Sexual Harassment by Hotel Customers: Impacts on Workers, and Reactions from Management: A Thailand Study

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Abstract

Sexual harassment (SH) in the hospitality industry is prevalent. This study investigates the phenomenon of sexual harassment of hotel staff by customers in Thailand. There are two main research objectives. The first is to explore the relationship between factors such as age, gender, marital status, and race and how these factors are influenced by the characteristics of the hotel industry as a service provider. The second is to investigate the perception of hotel staff concerning their sexual harassment experiences, in the following six areas: whether hotel staff consider such experience as sexual harassment; whether male and female staff perceive such experience similarly; the staff's perceived severity of sexual harassment; type of sexual harassment by customer (verbal, physical, visual, or written); how staff react to sexual harassment; how sexual harassment impacts on staff.

The research employs a mixed methodology. Ten in-depth interviews were conducted with hotel executives and Human Resource managers in Bangkok, Thailand. Another sixty in-depth interviews were conducted with general hotel staff at a number of different locations throughout Thailand. The in-depth interview data were explored using thematic analysis – as suggested by Creswell's generic process of qualitative data analysis (2003) and Braun and Clarke (2006)'s Phases of Thematic Analysis. The last part of the research involved five hundred surveys distributed to hotel staff in eight locations in Thailand and was based upon the thematic analysis of the in-depth interview with hotel executives, Human Resource managers and staff, with reference to the literature. The data from the survey were analysed using SPSS (Statistical Package for the Social Sciences). Statistics analysis included descriptive statistics (means and frequencies of answers to each item) and nonparametric tests which were used to examine the relationships between dependent and independent variables. Integration of qualitative and quantitative data was carried out in the discussion chapter.

The research reveals that the personal characteristics of hotel staff, as well as the specific hotel job and characteristics of the hospitality environment were contributory causes for sexual harassment.

The study results also indicate that sexual harassment is prevalent and severe in the Thai hotel industry. Female staff were more vulnerable to severe physical sexual harassment than their male counterparts. However, both male and female staff were vulnerable to sexual harassment. The research also indicates that although they were a small part of the data set, homosexual staff were the most vulnerable to sexual harassment. Evidence indicates that staff experienced all forms of harassment (verbal, visual, physical, and written). The physical form was considered the most severe and might trigger a complaint from staff. Written forms of harassment were considered to be the least severe and rarely occurred. Verbal and visual forms were normal and accepted by most staff. Men were more tolerant of sexual harassment than women. Sexual harassment had a range of impacts on staff but most accepted it as part of the job and simply ignored it. Staff employed multiple methods to cope, ranging from ignoring it to informing legal authorities. However, the research indicates that most staff did not complain except in the most severe cases (such as rape). Sexual harassment also impacted on a hotel's image and reputation. It is of note that the research indicates that hotels were not equipped in regards to sexual harassment policies and complaint handling procedures.

The study also indicates that some Thai cultural and social issues had played a significant role in the prevalence of sexual harassment. These include the cultural differences (between the Thai workers and the foreign customers), the significant presence of prostitutes, patriarchy and the legal system. This study demonstrates that hotels should consider the need for management commitment, effective sexual harassment policy, good communication, recruitment and training. The research also recommends culture change within the management of the hotel, improvement of physical hotel security and infrastructure as well as government and tourism regulators' cooperation. Apart from the cultural aspect, sexual

harassment theory should incorporate the environment settings into its definition and application. Sexual harassment in the hospitality industry and other service industries has some common elements such as the harasser, the forms of conduct, and the victim. However, each industry may have its own characteristics and settings that facilitate the misconduct. This makes one service industry more susceptible than the others to sexual harassment. Future research should focus on both these common and different elements. The study of sexual harassment in other service industries such as nursing, airlines, health care and so forth is recommended.

The study concluded that there were a multiple causes that trigger sexual harassment in hotels and proposes an Integrated Model/Dimension of Customer Sexual Harassment (IMCSH) as a theoretical framework for sexual harassment study in hotels as it is of considerable interest to both academics and practitioners. It gives a new multi-dimension to the interrelationship between sexual harassment and the characteristics of hotel staff, hotel premises, sociocultural characteristics of the country as well as the characteristics of the hospitality itself. This lends itself to further research which will help gain a greater understanding of this interrelationship.

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List of Acronyms

TAT   Tourism Authority of Thailand

THA   Thai Hotel Association

Chapter 1: Introduction

1.1   Chapter Introduction

This thesis studies the phenomenon of sexual harassment by the customer in the hotel sector in Thailand. The first objective of this investigation is to quantitatively investigate the relationship between the hotel staff's personal characteristics (such as gender, age,) and their perceptions on the incidence of sexual harassment caused by hotel customers. Second, it examines the perceptions of the Thai hotel workers in relation to the pervasiveness and severity of sexual harassment and the worker's knowledge and understanding of their rights. It seeks to understand the experience from their points of view i.e., whether male and female staff label sexual harassment similarly or differently; what forms of sexual harassment (verbal, nonverbal, or physical) they experience, and how often this impacts on workers and hotels both internally and at customer contact points; how they react to sexual harassment; and, what strategy the hotel uses to protect the workers. Finally, recommendations are made.

1.2   Rationale for the Research

Previous studies have revealed that sexual harassment is prevalent everywhere (Gilbert, Guerrier, & Guy, 1998; Hunt, Davidson, Fielden, & Hoel, 2007). It has a great impact on individuals, organisations, and society at large (Zugelder, Champagne, & Maurer, 2006). In many cases, the perpetrator is a more senior staff member or a co-worker (Gettman & Gelfand, 2007). Such research has resulted in the gaining of not only of definitive knowledge, but has also identified important gaps in the research that require more specific attention. Few studies focus on sexual harassment by the customer (Gettman & Gelfand, 2007).

While sexual harassment has been recognised as unacceptable wrongdoing in the West since the 1980s, it has only been recently acknowledged that sexual harassment in the Asian region (including Thailand) is a breach of contract in the workplace (Ng & Othman, 2002). In Thailand, it was found that most studies focus on sexual harassment of workers in the general workplace (Amnuaysawasdi,

2000), at school (Bunnak, 2004), in the police force (Chaiyavej, 2003), on hospital workers (Kamchuchat, Chongsuvivatwong, Oncheunjit, Yip, & Sangthong, 2008), and on airline staff (Shibayama, 2005).

To better understand sexual harassment of workers in the workplace in Thailand, a survey conducted in Thailand by ABAC poll centre in 2006 found that about 66 percent of female youths and 26 percent of male youths had experienced sexual harassment (Asian-Pacific Resource and Research Centre for Women (ARROW), 2009). The ABAC survey reported that "…most women did not have a common perception regarding what behaviours can be classified as sexual harassment. This has resulted in the ignorance of some behaviours that damage women's dignity" (p. 58). The lack of understanding of what constitutes sexual harassment influences research.

Since there is no agreement upon a single universal definition of sexual harassment, the interpretation of what constitutes sexual harassment is varied, especially in the context where the harasser is the hotel customer. This represents the research gap that this research seeks to investigate and fulfil.

The hospitality industry has its own characteristics that emphasise the customer satisfaction and the unequal distribution of power. If sexual harassment by the customer is evident, will the hotel protect the customer or the staff? The findings of this study could help hotels develop appropriate protection measures such as targeted training programmes.

