houses without any resistance and fast cash that will be obtained. As the money that will be obtained from the sale of stolen items will not be as much as the actual price, it may be used to purchase clothing or fashion sneakers, popularly known as 'All Stars' which will enable them to be identified as being 'street-wise'.

It can be concluded that perpetrators have a range of things that they target at hotel facilities. Most of the targeted items should be easy to carry and to sell in order to make cash fast and easily, even if it means risking their lives in the process of committing crime.

5.3.7 Profile and modus operandi of criminals at the hotel facility

The question presented to research participants was for the researcher to establish who hotel criminals are and what methods are they using in committing hotel crimes, by asking the following question:

Research question 7: What are the profile and the *modus operandi* of hotel perpetrators? Research question 7 also sought to answer the following **research objective**: to uncover the profile and *modus operandi* of perpetrators.

Eighteen (90%) of the respondents gave the following responses under the profile of the perpetrators:

- Ladies;
- Gentlemen;
- Mixture of both males and females;
- Different ages;
- Different races;
- Perpetrators are generally dressed nicely but sometimes overdress for the occasion;
- Perpetrators don't easily look suspicious;
- At times perpetrators are unarmed when attacking unarmed people at the hotels; and
- At times perpetrators are armed when attacking armed people in the hotel facilities.

On the other hand, while unpacking the *modus operandi* of the perpetrators at the hotel facilities, the same majority, that is 18 (90%) of the respondents gave the following responses:

- Perpetrators normally work in groups or syndicates;
- Perpetrators normally talk on a cell phone a lot;
- They like to loiter while studying the place;
- They mingle with their victims while preparing their attacks;
- They pretend to be responding to important calls of the hotel such as to attend to the computer room to attend to network problems; and
- Steal laptops of targeted hotels because they also want to sell information of the hotel.

In profiling the perpetrators, respondents pointed out that the perpetrators were in most cases people who one time or the other visited the hotel as a guest, contractor or former employee. This is clearly supported by participant 4 by stating that "*I knew them. We used to call them to fix some stuff here at the hotel. This explains why perpetrators would appear to be knowledgeable about the premises and will therefore be able to launch their attacks against the hotel successfully. Having an understanding of the hotel will also inform the *modus operandi* of perpetrators in attacking the hotels.

The *modus operandi* of the perpetrators changes according to the environment itself. At times perpetrators do take advantage of the situation where there are many people involved such as in the conference rooms. This is supported by participant 4 who said: *"A syndicate member came to the hotel computer centre with his own laptop bag, while the guest was busy on the computer. He put his laptop bag next to the guest's. The guest got interrupted by the criminal. And I am not sure what the guy said to the guest, but I only saw him switching the bags taking the guest's laptop bag. The guest realised that the laptop was gone when it was picked up.*

The bag had a two-litre bottled water and the guy was gone". This points out how smart perpetrators can be in launching their attacks.

The remaining two (10%) of the respondents did not have a clear knowledge of the profile of the perpetrators and their *modus operandi* since they were never faced with some attacks by perpetrators since they joined the hotel industry. Participants such as these ones have not yet tested the bad side of the attacks against hotels by the perpetrators. This is supported by participant 8: *"There is no such a person as a criminal in his hotel. This may have suggested that a person who steals from a hotel may be doing this unintentionally. The thief may be stealing because of temptation of seeing an I-pad, cell phone or laptop lying around unguarded."* So, when an opportunity presents itself to the criminals they use that opportunity.

It can be concluded that perpetrators have different characteristics as their profile. They also employ different methods to attack hotels. The study revealed that most of the perpetrators have knowledge, to a certain extent, about the hotel. This may also contribute to the lesser time that the perpetrators will spend on the site while attacking the hotel because they will know where their targeted items are situated.

5.3.8 Security measures for the protection of hotel facilities

To determine what interception methods were implemented for the prevention of crimes in the hotel facility, the research participants were asked the following question:

Research question 8: Which security measures and systems are currently in place to protect these assets? Research question 8 also sought to answer the following **research objective**: to examine the effectiveness of security measures and systems that are put in place at hotels. In

responding to the question, all 20 (100%) of the respondents responded as outlined in Table 5.2.

Table 5.2: Security measures protecting hotel facilities

Security measures	Respondents
CCTV system	100%
Control room	100%
Access control systems	100%
Electronic key cards	100%
Security officers	100%
Telephone system	100%
Intercom	100%
Alarm system	100%
Security lighting	100%
Shuttle services	25%
Electronic baton tracking system	25%

CCTV systems: From 20 (100%) respondents, all 100% of the respondents gave CCTV system. The reason for all the respondents to respond as they did is because CCTV system can record activities and they can be stored for a number of days in the recording system. It will therefore be possible for the hotel owners to use CCTV system for the purpose of any investigations. However, the privacy of the individuals should also be respected. This implies that the CCTV system will only be placed in the public areas and the warning signs should be displayed where there are CCTV systems in place at hotels.

Control room: The reason why all the respondents gave control room is that where there is CCTV system in place there should be a control room where the control room operator will monitor the CCTV system in order to identify suspicious people, objects, vehicles or items.

Access control system: All the respondents mentioned access control system. It is not surprising because all the guests should enter the premises through the access control point such as the gate. Security officer will normally be posted at the main gate to control access into and out of the premises.

Electronic key cards: All the respondents also mentioned electronic key cards because these are the security measures used to gain access in the specific rooms of the guests.

Security officers: It is also observed that all the respondents mentioned security officers. It is also important to note that security officers are important because they are the human element behind the security measures that are put in place at hotels.

Telephone system: All the respondents mentioned telephone system. It is not surprising because telephone system is also used by guests in case of emergency from their specific rooms to the reception area.

Intercom: All the respondents also mentioned intercom. Intercom can be used by guests in case of emergency from the rooms to the reception or vice versa.

Alarm system: All the respondents also mentioned alarm system. Alarm is important in the hotel facilities because when people cannot find ample time to explain the emergency such as being attacked by armed robbers. The only little time that might assist could be to press the panic button. Just pressing once may send the signal to the police or armed response company.

Security lighting: All respondents mentioned the security lighting. It is not surprising because the facilities need to be protected adequately at night. This will require all lights around the facilities to be fully functional.

Shuttle services: Only 25% of the respondents indicated shuttle services. This may be attributed to the fact that not all the hotel facilities really need the shuttle services because of their layout. Their dwelling units are within reach and there are parking bays next to them and shuttles may not be necessary.

Electronic baton tracking system: It can also be observed that only 25% of the respondents mentioned electronic baton tracking system. This security measure may also be applicable to some facilities, given the layout of the hotel facilities.

It can be concluded that all hotels have basic security measures in place to protect the facilities. However, there can be more. It is surprising that the respondents did not mention any armed response officer. This is an officer who will respond in case of crimes such as armed robbery or trespass. It may be possible that the respondents did not mention armed response officers because their alarm system is directly connected to the control room on-site and the message is then reported directly to the local police station after being received by the control room operator. Again, none of the respondents mentioned the security policies or security procedures, which are considered to be the cheapest form of security in any security component. None of the respondents also mentioned signage addressing security awareness of the facilities.