This represents the research gap that this research can fill.

According to Powell (1983), a workable definition of sexual harassment has been difficult to establish. This difficulty suggests that hotel employees may have different views on a sexual harassment definition. This study aims to investigate the perceptions of hotel employees regarding sexual harassment in order to address the definition gap as well as to learn more of sexual harassment by customer in Thai hotels where little research has been undertaken. Understanding the views of hotel staff who are in regular direct contact with customers would assist in overcoming the gap in the literature.

1.3   Definition of Sexual Harassment

There is a problem with defining sexual harassment as, for example, a pat on the shoulder or back could be construed as friendly in the hotel industry (Alagappar, Lean, David, Ishak, & Ngeow, 2011). What constitutes sexual harassment may be subjective based on an individual's perception of the organisational context in which the respondent works (Welsh, 1999). Although there is no agreement upon a single universal definition of sexual harassment (AWARE, 2008; Fitzgerald & Ormerod, 1991; Fitzgerald et al., 1988; Gerrity, 2000; Pina, Gannon, & Saunders, 2009), it is important to define sexual harassment as a measure of the impact that this behaviour has on workers and the reaction to it by management. Hence, defining and measuring the impacts of sexual harassment in the Thai hotel context are the objectives of this study. Sexual harassment definitions are explored in detail in Chapter 2 (See 2.2).

1.4   Structure of the Thesis

This thesis is structured as follows.

1.4.1 Chapter 2: Literature Review Part I: Characteristics of Sexual Harassment and its Impact

Chapter 2 discusses the research literature on sexual harassment, examines some important characteristics of sexual harassment, and discusses the various forms of sexual harassment and its characteristics. It also discusses the impact of sexual harassment on staff and the hotel, as seen by the community and the industry; and the support strategies, including the complaint handling procedure of hotels.

1.4.2 Chapter 3: Literature Review Part II: Causes of Sexual Harassment - the Theoretical Frameworks

Chapter 3 explains the theoretical models to be used in this study. It discusses major sexual harassment models proposed by scholars in the field. These include the natural/biological model, the sociocultural model, the organisational model, the power differential model, the sex-role spill-over model, the individual differential model, the hospitality industry intrinsic characteristics, the routine activity theory (RAT) model, and the integrated theoretical model. This chapter

discusses the strengths and weaknesses of each model. It also proposes a new integrated dimension of sexual harassment as a framework for this study.

1.4.3 Chapter 4: Research Methodology

Chapter 4 presents research objectives and research framework. It provides information and the ontological and epistemological position of the research. It details the description of the research design used in this study. It justifies the world view/assumption of the research (pragmatism paradigm). It describes the specific strategies of inquiry (mixed method). It focuses on justifying the methodology chosen, ethical considerations, and formal and informal data-gathering techniques. Finally, it reveals the data analysis method used. The chapter explains the objectives of the study and details analysis of the quantitative using SPSS (Statistical Package for the Social Sciences) and qualitative data: thematic analysis.

1.4.4 Chapter 5: Study Result - Quantitative Data Analysis

Chapter 5 presents study findings obtained from the questionnaire survey. It explains the statistics used. The data presented are divided into eight parts:

- each respondent's demographic data (such as gender, age, race, marital status);

- sexual harassment experienced;

- ethical perception of sexual harassment encountered/experienced;

- causes of sexual harassment by the perpetrator;

- forms of sexual harassment;

- impact of sexual harassment on staff and hotel dynamics;

- staff's reaction and coping strategies and how they deal with the situation e.g. reporting; and

- perception of the hotel's reaction to a member of staff's sexual harassment complaint.

SPSS (Statistical Package for the Social Sciences) was used to analyse and

describe each respondent in general terms as well as to explain the relationship between the demographic data and the sexual harassment perceptions and experiences of the respondents.

1.4.5 Chapter 6: Comparative Results of Quantitative and Qualitative Data: Study Findings Integration and Discussion

This chapter integrates findings obtained from the quantitative and qualitative data analysis. It explains the relationship between various factors that contribute to sexual harassment by the customer i.e., the individual's specific characteristics (e.g., gender, age, educational background, job level/position), the organisation (physical location, size), and the industry (norms, images of the hotel, and the country). These characteristics are considered to be the antecedents of sexual harassment in hotels. The chapter further reflects on how staff perceived and experienced sexual harassment; the prevalence and the severity of forms of sexual harassment; the service and hospitality characteristics that are the factors that contribute to sexual harassment; and the forms of sexual harassment and its impact on staff and hotels.

1.4.6 Chapter 7: Conclusion, Management Implications, and Further Research

This chapter summarises the study findings in accordance with research objectives. It reflects on and discusses the theoretical implications of sexual harassment models and the perspectives employed and proposed in the study, in relation to the Thailand hospitality industry context. It then provides some possible recommendations for hotels in dealing with the issues. The last sections present the recommendations for further research, a note on data collection issues, and the dissertation conclusion.

1.5   Chapter Conclusion

This chapter introduced the brief objectives of the study, the rationale for the research, and the definition of sexual harassment. It has described the structure of the thesis: the literature review Part I (Chapter 2) and literature review Part II (Chapter 3), research methodology (Chapter 4), study results for quantitative data

analysis (Chapters 5) comparative results of quantitative and qualitative data, study results integration and discussion (Chapter 5 and Chapter 6), conclusion, managerial implications, and further research (Chapters 7).

Chapter 2: Literature Review Part I: Characteristics of Sexual Harassment and their Impact on Sexual Harassment

2.1   Chapter Introduction

This chapter evaluates the existing research surrounding the phenomenon of sexual harassment. Particular attention will be paid to definitions of sexual harassment; forms of sexual harassment (verbal, visual, written, and physical); impacts (or the consequences) of sexual harassment on the staff, hotel image, the industry, and society; and strategies relating to how employee and hotel cope with the problem. The chapter ends by discussing complaint handling processes within the hotels.

2.2   Definition of Sexual Harassment

The purpose of this thesis is to investigate sexual harassment of hotel employees by customers. It is, however, first necessary to understand the definition of sexual harassment in both broad and specific terms, and how this term will be used throughout this research. Crouch (1998), and Apodaca and Kleiner (2001) suggest that the meaning of "sexual harassment'' is not yet stable, and it may never be. Within the literature, it has been argued that the definition of sexual harassment can be very specific, (for example, in the case of a legal, psychological, or administrative definition for remediation), or very broad, (such as the employment and learning environment goal setting for prevention and proactivity) (Fitzgerald, Swan, & Magley, 1997; Gerrity, 2000; Human Rights and Equal Opportunity Commission, 2008). It is also evident from the literature that individual definitions change with personal perspectives of sexual harassment and changes in society (Fitzgerald & Ormerod, 1991; Fitzgerald et al., 1988). It can be concluded that there are a number of factors that contribute to the causes of sexual harassment and this research raises the question What are they?

According to Powell (1983), a workable definition of sexual harassment has been difficult to establish. Discussing complaint handling processes that take place

within the hotels he comments "...the survey results suggest that working women's views of sexual harassment have not been accurately reflected in the definitions used by government agencies and in previous studies" (p. 26). This comment suggests the hotel employees may define sexual harassment differently. This study aims to investigate the perceptions of hotel employees regarding sexual harassment and thereby explore the possible definition gap.