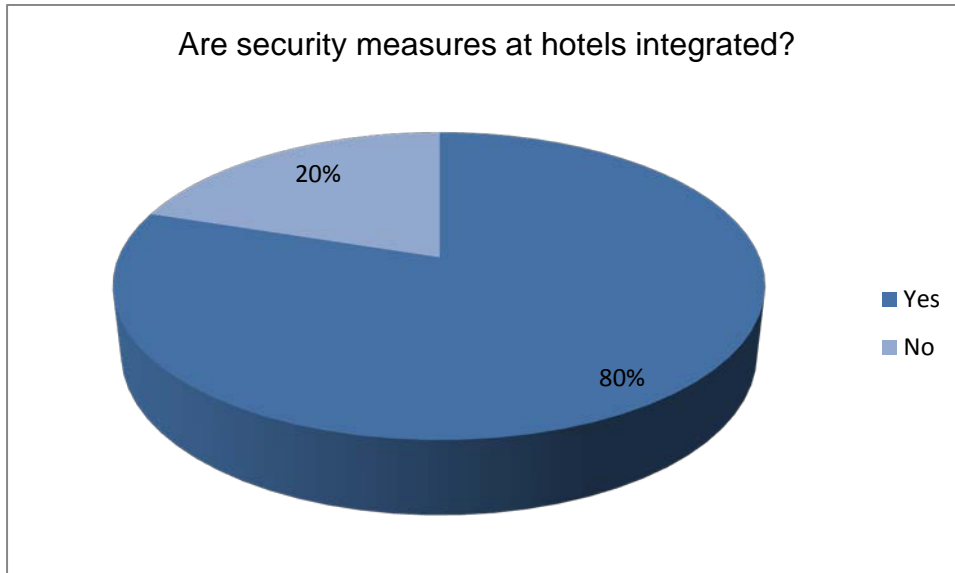### 5.3.9 Integrated security systems at the hotel facility

The researcher posed a question to the research participants to find out if there is integration in the security system, by asking the following question:

Research question 9: Are security systems integrated and if so, how are they integrated? Research question 9 also sought to answer the following **research objective:** to explore if

security systems are integrated at hotels. All 20 (100%) of the participants responding as outlined in Graph 5.2.

Graph 5.2: Integration of security systems at hotels

Are security measures at hotels integrated?

20%

80%

- Yes
- No

From the above graph, the majority (80%) of the research participants stressed that there was an integration of security systems at their hotels. This can be attributed to the basic security measures displayed in Graph 5.2 above. According to the participants, the integration of security systems involves the security officers and the hotel's technology. On the other hand, the minority (20%) of the participants specified that security system is not integrated. It is evident that integration of security systems means that technology cannot operate in isolation. Security technology needs people for effective performance.

Security technology has to be integrated into other security systems such as the human element, physical security (technology and non-technology), policies and procedures for the system to work efficiently. This is supported by participant 9 who highlighted that *"Yes, the security systems are integrated because they all serve one purpose and report to the security control room. They report to one place where they are monitored and the response is dispatched from one point".* This gives a reason why security systems should be integrated. In this manner it is important to note that if one system fails, automatically another system is lessening the level of exposure to risks hotels may face. A clear example of this was stated by participant 8 who said: *"The technology that the security officers use, the CCTVs, where*

security officers draw footage for investigation, the electronic baton system, where information is drawn to track guard performance and the lock-interrogation system, which also produces a print-out for the investigation of the usage of the electronic key-card system are good examples of good integrated security systems". In most cases, for integrated security systems to be put in place, there should be some risk analysis exercise that points out that there are some security weaknesses in the hotel and there is a need of integrated security system. This is supported by participant 15 who augmented the statements made above by other participants by emphasising that *"On all the buildings, integration of security systems is not readily available but occurs once the risk assessment has been conducted."* Sometimes there are problems with the building structure itself, in terms of incorporating security system. This is supported by participant 7 who said: *"The hotel building was not built and designed to accommodate security".* For security systems to be integrated, the forerunners of the security programme should ensure the required security technology to be used must be understood by security officers who are well trained to use and monitor the electronic gadgets.

Participants (14, 17 & 18) stated that there is no integration in their security systems. They based their arguments on the absence of some security measures at their hotels. This is supported by participant 14 who claimed that, *"There is not enough technology where security officers can use for integration".* On the other hand, participant 17 indicated that, *"There is no control room but only a computer room to keep the CCTV screens. They only view the footage when something has gone wrong."* To make matters worse, participant 18 claimed that, *"Only our boss monitors where cameras are kept".*

It can be concluded that in most hotels there are integrated security systems. The system might not necessarily be effective. However, it can also be observed that where there are integrated security systems in place, the internal arrangement might be an obstacle to the efficiency and effectiveness of the system such as the hotel owner interfering with the security function.

5.3.10 Frequency of risk analysis at the hotel facility

The question presented to research participants was for the researcher to ascertain how often does the security personnel examine the vulnerabilities of the site they work under, by asking the following question:

Research question 10: How often is risk assessment conducted at the hotel? Research question 10 also sought to answer the following **research objective:** to determine the frequency of conducting risk assessment at hotels.

The question was asked because the hotel facility has a number of access and egress points that may be used by intruders to access the institution. All the 20 (100%) of the participants responded to the question as stipulated in Graph 5.3.

Graph 5.3: Frequency of conducting risk assessment at hotels
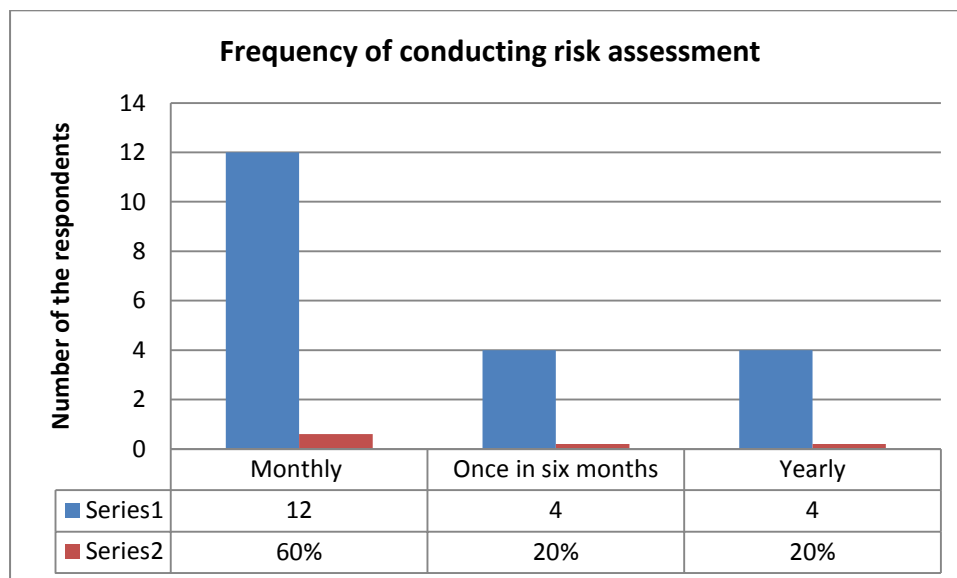
From the above graph, majority (60%) of the participants indicated that risk assessment is conducted monthly; shared minority of 20% each stated once in six months and yearly respectively. The explanation given provided the researcher an idea that hotel vulnerability is of much concern to the hotelier and the Security Department. Most hotels do not wait for an incident to occur for risk assessment experts to undertake the exercise.

The research participants who revealed that risk assessment is conducted monthly on their premises reported it to be done by either the security manager or an outsourced company. Participant 4 enlightened that even *"if they do it monthly, the East Rand municipality comes in yearly to check on safety of the hotel. Risk assessment in other hotels is exercised in conjunction with safety precautions where the security manager assesses safety on hotel floors, meaning, checking if the floors are even and/or not slippery. Hotel steps are also looked at for safety measures, like overlapping floor mats on steps may cause steps to appear broader than usual and that may instigate a fall where a hotel may be held liable."* It is interesting to note that risk assessment in other hotels is coupled with safety aspect, which is also a very important factor regarding risk.

Four (20%) of the participants maintained that their head offices would send an outsourced company to conduct the risk assessment yearly. Proper risk undertaking was handled by looking at the site with another set of eyes. Participant 2 affirmed: *"If you look at the site from the criminal point of view, you will see what and where to check for loopholes"*. This was also supported by participant 18 by saying: *"We all do it. We report what we see as problematic and this is out of our job description. They should employ a special person for this"*. According to participant 20, *"...risks are dynamic. They change with time"*. The participant also pointed out *"I have to be on top of things when new risks come in. Criminals change their strategies every day when they see that the one they use is no longer working for them"*.

It can be concluded that risk assessment is conducted at hotels. It will always depend on the need such as on a stipulated time; on request by the hotel owners and/or when there are crime problems facing hotels. The above graph indicates a good picture of how risk assessment could be conducted. One hotel will be different from the other based on risk exposure.

5.3.11 Employees background checks at the hotel facility

For the researcher to verify if hotel personnel, either permanent or temporary, where the right people employed for the facility in terms of honesty and integrity, the following question was raised to research participants:

Research question 11: Is pre-and-post-employment screening done on all personnel in the hotel, including security personnel? Research question 11 also sought to answer the following **research objective**: to check if pre and post-employment screening is conducted for security officers at hotels.

In responding to the question, all 20 (100%) of the participants responded as outlined in Graph 5.4.

Graph 5.4: Pre-screening or post-employment screening
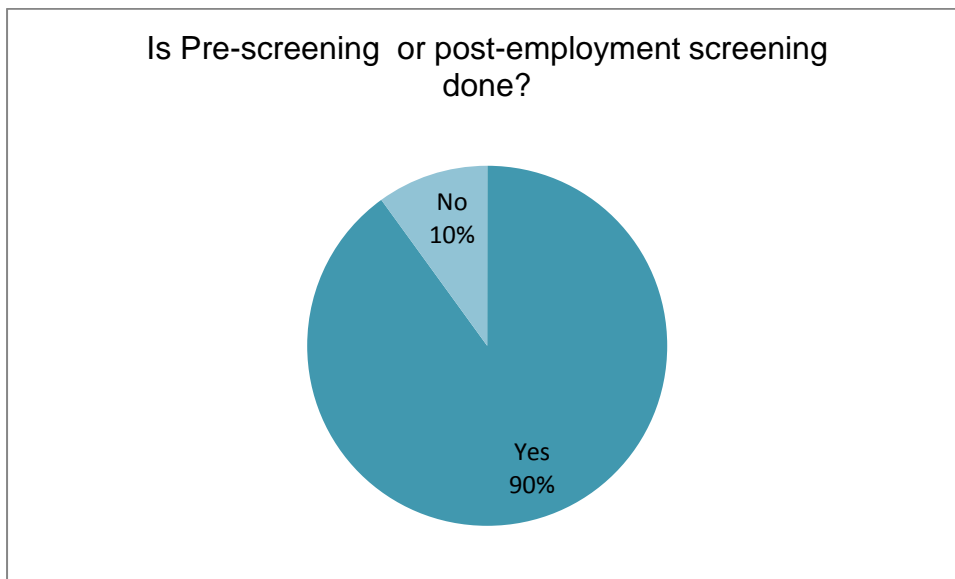
From the above graph, the majority of the participants displayed similar responses to the question posed. Eighteen (90%) of the participants confirmed, by stating "Yes", while the other two (10%) participants claimed "No".

Virtually all research participants maintained that pre-and-post screening is run in their hotels. Hotels and security directors may employ an independent screening expert to conduct screening on hotel staff and private security officers. In some cases, security managers from their hotels conduct screening themselves. Screening may imply that the hotels are cautious about people working for them and want to maintain the environment that is safe for staff and guests.

The information supplied gave the researcher an impression that even though the hotelier is running a profitable business, the people they employ may still put the company at risk. It is a

known fact that dishonest members of staff may bring the company they work for to its knees without thinking twice about it. Different people have different approaches regarding the screening of existing employees. This is supported by participant 7 who said: *"We ask the existing staff if they had in one way or the other, disclosed any company information, through a cup of coffee or while at parties because we know that when one is intoxicated, information just glides-out without you being aware of it"*. This clearly points out that for one to be dishonest against the hotel it does not necessarily need to be in the hotel facilities.

The type of screening at hotels, according to the 70% of the participants, usually involves the polygraph and integrity tests. The criminal records of staff members are also checked through the SAPS and the reports are sent to the hotelier or the security manager days later. Participant 16 argued: *"We used to have guys from Zimbabwe as our security officers, but when we realised that their identity documents were fake after the second screening, their finger prints were forwarded to the police to ascertain if they are who they claimed they were. After the end of the shift they left and never came back"*. This shows that hoteliers take screening seriously. Furthermore, participant 4 revealed that in addition to the polygraph tests and criminal record checks, *"my department finds it unnecessary to check the security officers' place of aboard as we only employ relatives who know more about the guard's whereabouts when something happens"*. It is interesting to see how the hoteliers complement polygraph system.

On the other hand, from the minority (10%) of the respondents who said that they do not do screening, participant 12 claimed that screening is not happening in their hotel since they only promote from within as they know that they have honest security officers. However, the participant 19 disclosed that screening has never been done at the hotel, ever since he started. He said *"...we once employed a fly-by-night security company and we were not aware of that. We only realised after the company fired one of their security officers who told us that the company does not exist. It was not even registered with PSIRA. One day we will employ a company with a sex offender and we will be in trouble"*. This indicates the types of problems hotels may be faced with if they do not do screening of employees.

It can be concluded that majority of hotels do conduct pre-employment screening and post-employment screening. It helps those who conduct it because they can identify problems well in time and they can divert them.

5.3.12 Adequacy and effectiveness of security measure at the hotel facilities

The researcher posed a question to research participants to determine if existing security measures are enough and operational for the protection of hotel assets, by asking the following:

Research question 12: Are these existing security measures and systems adequate and effective? Research question 12 also sought to answer the following **research objective**: to investigate if the security measures and systems are adequate and effective.

In answering this question, all 20 (100%) of the respondents responded as outlined in Graph 5.5.

Graph 5.5: Adequacy and effectiveness of the security measures at hotels
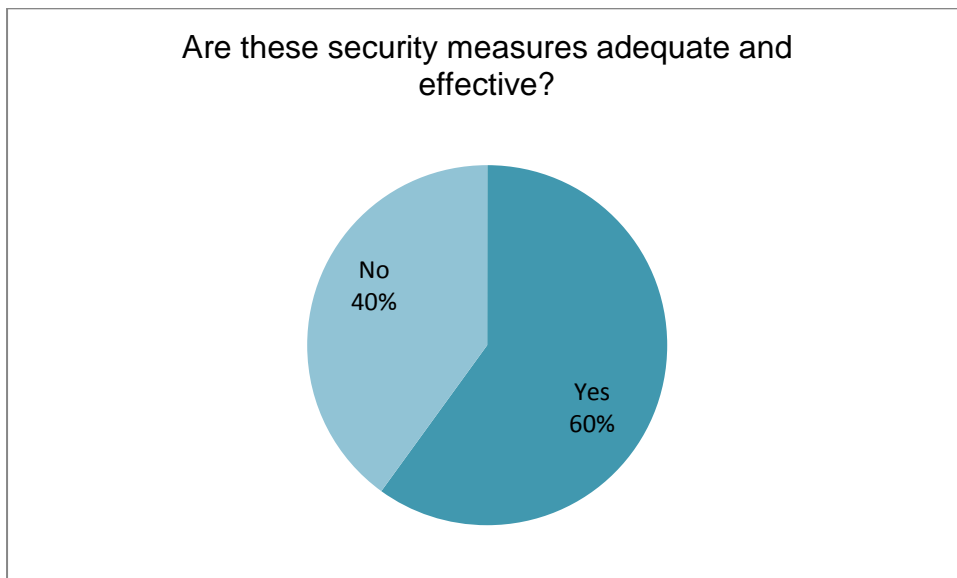
From the graph above, more than half, twelve (60%) of the participants said "Yes", security measures at hotels are adequate and effective while the other eight (40%) of the participants said "No".

Most of the participants claimed that security measures at hotels are adequate and effective. However, some of the participants also indicated existing measures at hotels are not as

adequate and effective as they wanted them to be. This explanation gave an indication that existing security measures and systems need reassessment to ensure protection to the hotel as a whole. The adequacy of security measures on site depends on the client who mandated the private security company to manage and control crime on the client's site. The client's willingness to pay for such services even by external experts plays a significant role.