As illustrated previously, attempts to describe the diverse perceptions of sexual harassment are wide-ranging. Therefore, a wide range of definitions to describe sexual harassment have been offered. In general, sexual harassment is behaviour by one person toward another which involves unwanted *physical* (i.e. unwelcome patting, pinching, fondling, kissing, strip-searches, assault, molestation or rape), *verbal* (i.e. suggestion, enquiries about a person's sex life, telephone calls with sexual overtones, offensive and persistent rude or sexist jokes or comments, unwelcome requests for dates or sexual requests in exchange for a job/promotion), *visual* (i.e. looks, display of offensive material, winking, graphic comments about an individual's figure, the public display of sexually suggestive objects or pictures,) and *written* conduct of sexual nature (i.e. email or love letter) which is insulting, intimidating, humiliating, malicious, degrading, or offensive, and explicitly or implicitly affecting the dignity of a person at work or creating a sexually hostile working environment. It creates negative and uncomfortable feelings for the person, or group of persons, to whom it is directed.

Throughout this research the following specific definition of sexual harassment, which represents a synthesis of the definitions in the previous paragraph, will be used:

> Sexual harassment is any unwanted, unwelcome or uninvited verbal, visual, written, or physical conduct based on sex or of a sexual nature, which occurs with the purpose or effect of violating the dignity of a person, which makes a person feel hostile, degraded, humiliated, intimidated or offended and unreasonably interferes with an individual's work performance, or, which constitutes an abuse of authority.

While this definition of sexual harassment represents a synthesis of many definitions, since this research is in relation to Thailand, it is also important to consider Thailand's definition of sexual harassment. The Thai term for sexual harassment is "*kan kukkam tang phet*". This term covers sexual harassment from verbal comments to rape (Soonthornpasuch, 2007) Soonthornpasuch argued that in the perspective of the law "...Thailand has no clear approach to sexual harassment; no clear legal definition of sexual harassment; no specific authority or organisation at the national level to redress sexual harassment; and no statistics on sexual harassment by national surveys" (p. i).

It has also been suggested in the research conducted by Soonthornpasuch (2007) that "... the term and concept of sexual harassment is relatively new in Thailand, and there is very little knowledge about how Thai people perceive sexual harassment ... the Thai state has no clearly defined approach to sexual harassment" (p. 3). It was also reported that most Thai women did not have a common understanding of what constitutes sexual harassment, and thereby ignore some behaviours that are damaging to them.

It is important to investigate the role of organisational (McCabe & Hardman, 2005) and community culture in defining what constitutes sexual harassment as this is a significant point in terms of legal and personal interpretation. According to McCabe and Hardman (2005), organisational type plays a key role in tolerating sexual harassment i.e. the organizational context influenced the extent to which workers accepted and tolerated sexual harassment. This supports the study results reported by several research studies in the hospitality context where sexual harassment is more tolerated than in other industries (Fitzgerald, Drasgow, Hulin, Gelfand, & Magley, 1997; Poulston, 2007, 2008b) as most staff perceive it as part of the job (Hoel & Einersen, 2003). It can be concluded that the definition of sexual harassment in the hospitality context may vary from the general context. For example, it may exclude the visual or verbal forms of sexual harassment as these happen every day and may be easily tolerated, probably by most staff.

By the same token, it is argued that sexual harassment is more acceptable and tolerated in some societies (or cultures) than in others (Prekel, 2001). This

tolerance may stem from the different way men and women were brought up in that society. In Thailand (and some other Asian countries, perhaps) sexual harassment could be a product of a wider patriarchal system with culturally legitimated power and status differences between men and women (Farley,1978; MacKinnon, 1979, as cited in Cogin & Fish, 2007). Male and female Thais may perceive sexual harassment differently, i.e., males are likely to take sexual harassment as a compliment; female seem to have a broader definition of what constitutes unacceptable social-sexual behaviour (Limpaphayom, 2001; Quinn, 2002; Rotundo, Nguyen, & Sackett, 2001).

As noted above, the proper definition of sexual harassment is left open to further study to include the characteristics of industry as well as the socio-cultural aspects. This is the research gap. The perception of hotel staff may provide some insight into the definition to be used in the industry context. For example, some form of behaviour that is generally regarded as sexual harassment may not be considered so in the hotel context. For example, "Can you come with me tonight?" may be considered verbal harassment in general but may not be thought so in the hotel context. This study investigates such gap in order to add more insight concerning the term to be used for further study.

For the purpose of this study and because of the lack of a clear definition of what is meant by sexual harassment within Thailand, the definition discussed above will be applied throughout this thesis.

This section has investigated the definition of sexual harassment, and taken a range of definitions suggested in the literature, including research in Thailand, to develop a specific definition that will be used throughout this research. The next section will discuss the circumstances in which sexual harassment occurs.

Characteristics of Sexual Harassment

The Equal Employment Opportunity Commission (EEOC) (2008) states that the victim of sexual harassment can be of any gender, and that it does not necessarily need to be between different genders. Very broadly, sexual harassment can be characterised in a number of ways.

- The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex to the harasser.

- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.

- Unlawful sexual harassment may occur without economic injury to, or dismissal of, the victim.

- The perpetuator's conduct is unwelcome to the recipient and/or significant others.

This list gives an indication of the overall characteristics of sexual harassment. In a recent report, the EEOC (2008), and Poulston (2008b) further explain the characteristics of sexual harassment within employment by saying that the perpetuator can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker (in the same organisation), or a non-employee. To better understand harassment in the employment situation, a number of research projects have been undertaken; these focus primarily upon the nature of harassment by supervisors. It is concluded that in the employment situation, people harass their victims because they have more power, such as the supervisor or senior hotel personnel or company management (Poulston, 2008a; Wijesinghe, 2007).

It is of particular note that, although the characteristics of sexual harassment are very broad, much of the literature, such as Dekker and Barling (1998), and Hardman (2000), does actually focus on male harassment of females. This thesis looks at sexual harassment from a different perspective − that of staff working within the hotel industry and where the harasser is a hotel guest. As mentioned by Yagil (2008), there has already been some recognition that sexual harassment can be perpetrated by clients. By investigating various types of harassing behaviours of the customer, this study widens the research scope, resulting in this thesis providing additional insight into the question of sexual harassment within the hotel industry.

This section has examined the characteristics of sexual harassment. As is evident, the characteristics are very broad and cover a large number of different situations. The next section will build on the characteristics by discussing the forms of sexual harassment.

2.3   Forms of Sexual Harassment

This section discusses forms (or types) of sexual harassment. It helps the reader to understand the forms of sexual behaviour that are the main focus of this thesis. Sexual harassment can take many forms, including a quid pro quo arrangement (occurring when submission to sexual conduct is made a condition of receiving tangible employment benefits; hostile environments (produced by sexually oriented objects, pictures, comments, and gestures); and derogatory sexist remarks, solicitation, touching, and forced sexual contact. These forms illustrate three clear categories (Chamberlain, Crowley, Tope, & Hodson, 2008; Conlon & Voigt, 1997). While Chamberlain et al. (2008), and Conlon and Voigt (1997) stipulate three from sources such as the Human Rights and the Equal Opportunity Communication of Australia   (HREOC) (2004) HEROC suggests that sexual harassment takes two forms: physical, and   nonphysical. Alternatively, Kolkenbeck-Ruh (2003) suggested that sexual harassment can be divided into four forms: physical, verbal, visual, and written.