The question was asked because, according to chapter 1, the researcher identified the inadequacy of security measures. As most participants were satisfied with the security measures and systems, some disclosed the opposite views. This is supported by participant 3 who mentioned that, *"As much as the security measures and systems were adequate and effective, changes occur that may require more than enough countermeasures for further protection, hence I am linked to the SAPS and Hawks for further protection. But the client would not give the support my views regarding improving security at the end of the day because I will always be told of budget"*. Budget constraints may negatively influence decisions about security measures in the hotel industry. Other hoteliers see security spending to be an unnecessary expense. On the other hand, hoteliers think of security at hotels to be a dual way where guests also need to play a role in protecting themselves. This is supported by participant 20 who added: *"The hotelier insists that they can do so much as far as security is concerned. Sometimes guests must learn to protect themselves and their belongings"*. This statement is detrimental to the business itself. For example, if guests use their own firearms in the hotel facilities this action will have a negative impact on the hotel itself. Guests will not feel safe and will resort to other safer hotels. Even if there are security officers on-site, they need to be trained on different aspects relevant to their duties such as crowd crisis management; event management; or evacuation tests, to mention but few. This is supported by participant 4 who said: *"More security officers need to be deployed when the hotel is about to host any event. Events at hotels are attended by strangers who are not guests at the time. The hotel space that is usually shared and defended by guests is now infested by those who are unaware of the rules of engagement within that space"*. This just specifies the type of skills that the security officers need to possess.

Some of the research participants revealed that they have a limited number of security officers who patrol the hotel area night and day without a replacement. This is supported by participant 5 who said: *"The security officers are continuously at work and do not receive*

any off-shifts. In some hotels, security officers are required to buy and wear the hotel uniform, directly from their pockets. Their employers, private security, are not subsidizing their expenses. The security managers they report to, who are hotels' in-house security personnel, are advised not to interfere as the arrangement was between the hotelier (client) and the private security company". This is another factor contributing to the inadequacy and ineffectiveness of the security measures at hotels, even if there are security measures in place. This is supported by participant 15: *"The countermeasures are never enough but when an incident occurs, we make do with what we have and sometimes use the building's resources as the last resort, meaning, implement a physical 'lock-down' where the whole building is shut down with shutters, keeping danger out supplying safety in. Some hotels with a small number of security officers use uncompromising technology for the protection of all hotel assets."* It is clear that security function at hotels is still faced with problems where security specialists are expected to deliver more with fewer resources that they have.

It can be concluded that the security measures are in place at hotels and they also appear to be effective. This is supported by 60% of the participants. It is also worrying to see 40% of the participants having an opposite view. From the responses of the respondents, it can also be concluded that where there are security measures in place; they are not affective. An example is given by security officers who are not given necessary support by their employers.

5.3.13 Impact of risk at the hotel facility

To determine the impact of risk at hotels, the researcher asked the research participants the following question:

Research question 13: What will be the impact upon the facility should the risk occur? The research question also sought to answer the following **research objective:** to examine the impact upon the facilities should risk occur.

The research participants supplied diverse reactions towards the question. Twelve (60%) participants pronounced the hotel's bad reputation and the ultimate closing down. Eight (40%) participants proclaimed guests will not come back.

More than half of the research participants expressed that the hotel will encounter bad reputation and articulated the anxiety of the hotel closing down. It is not surprising to get responses from 40% of the participants indicating that guests will insist on not coming back and go to an extent of advising others of doing same due to the unsafeness of the facility. This notion indicates that the word-of-mouth plays a significant role in influencing growth in the hotel within the industry. It all comes down to positive or negative message being spread in building or destroying business based on the services they received.

The question was asked because the hotel depends on its reputation for growth. Some of the participants felt that it is the duty of the security personnel to ensure that nothing happens to the hotel as they will lose the job since they are on contract basis. Guests look up to them for safety and security. This is supported by participant 9 who said: *"Guests see us as their protectors and we cannot fail them"*. There are different security service providers who can be willing to ensure security at hotels. This is supported by Participant 2 who said: *"This is a cut-throat and a very competitive industry; so, weak security can have a huge impact on the business"*. The participants gave an impression that without effective and efficient security, hotel business will be in distress and consequently close down.

Reputation is a significant aspect in the hotel industry. This is what the hotel lives for. Guests' choice depends on hotel's reputation; hence they automatically assume hotel safety. Participant 15 indicated: *"Guests do not come to the hotel if they know that prostitutes are all over the place because with prostitution comes drugs, fatalities and other horrible deeds"*. Media was also seen by participants to be playing a crucial role. This is supported by participant 9: *"In most cases, the media would publish negative incidents that happen in hotels. This reaction from the media has encouraged the hotel not to involve them when an incident of murder, for example, against one of the dignitaries, by the intruder, is found dead in the hotel room.* In this case, it is clear that there is a perception by hoteliers that media can deter people away from the hotels. This is clearly outlined by participant 8 who said: *"Media would perpetuate negativity and implant hostility in guests towards us"*. It should be borne in mind that media will report anything (good or bad) that makes good stories for them.

On the contrary, other participants stated conflicting statements. They presented that hotel guests may leave for another hotel only when serious crimes have occurred, such as murder,

robbery and sexual assaults. But the moving away of guests to another hotel may not imply that the hotel business will slow down or close down. Guests may just be disappointed about the incident from their preferred hotel for a month or two, but will eventually come back for another visit. When the hotel was engulfed with fire, participant 9 still claimed *"...there was not much of an impact as guests are aware that fires are common in hotels"*. Some participants also specified that their hotels will not experience any impact as they have all security measures in place and have everything under control.

It can be concluded that the repercussions may be huge should a risky incident occur at hotel facilities. It can also be said that the regular guests have some level of loyalty to some hotels. This talks to the manner in which the hoteliers do their business to the guests. Security should always be priority number one.

5.3.14 Concerns of guests on security at the hotels facility

The researcher in this section inquired from research participants whether guests display a concern about security when they book for reservations, by asking the following question:

Research question 14: Do domestic and/or international guests inquire about security measures when making reservations? Research question 14 also sought to answer the following **research objective**: to find out if the guests inquire about security measures when making reservations.

All 20 (100%) of the respondents responded to the question as clearly outlined in Graph 5.6.

Graph 5.6: Inquiries by guests about security measures when making reservations
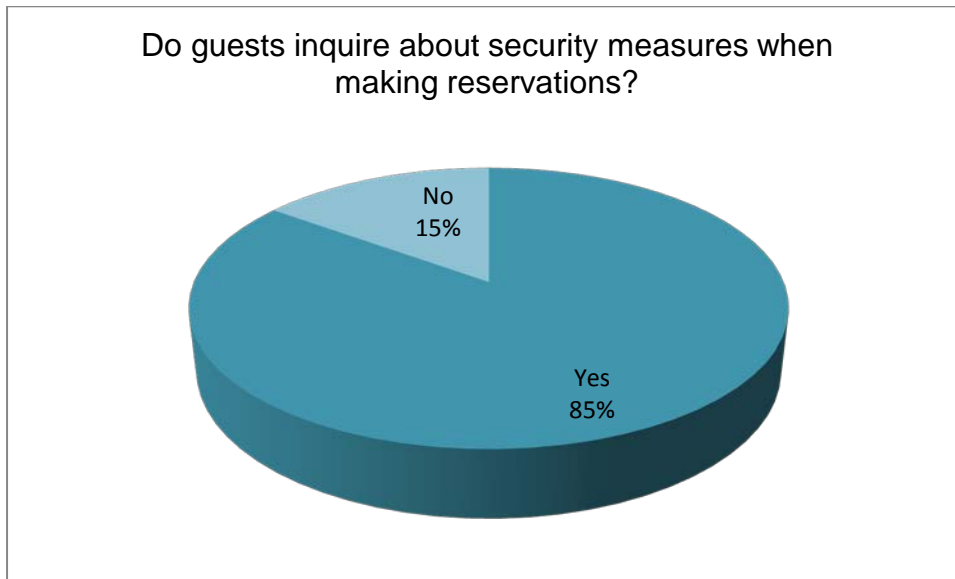
From the above graph it can be seen that 17 (85%) of the participants said "Yes", guests inquire about security measures when making reservation and 3 (15%) of the respondents indicated that guests do not inquire about security measures while doing reservations.