In reviewing the forms of sexual harassment, Table 1 gives insight into the literature associated with it. In Table 1, the researcher has taken the forms of sexual harassment from the literature (as shown in second column) and synthesised them into four categories of conduct (as shown in the first column): physical, verbal, visual, and written. These forms of sexual harassment will be investigated in this thesis.

Table 1 Forms of sexual harassment

Forms of sexual harassment	Examples of sexual harassment	References
Physical conduct	• Physical violence (from unsolicited physical contact to assault/rape) • Physical contact of an intimate body part (touching, pinching, leaning over, caressing, cornering, fondling, patting, stroking, brushing up against the body, hugging, kissing) • The use of job-related threats or rewards to solicit sexual favours	• Fitzgerald, Gelfand, & Drasgow (1995) • Bouchard (1990) • Boase (1996) • Rubenstein (1992)
Verbal conduct	• Comments on a worker's appearance (dress, physique, age, family situation, private life) • Sexual comments, stories and jokes of a sexual nature • Sexual advances • Insults based on the sex of the worker • Condescending or paternalistic remarks • Phone calls • Repeated social invitations • Uninvited pressure for dates • Uninvited sexual teasing, jesting, jokes, remarks, sounds, or questions • Verbal repartee • Unwelcome declarations of love • Whistling	• McDonald & Backstrom (2008) • Powell (1983) • Rubenstein (1992) • Boase (1996); Sczesny & Stahlberg (2000) • Rubenstein (1992) • McCabe & Hardman (2005) • U.S. Merit Systems Protection Board (USMSPB)(1981)
Visual conduct	• Display of sexually explicit or suggestive material (covering the wall with pin-up, calendars, drawings, photographs of naked and scantily clad women/men) • Sexual activity or desire denoted, such as suggestive gestures (hand signal, lips licking or food eating) or looks • Staring, leering with indecent overtone • Persistent flirting	• Rubenstein (1992) • European Commission (1998) • Orlov & Roumell (2005) • Boase (1996)
Written conduct	• Uninvited sex-based letters • Streaking • Flashing/sexual exposure	• Rubenstein (1992) • Ziehl (2006) • Finkelhor, Hamby, Ormond, & Turner (2005)

The sexual harassment forms shown in Table 1 will be used in the questionnaire survey and in the semi-structured interviews with participants from selected hotels. They will also be discussed in the study results.

The next section will discuss each form of sexual harassment in more detail.

2.3.1 Physical Conduct

The World Bank as cited in Joshi and Nachison (1996) defines physical conduct as "... unwanted physical contact ranging from unnecessary touching, patting, or pinching, or brushing against another person's body, to assault or coerced sexual intercourse" (p. 3). To give a clear picture of what physical conduct is, a number of researchers, for example, Fitzgerald, Gelfand, et al. (1995), Bouchard (1990), Gutek (2001), Boase (1996), and McCann (2005), define the following behaviours as physical conduct: pinching, leaning over, caressing, cornering, fondling, stroking, hugging, kissing, fondling, rape attempts, and raping. To conclude, physical conduct includes all unwelcome physical contact, ranging from touching to sexual assault and rape (Steenkamp, 2010).

Physical conduct related to sexual harassment is common everywhere, but the rate differs between countries (International Labour Organization (ILO), 2004; Pina et al., 2009). Pina et al. state that the majority of national studies report a high incidence rate ranging between 60 and 90 percent in the United States of America (US), 20 percent in the United Kingdom (UK) and 7 percent in Finland. ((ILO), 2004).

As reported by the ILO (2003), the incidence of sexual harassment of employees within the hotel industry is very high because of the number of intoxicated guests. This finding is reinforced by a study undertaken by Alagappar et al. (2011); their research indicates that within the hotel industry (in Malaysia) 22 percent of the front line employees have experienced some form of sexual harassment in their workplace. In addition, they reported that female hotel staff are subject to sexual harassment in various ways including "... their bra strap being touched from behind, persistent and inappropriate or unwarranted touching of arms and body, rubbing against the respondent, and touching of her breasts and bottom" (p. 19). It can be assumed that suggestive physical conduct also occurs among the Thai hotel staff to some extent. This study aims to seek and clarify data not found in previous Thai sexual harassment studies.

This section has discussed the physical form of sexual harassment. It provides examples of such behaviour. The next section will discuss verbal harassment.

2.3.2 Verbal Conduct

A common form of sexual harassment is through the use of verbal communication. Joshi and Nachison (1996) describe such verbal sexual harassment as "... offensive flirtations, suggestive remarks, innuendoes or lewd comments, and ... suggestions for social activity outside the workplace" (p. 3). Another definition of the use of verbal sexual harassment by the Department of Fair Employment and Housing (2009) gives further insight into the actions that result in feelings of sexual harassment:

- foul or obscene language and the use of derogatory comments;
- gender-specific epithets and monikers;
- explicit discussions about sexual activities/and another person's physical attributes;
- spreading rumours about another person's sexual activities/conduct and/or partners;
- jokes, including those about gender-specific traits and sexual propositions;
- sexual innuendo or double entendre; and
- workplace verbal bullying which adversely impacts one gender more than another.

As illustrated here, verbal sexual harassment can take many forms. It is considered by many employees to be part of the day-to-day work environment (Rubenstein, 1992; Pina et al., 2009). One of the most common forms of sexual harassment in employment takes the form of verbal, sexually explicit jokes. Hahn (2001), supported by the European Commission (1998), indicates that the use of sexually explicit jokes represents 60 percent of the occurrence of verbal sexual harassment in European Union countries, followed by remarks about an individual's figure and sexual behaviour. It is of particular note that research indicates that more physically attractive female staff are more likely than those who are less attractive to experience sexual harassment in the form of verbal requests, because this conduct is aimed at establishing sexual relationships, which normally involve sexual attraction (O'Hare & O'Donohue, 1998).

The most common form of sexual harassment, verbal harassment can have a significant negative impact on an employee in the hotel industry. This form of harassment is not restricted to female employees. Male staff in the roles of

receptionists, room service attendants, and porters also reported having experienced sexual harassment from guests (Hoel & Einersen, 2003). The impact of sexual harassment on the employee in the workforce will be discussed later.

The previous sections discuss the characteristics of both physical and verbal forms of sexual harassment, which are regarded as the most reprehensible forms of conduct and tend to be prohibited. The next section will discuss the visual form of sexual harassment.

2.3.3 Visual Conduct

As defined by a number of studies (for example, Bell, Quick, & Cycyota, 2002; Boase, 1996; Rubenstein, 1992; van den Berg, 2002; Ziehl, 2006), visual sexual harassment could include the following behaviours:

- leering, staring, facial expression;
- making sexual gestures;
- displaying sexually suggestive or explicit objects, pictures (still or moving), cartoons, graffiti or posters in any manner, computer games or email depicting sexual situations or ;
- crude/sex-tinged or gender-specific pranks and practical jokes;
- holding company functions in an inappropriate environment such as a strip club;
- inviting inappropriate guests to employer-sponsored functions, e.g., strippers, exotic dancers; and
- sexual favouritism.

Of these visual forms of harassment, staring is the most frequently encountered form of sexual harassment, at approximately 50–85 percent in Europe (Pina et al. (2009). This finding is supported by Nene's study in South Africa (Nene, 2010) where staring accounted for 80 percent of visual harassment conduct. By contrast, the figures shown in Hahn's (2001) study (in Malaysia) reveal 34 percent having experienced visual harassment. In the study by Leong (2000), it was found that female staff working in the Hong Kong restaurants labelled visual behaviour (such as staring or repeatedly leering at another person) as sexual harassment more than

male staff did (Leong, 2000).

2.3.4 Written Conduct

The last form of sexual harassment is labelled "written conduct." It refers to suggestive, obscene, or propositioning letters, notes, greeting cards or invitations, including, but not limited to, those transmitted via e-mail (Kohlberg, 1984; Ramsaroop & Parumasur, 2007). In addition, behaviour such as displaying pictures (still or moving), cartoons, graffiti or posters (with writing added) is included under this category. A study by Kinney (2003) states that sexual harassment through written conduct causes distress to the victim.

Within the hotel industry, written communications between staff, managers and supervisors are an important part of the day-to-day working environment. However, it is important to note these types of communication lend themselves to various forms of sexual harassment. In reviewing the literature, it became evident that, although there had been a number of research projects which had included the use of written communications within the workforce, there had been little research in relation to written communications between the guest and members of the hotel staff. As a result, this form of communication is of major interest in this research.

Previous sections have discussed the four major forms of sexual harassment behaviour: physical, verbal, visual, and written conduct. Hardman (2000) mentions two categories of the conduct, those of the mild form (such as patting, pinching, leaning over, caressing, cornering, fondling, stroking), and the severe form, (such as hugging, kissing, fondling, and rape). Although the most severe forms are often agreed upon and defined as serious, "... the milder, more ambiguous forms of sexual harassment are not always clearly identified as sexual harassment" (p. 4). As a result, what one person perceives as sexual harassment, another person may not, the impact of which leads to differences in interpretation between what one person may perceive as sexual harassment and others may feel as a compliment. This difference of interpretation or perception is what this study aims to investigate. In addition, previous studies reveal that females seem to see sexual harassment as ambiguous, while most men do not. This study seeks also to

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investigate such perceptions. It is critically important for this study to investigate the forms of the misconduct and it leads to one research question: How are hotel staff harassed by hotel customers? Does the form itself indicate the intension of the harasser? What about the message coming with the form? For example, a sentence like "You look very beautiful, could you come out with me tonight?" could be interpreted by one receiver as a compliment and as harassment by the other.

The next section discusses sexual harassment and its impact on the staff, the hotel's image, and the society at large. The impact of sexual harassment is crucial to this study as it helps in assessing the level of the seriousness of the issue. It also provides a guide as to how staff may feel and react to the customer's behaviour. It also suggests how a hotel could react to address the issue.

2.4   Impact of Sexual Harassment

Previous studies confirm that sexual harassment has a strong impact on the victim (de Visser, Rissel, Richters, & Smith, 2007; Gutek, 1985; Merkin, 2008b; Samoluk & Pretty, 1994). It can have devastating short- and long-term physical and psychological consequences for the victim (Gilbert et al., 1998; Hunt et al., 2007). Einarsen, Hoel, Zapf, and Cooper (2003) found that sexual harassment is normally directed at an employee by co-workers or superiors/managers in a situation where the victims found it difficult to either defend themselves or to escape the situation or its consequences, a situation which results in psychological harm. Research clearly indicates that more men and women experience sexual harassment in the hotel sector than do individuals in society at large (Eller, 1990; Poulston, 2007) and that they are likely to suffer and face an unfavourable working environment which may cause negative emotional reactions (Boyd, 2002; Harris & Reynolds, 2003). Further, they may develop negative attitudes towards work and develop behaviours designed to withdraw from the adverse contact with customers (Gettman & Gelfand, 2007), in order to avoid such destructive encounters and possible physical harm (Boyd, 2002; Yagil, 2008).

Resulting impacts of sexual harassment can be divided into four groups: those on the victim, victim's family or co-workers; the hotel performance; the image of the

community, the industry, the society; and the hospitality industry throughout the country. The following sections present the possible impact of sexual harassment on each of these sectors.

2.4.1 Victim: Impact of Sexual Harassment

Research conducted by Chan, Lam, Chow, and Cheung (2008), Hunt et al. (2007), Lin (2006), Rospenda, Richman, and Shannon (2009) report that sexual harassment have a serious impact upon the victim. The more frequently the victims are sexually harassed, the more they will develop a negative mood and this affects their turnover intention, psychosomatic health complaints, and job dissatisfaction (Barling et al., 1996)

Researchers identify a large number of impacts upon victims from sexual harassment (see Table 2).

Table 2 Impacts of sexual harassment on the Individual

	Impacts	Study Results	Reference
1	Individual level impact		
	Physical	• SH reduces health satisfaction and causes physical symptoms (illness) • Physical symptoms include headaches, backaches, nausea, weight loss or gain, gastrointestinal distress, sleep disturbance, neck pain, back pain, tiredness, and problem drinking	• Chan et al.(2008) • Hunt et al.(2007) • Lin (2006) • Rospenda et al. (2009)
	Psychological	• SH affects mental well-being. • Psychological symptoms include distress, depression, humiliation, anxiety, fear, anger, shame, guilt, helplessness, isolation, loss of or lowered self-confidence, lowered self-esteem, and nervousness. • SH causes ''sexual harassment syndrome''. • SH reduces satisfaction with life and lowers relationship satisfaction. • SH causes sexual health problems.	• Chan et al.(2008) • Hunt et al., (2007) • Lin, (2006) • Kelly, Murphy, Craig & Driscoll (2005) • DeSouza & Cerqueira (2009) • Lin, (2006) • Wilborne (2000) • de Visser, Rissel, Richters, & Smith (2007) • Barling et al.(1996)
	Financial	• SH victims may lose income in connection with sickness absenteeism; exit from work or retirement may lead to inability to pursue medical attention/ consultation and follow up mediation and medical consultations.	• Hoel, Sparks, and Cooper (2001) • International Labor Rights Fund (ILRF)(2002)

The impact of sexual harassment on an individual can be severe or less severe depending on a number of factors: the victim's gender, age, type of sexual harassment (verbal, visual, physical, or written) and other characteristics. These contributing factors will be discussed in Chapter 3: Sexual Harassment Theory.

At the workplace, sexual harassment impacts on and/or violates the right of the worker to work in an environment free from discrimination and/or harassment (Hardman, 2000). It violates an individual's privacy rights (Cohen & Cohen, 2007); impacts on personal dignity (Zippel, 2006, 2009); impacts emotional well-

being (AWARE, 2008; Limpaphayom, 2001); infringes personal boundaries (Barling et al., 1996; Dirks, 2004); and creates difficulty with professional development (Hartl et al., 2007; McKenna, Poole, Smith, Coverdale, & Gale, 2003). As a result of, "... the increasing visibility of client harassment, employers could face a significant increase of lawsuits and complaints in the future." (Gettman, 2003, p. 72). Organisations will need to determine how to protect employees (and themselves) while continuing to successfully do business with their clients and customers (Gettman, 2003, p. 62).