From the 17 (85%) of the participants that said "Yes", 7 (35%) of the participants said that the company of the guests will first send company representatives to assess security at the hotel.

Most of the research participants (60%) stated that guests, especially from overseas, when they phone for reservation do inquire whether the hotel is safe. In this case, it can be seen that nationally guests may not be that much worried about the security of the hotel. This may be attributed to the fact that maybe they know about crime issues in the country. It is interesting to note that some guests go extra mile sending company representatives to assess security of the hotel first before making a reservation. This can be attributed to the contract of employment that the company and the employee signed where the company made undertaking that it will uphold safety and security of their employees at all times.

The question was asked because safety places a significant role in the guests' mind. From the responses of most participants, they provided responses that indicated that guests do not trust that hotels offer effective and adequate safety and security. Participant 4 indicated that

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"Guests from Germany and United States of America would phone asking if their security officers carry guns and if that was the case, they were not prepared to visit the hotel." This just shows how security can be of concern to other guests.

When asking what exactly would the company representatives from the guests side look for when assessing security, it was clear that they would look at various security components. This is supported by participant 9 who said: *"The representatives will inspect on the vicinity around the hotel and the location where the hotel is actually situated. Other companies would send their internal security staff with intention of helping hotel security"*. Participant 9 also claimed that when they are hosting an event full of dignitaries, *"guests from the hotel are usually sent away to a sister hotel as per the instructions from the dignitaries' internal security"*. Participant 9 also stated *"If they are here for a political seminar, our guests are sent to another hotel at the dignitaries' expenses. The whole hotel will be owned by them. Their internal security with the help of the SAPS will be the ones controlling and maintaining security, using their standards and procedures"*. This reaction may suggest that some overseas countries underestimate hotels in Gauteng in the aspect of safety and security. For the mere reason that they impose their standards and procedures, it shows that they do not have confidence in the way the hotel security conducts its security programmes.

The National Intelligence also plays a significant role when they accompany the high profile overseas guests to Gauteng hotels. Participant 8 added: *"Permanent hotel staff members and the rest of the hotel contractors including security personnel are vetted by the National Intelligence and once a negative report has been established, that person is relieved until the conference is over"*. The participants would express the feeling of discontent and when they take this up with the hoteliers, they are being told that the internal security together with the National Intelligence have every right to perform such duties as they are the funders of the conferences. They are protecting their interests.

Participant 16 revealed that when international guests inquire about the security, they are always advised of the health hazard lake that will be fixed before they arrive, but that has not happened since the people who are responsible for the removal of dirt from the lake have not come around to solve the problem. Upon guests' arrival, according to this participant, they do not consider the lake's problem as an issue. Instead, as people who love nature, they would

concentrate on the different colours of birds which are found in the stream of the lake and these erase the ugliness of the lake.

It can be concluded that security is of major concern to other people when making reservations at hotels because some people are even prepared to first assess the level of security at hotels before making a reservation. It can also be said that the class of guests plays an important role when making a reservation. Security is also determined by the category of guests e.g. if they are high profile government officials the level of security will be pushed up.

5.3.15 Expression of guests about security at the hotel facility

The researcher asked research participants whether guests expresses how they feel about the level of security before they leave or checking-out from the hotel, by raising the subsequent question:

Research question 15: How do guests feel about security in this hotel? Research question 15 also sought to answer the following **research objective:** to find out how guests feel about security at the hotel facilities.

Twenty (100%) of the research participants stipulated that guests felt secured at their hotels.

All research participants proclaimed that guests expressed satisfaction on the security provided by the hotel, when they leave. This expression may mean that hotels around Gauteng are concerned about the welfare of guests. This may in some way be in contradiction to how the level of security was found to be in some of the hotels. If guests can leave hotels and still claim to have felt safe at the hotel, it can mean that security specialists at hotels are more concerned about being proactive than being reactive on security matters.

The question was asked because, as guests did inquire about security during reservation, they now seek to confirm to the hotelier that security is appropriate or not so as to contemplate the return for another visit. All research participants asserted that upon guests leaving their premises, guests displayed satisfaction on the security level delivered by the Security

Department as a whole. Participants maintained that guests insisted on their return for another visit and confirmed that they will be inviting other potential guests to visit the same hotels.

Participants also indicated that safety in hotels is important and encourages a number of guests not to doubt a particular hotel as the chosen one. By indicating on the questionnaire furnished by the hotel in rating safety within the entity, some participants stated that having security personnel in the facility may not automatically signify safety. As far as participants are concerned, safety denotes superior performance of security functions that are carried out effectively and efficiently. Participant 9 revealed that *"Some guests in hotels may encounter minor problems that needed to be solved, may they be, guests given a room without a proper view, plugs may not be working or the door is not closing properly. Such problems needed to be sorted there and there"*. Participant 8 uttered *"…such problems have to be put to bed instantly. Guests cannot afford to wait"*.

Some of the participants claimed that guests usually complain about the strictness they experience in their facilities, like, prostitutes are not allowed in after 11 o'clock at night or the hotel premises lock their gates at night and that may make it difficult for a non-guest to visit a guest. Participant 14 affirmed that *"during the load-shedding guests would feel unsafe as the exterior of the facility will remain in the dark and that includes the car parking lot while the interior will be lit with limited light"*. Participant 14 also claimed that *"the facility does not have the electric-generator aiding machine that covers the whole entity"*. Participant 20 also added that while some guests are satisfied with safety at the facility, some complain about the security officers who wear the defence force uniform as security regalia and carry the AK47 guns for protection. The guests, according to the participant, are afraid of guns and they expect security personnel to wear hotel uniform and form part of the hotel rather than being taken as a separate entity.

It can be concluded that the general level of security at hotels is in line with what guests expect in a way. It comes up clearly that some hotels do exceed the level of security that guests expected.

5. 4. CONCLUSION

Responses from the research participants through interviews were all interpreted and analysed. The interpretations and analyses were created by linking the empirical findings of the study as the sources of information to the contribution made by the researcher in elucidating the research participants' findings. Where the research participant was a male or a female, the researcher used all respondents to fall under males, given that there was only one female participant. This has an implication to generalisability of the study itself as explained under the chapter on methodologies.

This chapter discussed the themes that were identified after transcripts were sorted out. The themes in question were, the biographical data of each research participant; nature of business service at the hotel facility and provision of operative structure at the hotel facility. The themes also involved security assets at the hotel facility; risk of crime at the hotel facility; incidents of loss at the hotel facility; assets of interest criminal pursue at the hotel facility and profile and *modus operandi* of criminals at the hotel facility. Furthermore, the themes included the interventions incorporated by the hotelier in protecting hotel assets, such as, security measures for protection at the hotel facility; integrated security systems at the hotel facility; frequency of risk analysis at the hotel facility; employees background checks at the hotel facility; adequacy of security measures at the hotel facility; impact of risk at the hotel facility; concerns of guests on security at the hotel facility and expression of guests about security measures at the hotel facility which were dealt in details.

The interpretation and analyses of research participants' narratives played a substantial role in determining the true versions of security measures that were assessed at hotels in Gauteng. The following chapter deals with the concluding remarks and the recommendations that are offered to hotels' stakeholders for guests to enjoy their stay.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

The research focused on the exploration of the risk of hotel assets, different types of crimes within and/or around the hotel vicinity, current security measures in place, security system's integration and the countermeasures' adequacy as well as to ascertain their effectiveness.

This chapter includes the conclusion of the research, recommendations that are made based on the vital findings of this study and limitations of the study identified by the researcher. The recommendations are constructed for the improvement of security measures at hotels as well as for the future research in the correlated turf.

6.2 CONCLUSION OF THE RESEARCH

The research employed a case study research design in Gauteng where the security measures at hotel were assessed. As mentioned in Chapter 1, this is the first empirical study conducted in Gauteng for asset protection and crime prevention strategies in the hotel industry. The significance of this study was pertinent to the community as a whole since its members are the people who are guests at the hotel facilities. Security awareness in identifying the inadequacy and ineffectiveness of security measures at hotels is created to the relevant stakeholders, like, the security industry directors, business persons, hoteliers, authorities and the ordinary guests who constitute the core business in the hotel industry. This identification fostered the comprehensive insight of incident and crime related issues facing the hotel industry due to the inadequacy of security measures at hotels in Gauteng.