The main objective of this study is to learn, in their own words, how hotel staff feel about sexual harassment caused by the customer as well as its impacts. The impact of sexual harassment on the organisation was also investigated as detailed in the next section.

2.4.2 Organisation: Impact of Sexual Harassment

While previous study results confirm that sexual harassment has a physical, psychological, and financial impact on employees, the organisation is also affected. A study by Haspels et al. (2001, p. 11) concerning action against sexual harassment at work in Asia and the Pacific found that:

> …sexual harassment generates distractions and antagonisms which undermine the pursuit of legitimate business objectives of growth and profitability and can have a highly detrimental impact on the corporate image with the public at large. Sexual harassment is bad for business, as well as being ethically and socially unacceptable. (p. 11)

Similarly, Croney and Kleiner (1995), and Kolkenbeck-Ruh (2003) state that sexual harassment issues have affected organisational performance due to legal costs, employee absenteeism, staff turnover, and lack of production. As a result, the firm may lose money, good employees, customers, image, or the health of its business if it does not instigate measures to deal with the issue as it arises (Hunt et al., 2007). The management, therefore, requires procedures to cope with the problem.

Research that has been undertaken internationally (for example, Chan et al., 2008; Hoel et al., 2001; Hunt et al., 2007; Prekel, 2001) indicates that sexual harassment has a number of direct and indirect impacts: on the job; on peers and colleagues; on the organisational image; on the financial costs of running a business; on the organisation's safety; and on the organisational administrative costs.

Impact on the job – sexual harassment lowers job satisfaction; it decreases job performance and increases absenteeism. It can lead to high staff turnover (Chan et al., 2008; Hoel et al., 2001; Hunt et al., 2007; Sims, Drasgow, & Fitzgerald, 2005). In the hotel sector, the results of employees who were sexually harassed showed high staff turnover intentions or increased absenteeism (Merkin, 2008a). Poulston (2007) also concludes that sexual harassment by customers accounted for some staff leaving

Impact on peers and colleagues – sexual harassment affects both the victim and the witness as it produces a "climate of fear" (Di Martino, Hoel, & Cooper, 2003). It also reduces workgroup productivity (Hunt et al., 2007).

Impact on the organisational image – it can cause a tarnished image and create a bad reputation for the company (Hunt et al., 2007; Prekel, 2001).

Impact on the financial costs of running a business – the organisation may suffer high costs of compensation, staff replacement, grievance and litigation procedures (Coats, Agrusa, & Tanner, 2004; Elkins, Phillips, & Ward, 2008; Hoel et al., 2001; Hunt et al., 2007).

Impact on the organisation's safety – these costs concern the staff's health and safety issues (Hunt et al., 2007; Prekel, 2001); and

Impact on the organisational administrative costs – costs are incurred from management having to restore trust and respect from staff and providing training at various levels, or training employees in how to deal with the impact of sexual harassment (Prekel, 2001). Findings from these studies conclude that sexual harassment may have a serious impact on the organisation. Further, it causes burdens to society, as discussed in the next section.

2.4.3 Society: Impact of Sexual Harassment

An organisation can be impacted by sexual harassment. To understand more about the impact on the society at large, further investigations by a number of researchers, for example, Cantisano, Domínguez, and Depolo (2008), and Hoel, Sparks, and Cooper (2001) were undertaken and the following results were found.

First, sexual harassment may put a burden on society. It may increase pressure on social services and welfare (unemployment and cost of ill-health), medical costs and possible hospitalisation, benefits and welfare costs in connection with premature retirement, and potential loss of productive workers (Cantisano et al., 2008; Hoel et al., 2001). Hoel et al. state that total stress and violence at work may account for 1-3.5 percent of the GDP of a country. In the Thai context, no study has investigated the financial impact of sexual harassment on both the firm and the country, as perceived by hotel staff. This study hopes to gain some insights but does aim to quantify the impact.

Secondly, sexual harassment indicates that there is a power difference between males and females in that particular society and that it requires social power restructuring (Hardman, 2000). In short, sexual harassment is a sign of the inequality of power between the harasser and the victim. Those who have high power will normally harass the lower power group, according to the power differential theory (which will be discussed in Chapter 3). If sexual harassment issues are not solved, the impact will be greater on the less powerful group such as females, minority groups, or those from different cultural backgrounds where they lack power and tend to be more vulnerable to the risk of sexual harassment than other groups (Farrar, Hardigree, & Sammons, 2003).

2.5 Strategies used to cope with sexual harassment by the customer

Findings from the earlier section conclude that sexual harassment has impacts on everyone involved. One question that arose is that those who are affected by the misconduct would generally react to it, whether in a negative or positive way, to remove themselves from the situation (Research Question 7). It is important to

realise the way staff react in such situations as their reactions will have a direct impact on the service provided, the hotel image, and the business of the hotel as a whole (Haspels et al., 2001; Hunt et al., 2007). This section explores what strategies staff may use to cope with sexual harassment.

It was found that ways of coping with sexual harassment differ widely and that there is no single agreed upon strategy (Hunt et al., 2007). The difficulties of dealing with harassment both on an individual and at an organisational level reinforce the need for effective preventative measures.

2.5.1 Staff Coping with Sexual Harassment

To understand more about how staff react to sexual harassment by the customer, this section investigates strategies used by staff and discusses their usefulness.

Staff use different strategies to cope with sexual harassment (Guerrier & Adib, 2000; Hunt et al., 2007; Poulston, 2008b). In general, the most effective responses to sexual harassment by an individual are informal, assertive ones such as confronting harassers and telling them to stop (U.S. Merit Systems Protection Board (USMSPB), 1995). The USMSPB study results state that, although the most common response to unwanted sexual attention is to ignore the behaviour or do nothing (44% of respondents who had experienced harassment reacted that way), asking or telling a person to stop was identified by 88 percent of all survey respondents as the action they believed would be most effective in dealing with harassment. Sixty percent of the respondents, who had actually experienced sexual harassment and taken this action, said it made things better.

In the hotel industry, service providers are normally highly constrained in the way they may deal with customer misbehaviour (Hughes & Tadic, 1998). Direct confrontation can lead to customer complaints, which can result in negative job performance evaluations and consequent sanctions (Reynolds & Harris, 2006). Service providers can develop a range of mostly implicit strategies for coping with customer aggression and sexual harassment, which may be categorised as problem-solving, escape-avoidance and/or support-seeking strategies (Yagil, 2008).

The strategies to cope with sexual harassment found in previous studies can be general strategies; pre-incident preparation; and behaviour during and post-incident.

General strategies include informal, assertive confrontation of the harasser such as telling them to stop; threatening or disciplining them; seeking advocacy (by reporting the behaviour); asking another person to intervene; or seeking legal remedy (Hunt et al., 2007; Roumeliotis & Kleiner, 2005; U.S. Merit Systems Protection Board (USMSPB), 1995)

Pre-incident preparation involves adopting a different persona at work; consumption of nicotine and alcohol; or evaluation of the manner of individuals as they enter the establishment (Reynolds & Harris, 2005).