To generate attention to stakeholders in curbing incidents and crimes occurring at hotel facilities, through security measures, their effectiveness and adequacy had to be explored. The exploration comprised the qualitative research by means of interviews as data collection method which was conducted with 20 security managers or individuals who were performing security managers' tasks stationed at hotels around Gauteng. The study was conducted to determine and document the role played by security personnel in the protection of hotel

assets, impact of the risks of crimes and incidents that manifest in the hotel industry as well as to identify the persons responsible for inappropriate behaviour in the hotel entity.

As the researcher was engaged in empirical study, the research processes and procedures were adhered to. All the aims and the objectives of the research study were also adhered to, as indicated on all the responses of the research questions in Chapter 5 - data presentation.

The exploration of the research was to explore whether the current security measures were adequate and effective enough to curb the incidents and crimes occurrence against assets at hotel facilities. The recommendations would then be identified as feasible mediation as construed by the research.

6.3 RECOMMENDATIONS

The findings of the research provided numerous recommendations to the hotelier, security practitioners, law enforcement agencies, banking industry and government. The recommendations below are arranged according to the different stakeholders who form part of the protection in the hotel industry.

6.3.1 Recommendation to the hotelier

The recommendations for the hotelier are as follows:
- Hotel security officers should be proactive rather than reactive. They should not be deployed on hotel floors only when there are events for guests that need extra protection but exercise the practice of floor patrolling regularly.

- As the hotel facility has numerous access and egress points, such points should be minimised to two or three, with one on the main entrance, the second one at the back for deliveries and/or the third can be found where the parking lot is situated.

- Guests' vehicles should not be allowed to drive up to the hotel's main veranda entrance door, for drop-off or disembark the luggage from the boot of the car. Guests must land at a distance and walk up to the hotel's main entrance and they should be noticed while doing so. This will allow for security officer to observe any suspicious actions by the guests.

- CCTV surveillance systems should be installed in all hotels' strategic points such as at the reception area; at the entrances, at the exit points, at the parking areas and around the facilities. Privacy of the members of public should as well be taken into consideration at all times. These CCTV surveillance systems should be monitored by a trained Security Officer at all times for proactive purpose in terms of crime prevention at hotels.

- Control room: There should be a dedicated control room at all hotels where Security Officer is continuously monitoring the activities. If suspicious objects, vehicles, persons or actions are observed, the security officer doing monitoring at the control room should alert the security officer immediately doing patrol to investigate.

- The baggage must be scanned through a scanner to monitor hotel related items, like, towels, robes, cushions, among others, where identifiable colour/s will reflect on the monitor that will be programmed by the hotel for easy identification. It will be beneficial if this could be made on arrival and on departure of guests.

- Guests' visitors should be given a 'visitors pass' and their details must be noted on the visitors' register. All the guests should be informed to carry their visitors pass at all times while in the hotel premises. This will reduce unnecessary checks by security officers posted at hotels when they have to check if all the people on the premises have the right to be there.

- Regular security surveys should be conducted by the security managers at the hotels. This should not be done once a year, since hotel environment is very busy. It should also not be prompted by the incidents since this might make hotels suffer severe financial losses. The survey should include important aspects such as security measures and their effectiveness; assets; personnel; information; facilities; and all hotel properties.

- Hoteliers must deal with reputable companies for repairing purposes, like, cabinets, plugs, window handles, to mention a few, rather than employing staff who used to work at the hotel as handy-man, as these are the individuals who may turn hotel perpetrators at a later stage.

- Security features and designs at the hotels should be improved with time because if they are found to be lagging behind the hotel facilities will become more vulnerable.

- The owner of the hotel is responsible for safety and security of all guests visiting the hotel. This should also be made clear to the hotel owner that omissions in this regard may result in the hotel owner being held liable.

6.3.2 Recommendations to security specialist

The following are recommendations that are made in order to help security specialists improve the level of security at hotels:

- It is recommended that the hotel association meetings be attentively attended by all security managers from different hotels or alternatively nominate a representative on behalf of the security manager.

- Security managers in hotels in and around Gauteng must receive hotel crime statistics from the SAPS reflecting crime trends and profiles, as well as the extent and nature of types of crimes that occur in hotels.

In a case where international internal security imposing their security standards and procedures when protecting foreign dignitaries in hotels, the hotel must establish a training facility where the in-house security manager will be able to train security officers according to hotel's specifications on the protection of all type of guests situated in hotels. Where there is no hotel in-house security manager, the hotel must design a hotel related security training manual that will be used by the private security in training those employees who will be working in the hotel environment as security officers. Alternatively, hotel security managers may be sent on workshops overseas to learn more about asset protection, especially in hotels.

- Upon deploying of security personnel, security personnel must be provided with the orientation phase on the site to be guarded. This process will enable security personnel to know more about the core hotel business rather than allowing them to perform 'non-confidential' tasks which may cause them not to know what exactly is being guarded.

The study also revealed that the security officers are sometimes involved in theft, especially when colluding with the intruders and/or with employees of the institution they are guarding. The following are recommended:

- Security officers must be paid on time monthly as they tend to borrow money from other sources with high interest rates and when they are paid, their salary is paid back to the lender and that may cause them to retrogress financially. This situation might render them vulnerable to criminals who might take advantage of their financial situation and buy their involvement into criminal activities against the hotel.

- The private security finance department must ensure that payments are made monthly and on a specific date as agreed.

- Security companies need to have surplus funding where security officers will receive part of salaries until payment day where the money advanced will be deducted from their salaries.

- The security managers should always commend security officers for a job well done. Although a site with no loss encountered is part of the guard's job, security officers should at least be incentivised, not necessarily by cash, but by stress-relief related items, like, in some instances, buy monthly cell phone airtime or dispense retail food vouchers to security officers on sites where minimum incidents of loss or none occur, to augment cash. Security officers may also be thanked for their positive contribution. In this way, the security officers will appreciate their importance in the organisation.

Recommendations presented to top management after a security survey is conducted must be adhered to. Failing to do that, any loss that will be experienced must be covered by the hotelier and not by the security company.

- Rotation of security officers promotes exposure to other sites and discourages the familiarity between a security officer and the hotel employee, which may result in bad deal clinching. Clients are not required to impede the rotation process.

- Security managers, either in-house or contract, must screen all contract staff members, like, housekeeping and restaurant staff as well as security personnel during the hiring

process to ensure that staff members are who they claim to be, as well as periodically, that is, twice a year to ensure that staff members are still honest as when employed.

6.3.3 Recommendation to the South African Police Service (SAPS)

It is recommended that the members of South African Police Service should do the following:

- Encourage the hotel security managers to participate in the Community Policing Forum so that they get first-hand information. This will help the hotel because it will get better protection;

- Conduct regular patrols at the hotels since they are business areas that need police frequent patrols;

- Sign in an occurrence book every time that they visited the hotel;

- Respond promptly when called upon by the hoteliers when reporting crime; and

- Share crime information such as prevalent crimes, perpetrators and their modus operandi as well as hot spot areas in their jurisdiction.

6.3.4 Recommendation to the banking industry (credit cards merchant bank)

The following are recommendations:

- Insist that all clients sign their credit cards at the back for safety reasons;

- Let all clients stick to their agreed limits;

- Encourage the clients to use cell phone banking so that the transactions should be easy to be monitored;

- Make it easy for clients to cancel their credits cards in case of emergencies such as forcefully being instructed to perform transactions; and

- When a lost/stolen card is used at the hotel, the hotel terminal should pick it up.

6.4   LIMITATIONS OF THE STUDY

The presentation of findings in this study composed of limitations. Limitations were identified during the research process. Even though internationally the phenomenon has been researched, but there is still a lack of empirical verification on crime prevention in the hotel industry, as mentioned in section 1.7 of the current study.

The literature that was available and related to the study for the researcher to consult was in relation to the tourism industry. In South Africa, however, there seemed to be a lack of knowledge regarding the phenomenon studied. Moreover, the researcher was unable to obtain statistical evidence on hotel crimes in Gauteng and there are no laws governing hotels in South Africa.

The present study was confined to hotels in Gauteng. Only 20 hotels were selected to participate in the study together with additional 10 other hotels in case the selected ones had no interest in participating. Some of the participants from the selected hotels were not in favour of being recorded during the interviews and the interviews were forced to come to a halt. Other participants provided a handful of data because in most cases they would instruct the researcher that the information they were offering were '*off-the-record*' because of the sensitivity of the study and the researcher was obliged to switch off the recording device.

Some of the participants were still new in their positions and they did not have vast hotel or security experience. Some of the participants would dismiss the researcher when they realised that the probing questions were awkward for them to answer maintaining that the researcher will be exposing the hotel confidential matters even though confidentiality was said to be upheld at all times. During the interviews, some participants would be interrupted to attend to emergency situations which sometimes took the whole day to resolve. This could lead to rescheduling of appointments. Some participants could not switch off their disturbing cell phones as the hotel general managers, whom the participants report to, were unaware of the interviews in progress, and the participants were required to attend unscheduled meetings and as a result, interviews in such hotels took more than the stipulated time while some took days to be completed. As the interviews require sharing of information in the presence of a researcher, and hotels are known to practice confidentiality, sometimes it may be difficult to obtain truthful responses from participants.

In view of a fact that a limited sample was consulted for the assessment of security measures at hotels in Gauteng, this determines that the present study does not represent the total population. Therefore, generalization tends to be extraneous. The objective of the study was to explore the effectiveness and adequacy of current security measures at hotels in Gauteng because of the types of crimes and incidents occurrences. Due to different types, size and hotel locations, security measures assessed in the study may not be applicable.

The rationale behind the implementation of security measures by the hotelier may be peculiar to the facility depending on the assets under protection. Additionally, security structure, policies and procedures in place may vary befitting hotels ratings. To ensure safety and security within the hospitality industry, more insight is still a requirement to validate the present research findings.

6.5 RECOMMENDATIONS FOR FUTURE RESEARCH

Future research is recommended which has been identified during the process of data collection and based on the findings. The following are recommended:

- As this was the first study conducted with empirical evidence in South Africa, the same research study can be extended to other provinces.

- The research on security measures can be tackled on another angle where guests will be required to evaluate safety and security in the hotel entity.

- As the hotel's hospitable reputation poses a challenge to security patrol officers posted externally in controlling hotel traffic, further research needs to be conducted to balance the two aspects of the core business, like, hotel traffic control and hospitality where potential guests who may be 'criminals' are welcomed in the hotel facility for business purposes.

- Emergency evacuation procedures, practical drills and rehearsals play a significant role since fires, first aid and other emergencies are prevalent in the hotel entity. In most hotels, practical drills and rehearsals only take place with hotel employees. These hoteliers indicated that guests may be inconvenienced. Future research needs to be looked into for practical drills and rehearsals which should involve guests as well,

with an intention to prepare and ensure future guests safety in any emergency that may occur within the hotel.

- Privacy in the hotel facility is the most important trait that guests appreciate in the hotel entity. It is associated with privacy at the guest's habitat. The 'Do Not Disturb' sign is one of the features that form part of the privacy. The 'Do Not Disturb' sign is a sign on the hotel's room door hanger. However, if it is not properly handled or controlled, the situation behind the door hanger in a locked hotel door may spin out of control. The door hanger may be seen as concealment for a homicide, suspicious death or any other criminal activity and even suicide that often occur in one of the hotels. It is therefore apparent that a further study be conducted on why some guests choose to take their lives inside the hotel room by drinking pills or by jumping off hotel windows to death. A research can be conducted where it will look into all these aspects.

- A number of guests are of the opinion that hotel cameras are outside the hotel rooms but the researcher has established that there are hidden cameras inside the rooms. According to some participants, cameras are only activated upon the law enforcement's command, when there is an investigation in progress and the suspect has been identified as lodged in one of the hotels. A research can be conducted that looks into how highly sophisticated investigations are conducted by using these hidden cameras.

- Prostitutes in hotels have been identified as have taken their sexual activity business into another level of poison usage after hotel guests are lured into their hotel rooms for entrapped sexual favours. Further research need to be conducted to ascertain the impact of poisoning on victims of prostitution in hotels.

6.6 CONCLUSION

Hotel incidents and different types of crimes that occur in hotels seem to be continuing despite the presence of security measures in the facility. Security measures as complex phenomenon, which are hardly noticed for their role in the hotel facility, had to be assessed for their effectiveness and adequacy. It is the duty of all hoteliers to ensure that guests, who

are individuals who foster growth and profit in the hotel facility, are protected throughout their stays in hotels.

The chapter involved the conclusion of the research where the summary of the whole research was noted. The recommendations for different stakeholders in the hotel industry were offered based on the findings. As the research was based on the unique phenomenon that have not been researched before in and around South Africa, challenges that were experienced were also discussed in the chapter. The aspects gathered during data collection that needed future attention were also tabled for further research.

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RESEARCH TOPIC: ASSESSING SECURITY MEASURES AT HOTELS: A CASE STUDY FROM GAUTENG

Interview number:……………………….Date:……………………….Time:………………………..Place……
……………………………………………

Section A: Biographical data

Age: …………………………………………………………………………………………

Race:……………………………………………………………………………………………

Gender: ……………………………………………………………………………………….

Marital status: ………………………………………………………………………………

Position: ………………………………………………………………………………………

Length of service: ……………………………………………………………………………

Educational Qualifications: …………………………………………………………………

Section B: Contribution to the study

1. What is the nature of business operations at this organization?
2. Does the facility have an effective security structure, with policies and procedures, where there is a command and control of the job?
3. What are the important assets in this hotel facility that need protection?
4. What are the risks of crime confronting the assets in the facility?
5. Which security measures and systems are currently in place to protect these assets?
6. Are these existing security measures and systems adequate and effective?
7. Are these security systems integrated and if so how are they integrated?
8. What will be the impact upon the facility should the risk occur?
9. Has the hotel experience loss in the last 3 (three) years and what kind of loss was it?
10. How often is the risk assessment conducted?
11. Is pre-and-post-employment screening done on all personnel in the hotel, including security personnel?

12. What assets are targeted by hotel perpetrators?

13. What are the profile and the *modus operandi* of a hotel perpetrator?

14. Do domestic and/or international guests inquire about security measures when making reservations?

15. How do guests feel about security in this hotel?

ANNEXURE B: PERMISSION LETTER

Name of the recipient:

Company:

Date

Dear Sir/Madam

RE: REQUEST FOR PERMISSION TO UNDERTAKE RESEARCH AT [NAME OF ORGANISATION]

I would like to request permission for Mrs Nomsa Cebekhulu (Lecturer: Department of Criminology and Security Science, Programme Security Management, School of Criminal Justice, College of Law at the University of South Africa) to undertake research at your organisation for her Master's degree studies. The title of her Masters Research project is: *"ASSESSING SECURITY MEASURES AT HOTELS: CASE STUDY FROM GAUTENG"*

DESCRIPTION OF THE RESEARCH PROJECT
The security measures protecting hotels will be examined with a view to formulate practical co-operative recommendations to assist in creating safer environment at hotels.

PURPOSE OF THE RESEARCH
The purpose of this research study is to investigate what role private security service providers play in combating crime at hotels. In order to do that the following will be considered:

- Assess the effectiveness and efficiency of security measures in the hotel industry.
- Evaluate whether current security measures are adequate.
- Assess the nature and extent of guests' valuables being stolen at the hotels.
- Determine whether there are security policies and procedures in place in the hotels.
- Identify the role played by stakeholders, i.e. hotel associations, management forums, franchisees, contractors and employees, regarding hotel countermeasures.
- Establish the modus operandi of offenders since the hotel is a twenty-four-seven (24/7) operations and visitors go in and out without notification.
- Investigate the causes of hotel insecurities.
- Examine the role of hotel as a victim of crime in crime prevention.
- Investigate the impact of financial loss suffered by hotels as a result of crime.