During the incident behaviour can include ignoring difficult customers; bribing customers (offering free food and drink); using emotional cues (faking sincerity or using improper expressions); calling upon regular customers to assist in the handling of deviant customers; or refusal of service (Reynolds & Harris, 2005).

Post-incident behaviour can be individual isolation (sitting alone to calm down); talking to colleagues; or gaining revenge (e.g. deliberately sneezing over the deviant customer's food) (Reynolds & Harris, 2005).

These possibilities show that, hotel staff use various strategies to cope with sexual harassment by the customer. Many staff prefer to resolve the harassment by informal means such as asking the harasser to stop, and ignoring or avoiding the harasser (Hernández, 2006; Limpaphayom, 2001). It should be noted that a large number of staff use avoidance of the harasser or denial that the harassment is happening. These methods are regarded as the most commonly used and least effective methods for dealing with sexual harassment (Hunt et al., 2007). This response reflects the fact that the staff do not want to confront the harasser as doing so may trigger a complaint. The last strategy that the staff use is to report the abuse to the management. It is likely that this happens in severe cases such as rape.

As this study focuses on sexual harassment by the customer of staff in the hotel industry, it is worth noting Wijesinghe's (2007) recommendation that:

> … working in a consumer environment where the guest is always right, the guest is 'God' and staff must do whatever it takes to make the guest happy; it is necessary ... to have good back-up from management, because this requires validation of guest behaviour that staff may find difficult, causing stress and burnout in staff. (p. 304)

It is obvious from Wijesinghe's comment that hotel staff normally do not want to confront the customer as they feel it does more harm than good. Staff, therefore, need assistance from their senior staff to handle the situation. Likewise, in a study conducted by Kincaid, Baloglu, and Corsun (2008), the result reveals that actions of top management in reprimanding sexual harassment are important to significantly reduce the problems. Without the support of management, it is unlikely that the task could be accomplished (Browning, 2008; Farrugia, 2002)

2.5.2 The Firm's Strategies

This section presents measures that the firm can use to cope with sexual harassment incidents in general. This is one of the critical parts of the study as it may be useful for hotelier to apply to its context. One research question was that "Would the hotel do something to solve the problem or will they refuse to acknowledge that?" From the previous research, the following measures were taken by hotels.

Table 3 The Firm's Strategies to cope with Sexual Harassment

The firm's strategies			
	Issues/causes	Suggested Measures	References
1.	lack of company policy	• establish anti-sexual harassment policies (as well as other related policies such as anti-discrimination, workplace health and safety, and industrial relation legislation • develop codes of conduct • have a written policy addressing sexual harassment • implement the policy that exists • establish a dress standard	• Salin (2006), Pickerill, Jackson, & Newman (2006), • Kieseker & Marchant (1999) • Prekel (2001) • Stokes, Stewart-Belle, & Barnes (2000)
2.	training and information	• educate managers and employees on suitable workplace behaviours and mediation techniques • educate/train HR practitioners in investigation processes • carefully prepare training methods mandated in part by legal requirements	• Salin (2006) • Kieseker & Marchant (1999) • Sabitha (2008) • van den Berg (2002) • Quinn (2002); Zachary (1996)
3.	complaint procedure/system and reporting procedure	• provide prompt action on employees' complaints • establish appropriate procedures to report and investigate any allegation with well-articulated managers' roles • establish suitable reporting mechanisms between HR and management • provide a speedy complaint process that protects employees from any form of retaliation	• Stokes et al. (2000) • Alexander, Alexander, & Warner (2005) • Kieseker and Marchant (1999) • Alexander et al. (2005); Vijayasiri (2008)
4.	internal communication	• communicate organisational intolerance of harassment • make employees confident that any problem that is affecting their work will receive attention by management.	• Nelson, Halpert, & Cellar (2007) • Stokes et al. (2000)

	The firm's strategies		
5.	management involvement/ commitment	• ensure that supervisors and managers understand their responsibilities under the organisation's anti-harassment policy and complaints procedure	• EC (1998)
		• keep track of supervisors' and managers' conduct	• Kieseker and Marchant (1999)
			• Bergman & Hallberg (2002)
		• senior management actively support the introduction of procedures, policies and practices to alleviate SH	• Sherwyn (2008)
		• management react promptly to the complaints	• Prekel (2001)
		• management involve relevant staff and unions in developing policy and measures and ensure these are communicated throughout the firm	
		• develop guidelines/ handbook	• Bland & Stalcup (2001)
		• employ more innovation in the management's approach to managing harassment in the organisation	• Poulston (2007)
		• use codes of ethics, improve assertiveness training especially for those in high risk areas, and demonstrate management's intolerance of harassment to both staff and customers	
		• regular formal peer review	
6.	investigation procedures	• ensure HR managers have received training on how to conduct SH investigations	• Dorfman, Cobb, & Cox (2000)
	disciplinary procedures	• establish clear guidelines on disciplinary procedures in cases of SH	• Prekel (2001)
		• select, appoint, and train appropriate staff as complaints officers with authority to institute disciplinary measures	
7.	grievance procedure	• establish grievance procedures and make them available to everyone	• Kieseker and Marchant (1999)
		• establish employee assistance programmes/similar services for employees to discuss SH with independent professionals	• Prekel (2001)
		• appoint and train counsellors to provide support to the victims	• Prekel (2001)
		• SH victims must be assisted by professionals to overcome the negative	• Pina et al. (2009)

	The firm's strategies		
		• effects of sexual harassment	•
8.	active monitoring	• monitor long-term absences from work to identify any stress-related absence due to SH • monitor workers' compensation claims and incapacity claims for stress related illnesses	• Salin (2006) • Kieseker & Marchant (1999)
9.	organisational culture 'organisational violation' of the standard	• review work culture to identify whether this is contributing to SH • review the company's culture/rules	• Hunt et al. (2007) • Takeyama & Kleiner (1998)
10.	organisational climate	• develop a positive working climate/environment • promote trust, rights with dignity of all staff to be respected • management set a positive example	• Alexander et al. (2005) • Vijayasiri (2008), Prekel (2001)
11.	hierarchical and managerial power, an unequal sex ratio; where there are large power differentials between women and men	• increase numbers of women in higher level positions • set up an effective employment equity programme, that ensures well-planned career paths for all based on merit • provide appropriate job designs	• Hunt et al. (2007) • Bell, McLaughlin, & Sequeira (2002) • Salin (2006) • Ng & Othman (2002)
12.	types of leadership style	• create balance between an authoritarian style where there is limited consultation with staff, and a laissez faire style where management fails to lead or intervene in workplace behaviour	• Hunt et al. (2007)
13.	disadvantaged people in the company	• ensure that people disadvantaged in the past get a fair deal by reducing the vulnerability of individuals to harassment by people who abuse their power and authority • give credibility and a fair hearing to this group's ideas, whether that minority status is based on a legally protected class or on some other identifying characteristic.	• Prekel (2001) • Stokes et al. (2000)

There are measures that the management may wish to consider taking to protect staff from sexual harassment. Some of the selected strategies/procedures require prompt action, i.e., good policy, management's commitment, training programmes, and complaint handling procedures. This approach is in line with Hunt et al.'s (2007) recommendation that organisations should implement three types of intervention to bring about the reduction and elimination of sexual harassment in the workplace: prevention of harassment through training along with effective policies and procedures; responding to harassment through an effective complaints procedure; and following up by addressing rehabilitation (as discussed in this section) of both the person who has been harassed and the perpetuator. Intervention strategy leads to the next section which will discuss the development of a good sexual harassment policy as a key prevention method that enables the parties involved to understand the consequences of such behaviour.