RESEARCH METHODS THAT WILL BE USED TO COLLECT INFORMATION

The research methods which will be used in this study will include the following:

- One-on-one interviews: This kind of interview will be conducted in the selected hotels with security managers (1 security manager from each hotel).
- Observations: The researcher will conduct observations at 10 hotel sites. Actions of people at the facilities, in conjunction with complying with the security requirements, will be studied without the researcher being involved. Notes will be written during the process of observation.
- Case studies of theft in selected hotels around Gauteng will be used for data collection.

  Survey questionnaire will be designed and distributed to a sample of 336926418O hotels in Gauteng. These questionnaires will be completed by 5 security officers per hotel.

RELEVANCE /BENEFITS AND VALUES TO THE ORGANISATION

This would be the one of the first such studies conducted in South Africa and more so specifically in Gauteng.

- Hotels Security Departments would, hopefully, be guided by the findings;
- This research will highlight the current status of security protecting hotels in Gauteng;
- Crime is a major problem in South Africa and people are being injured , or even lose lives, in the process when criminals commit crime;
- Hotels, like any other business, suffer financial loss as a result of crime; and
- For Unisa, it is planned that the research results could possibly be inputted into future study guides of the Programme Security Management in the Department of Criminology and Security Science.

Once permission is granted Mrs Cebekhulu would then be in contact with you or a representative of your organisation for the scheduling of any interviews or administering of the research questionnaire survey with relevant employees in the organisation.

All the information that is received from the participants/respondents will be treated with the utmost confidentiality (i.e. respondents will remain anonymous and no reference will be made to their identity or of the organisation for which they work. Organisation and personal names will not be used in the research report. Participation in the research interviews will also be on a voluntary basis.

The final dissertation (research report) once accepted will be placed in the UNISA library and therefore in the public domain and can be accessed by interested parties.

If any confirmation or other information is needed I can be personally contacted at the following telephone, cell numbers and e-mail address:

Thanking you

Regards

O. J. Kole   (Dr)
Senior Lecturer: Security Management Programme
Department of Criminology & Security Science
School of Criminal Justice, College of Law
University of South Africa
Email:koleoj@unisa.ac.za
Tel: 012 433 9541   Cell: 0822534882

Mrs Cebekhulu can also be directly contacted at the following:

Tel: 012 433 9472
Cell: 074 174 0188
Email: cebeknp@unisa.ac.za

AGREEMENT:

I hereby consent to:

- being interviewed on the topic " ASSESSING SECURITY MEASURES AT HOTELS: A CASE STUDY FROM GAUTENG"
- follow-up interviews if necessary;
- the interviews being recorded in writing or by using a tape recorder;
- the use of data derived from these interviews by the interviewer in a research report as he deems appropriate.

I also understand that:

- I am free to end my involvement or to cancel my consent to participate in the research at any time should I want to;
- I will suffer no loss or penalty for non-participation;
- information rendered up to the point of my termination of participation could, however still be used by the researcher;
- anonymity is guaranteed by the researcher and data will under no circumstances be reported in such a way as to reveal my identity;
- I am free to determine that specific information that I reveal should not be recorded in writing;
- no reimbursement will be made by the researcher for information rendered or for my participation in this project;
- I will in no way derive any personal benefit whilst participating in this project;
- by signing this agreement I will commence to give honest answers to reasonable questions and not to deceive the researcher;
- I will receive the copy of the original of this agreement upon signing it.

I hereby acknowledge that the researcher/ interviewer:

- discussed with me the aim and objectives of this research;
- informed me about the contents of the agreement;
- explained the implications of my signing this agreement.

In co-signing this agreement the researcher assumes to:

- maintain confidentiality, anonymity and privacy in relation to the subject and information provided by the interviewee.

_____   _____
Interviewee signature   Interviewer signature

_____   _____
Date   Date

I, (interviewer's full name) _____
certify that I explained the contents of the above document.

ANNEXURE D: COLLEGE OF LAW RESEARCH ETHICS REVIEW COMMITTEE

Date: 2015-05-15

Reference: P 3

Applicant: N Cebekhulu

Dear N Cebekhulu

DECISION: ETHICS APPROVAL

Name	N Cebekhulu
Proposal	Assessing security measures at hotels: a case study from Gauteng
Qualification	MTech

Thank you for the application for research ethics clearance by the College of Law Research Ethics Review Committee for the above mentioned research. **Final approval is granted.**

The application was reviewed in compliance with the Unisa Policy on Research Ethics.

The proposed research may now commence with the proviso that:

1. *The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics which can be found at the following website:*

   http://www.unisa.ac.za/cmsys/staff/contents/departments/res_policies/docs/Policy_Research%20Ethics_rev%20app%20Council_22.06.2012.pdf

2. *Any adverse circumstances arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the College of Law Ethical Review Committee.*
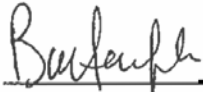
University of South Africa
Preller Street. Muckleneuk Ridge. City of Tshwane
PO Box 392. Unisa. 0003. South Africa

www.unisa.ac.za/law

An amended application could be requested *if* there are substantial changes from the existing proposal, especially *if* those changes affect any of the study-related risks for the research participants

3. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.

Note:

The reference number [top right corner of this communique) should be clearly indicated on all forms of communication (e.g. Webmail, E-mail messages, letters) with the intended research participants, as well as with the URERC.

Kind regards

DR B HAEFELE
CHAIR PERSON: RESEARCH ETHICS
REVIEW COMMITTEE
COLLEGE OF LAW

PROF R SONGCA
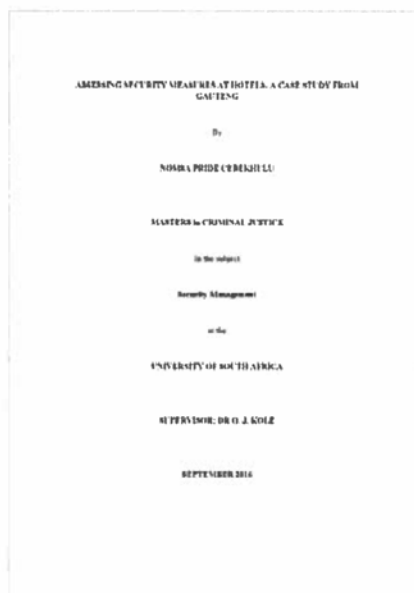EXECUTIVE DEAN:
COLLEGE OF LAW

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ASSESSING SECURITY MEASURES AT HOTELS: A CASE STUDY FROM GAUTENG

By

NOMSA PRIDE CEBEKHULU

MASTERS in CRIMINAL JUSTICE

in the subject

Security Management

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: DR O. J. KOLE

SEPTEMBER 2016

EDITING AND PROOFREADING CERTIFICATE
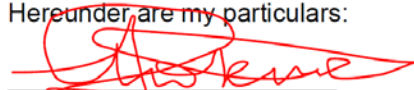
7542 Galangal Street

Lotus Gardens

Pretoria

0008

20 September 2016

TO WHOM IT MAY CONCERN

This letter serves to confirm that I have edited and proofread Mrs. N. P. Cebekhulu's dissertation entitled: **"ASSESSING SECURITY MEASURES AT HOTELS: A CASE STUDY FROM GAUTENG."**

I found the work easy and enjoyable to read. Much of my editing basically dealt with obstructionist technical aspects of language which could have otherwise compromised smooth reading as well as the sense of the information being conveyed. I hope that the work will be found to be of an acceptable standard. I am a member of Professional Editors Group and also a Language Editor at Bureau of Market Research at the University of South Africa.

Hereunder are my particulars:

Jack Chokwe (Mr)

Bureau of Market Research (Unisa)

Contact numbers: 072 214 5489 / 012 429 3327

jmb@executivemail.co.za

Professional
EDITORS
Guild