Good policy

As discussed earlier, although organisations may do their best to prevent sexual harassment problems, there is evidence that prevention of harassment cannot be achieved easily without having or putting a good policy in place (Hunt et al., 2007). A study conducted by Alexander et al. (2005) reveals that most firms (96%) in the Western world, especially in the US, had specific policies prohibiting sexual harassment in the workplace; with the remaining companies incorporating prohibitions on sexual harassment into a broader policy prohibiting all forms of harassment. Hagan (2007) mentions that:

> From an American viewpoint, sexual harassment is not acceptable in any circumstance; however, within other developing countries the idea of sexual harassment does not exist. Men are expected or allowed to have sexual access to women in the workplace. (p. 20)

In this regard, van den Berg (2002) states that (in order to cope with sexual harassment issues) a policy is necessary, and that employees need greater clarity on how incidences of sexual harassment should be reported.

There are a number of merits in a good policy. A sound policy enables the firm to deal with the disciplinary issue effectively. It provides a clear direction on how to manage the issue both inside and outside the firm. Without a clear policy on sexual harassment, the firm may have problems if it needs to take disciplinary steps against a harasser (Prekel, 2001). Moreover, lack of clear definition of unacceptable behaviour would make it easier for a harasser to take the company to court to appeal against disciplinary steps or dismissal.

Although good policy is necessary and important to cope with sexual harassment in an organisation, consistent enforcement of that policy is paramount (Colquitt & Kleiner, 1996; O'Leary-Kelly, Paetzold, & Griffin, 2000). To implement policies effectively, there must be strong leadership within an organisation.

Details of a desirable policy for sexual harassment are provided in Table 4 (Reese & Lindenberg, 2002, 2004).

Table 4 Desirable Policies on Sexual Harassment

- a clear statement of what sexual harassment is and that it will not be tolerated;
- strong commitment to and understanding of the policy by supervisors and top management;
- training programmes for both employees and supervisors regarding the nature of sexual harassment to increase awareness of unacceptable behaviours;
- sensitivity training for supervisors to improve interaction with all parties involved;
- training for supervisors on the proper processes for conducting investigations;
- understanding that training and process implementation issues are more important to employee satisfaction than the policy itself;
- clear procedures for dealing with sexual harassment complaints;
- clear lines for reporting sexual harassment that offer options yet avoid too many different actors;
- trained, neutral investigators to deal with sexual harassment complaints;
- investigatory teams composed of both genders;
- procedures that safeguard the confidentiality of both accused and complainant, including sanctions for breaches of confidentiality;
- timelines for various policy processes —interviews, investigations, findings, and reporting;
- specific procedures for reporting, to both the complainant and accused, the findings and outcomes of the investigation on at least some level;
- serious sanctions for inappropriate behaviours;
- incorporation of attention to handling sexual harassment complaints in supervisory evaluation procedures;
- liaison with health and safety organisations, unions and legal entities, associated training programme for supervisors and management;
- counselling for the victims.

Table 4 indicates the components of a good sexual harassment policy for a company. The policy must set behavioural guidelines which should deter potential harassers, and encouragement for the victim to report such incidents (Espinoza & Cunningham, 2010). A good policy should fully cover the rights and dignity of

the individual and set out clear guidelines for what is and is not acceptable behaviour, and the relevant procedures to deal with this issue (Hunt et al., 2007). Hunt et al. propose that visible commitment and support from management are essential. They conclude that the policy should come first, be developed with all employees participating. It should then be followed by the procedure (training and complaints procedure) and the management's commitment.

While a number of organisations have published good practice guidelines covering sexual harassment, they may lack commitment and support from senior staff, which is crucial to the successful implementation of such policy. The next section discusses the importance of this factor.

Management's commitment

As stated earlier, a good policy should come first if an organisation is to efficiently tackle the sexual harassment issue in the firm. Moreover, it is argued (by such as Hunt et al., 2007; Poulston, 2007) that good policy may not help if it does not receive support and commitment from the organisation's management. Therefore, the firm's management commitment is a key factor in successfully dealing with the problem.

Management commitment plays an important role in the victim's and other employees' interpretation of potentially sexually harassing behaviour (Huen, 2007). How management responds to sexual harassment in general (e.g., tolerance/intolerance, strict/lax policy enforcement) and in specific cases (e.g., disciplinary and grievance procedures) may cause employees and victims to amplify their interpretations of the behaviour and their responses to it according to some researchers Pickerill et al. (2006), Zachary (1996), the European Commission (1998), and (Salin, 2006). Management's actions may also moderate the relationship between a victim's response to a harasser, a witness, or an individual, and to organisational outcomes (Lengnick-Hall, 1995). If the management takes prompt and appropriate action on the complaint, this response will reduce the negative impact of sexual harassment on individual outcomes (i.e., performance, productivity) as well as the negative impact on organisational outcomes (van der Burg, 2003).

In addition, management's commitment also aids in creating an organisational climate that does not tolerate sexual harassment, as argued by Fitzgerald, et al. (1997). Organisational climates which tolerate sexual harassment are more likely to have higher incidence rates and lower official reporting.

In the hotel industry, research has found that hotels tend not to commit to a sexual harassment policy and refuse to acknowledge this issue (Yagil, 2008), a stance which can cause the hotel to face potential liability for the harassment of its employees by their guests (Eaton, 2004). A hotel's commitment is crucial in dealing with sexual harassment. Staff training on sexual harassment prevention and awareness are also important to deal with the problem.

Training programmes

Another important factor that plays a significant role in reducing sexual harassment of staff in an organisation is training programmes. Researchers (e.g., Gardner & Johnson, 2001; Poulston, 2007; Quinn, 2002; Salin, 2006; van den Berg, 2002) state that establishing a training programme would assist the firm in dealing with sexual harassment more efficiently and successfully.

In a study conducted by Alexander et al. (2005), the researchers had telephone interviews with a sample of Fortune 500 companies in the United States of America (USA) and asked them about their sexual harassment policies. The companies were asked about the strategies they used to communicate these policies, the training they used for their employees, and how they evaluated whether their policies were effective. It was found that about two-thirds of the firms reported that they trained workers on prevention of sexual harassment; however, less than 50 percent of their personnel had actually been through the training. It may not help most employees to be aware of sexual harassment, however, if they are not provided with relevant training on joining the staff or company. Some companies had new employees read the policy statement and sign that they had read it. Likewise, Poulston (2008a) reports that poor training is associated with workplace problems, including sexual harassment.

Having no training programme, or a poor training programme, in place does not help the organisation to manage sexual harassment problems effectively. A number of scholars (e.g., Hardman, 2000; Hunt et al., 2007; Pickerill et al., 2006; Tyner, 2006) state the benefits of having sexual harassment training in place including increased likelihood of workers viewing both hostile environment behaviour and quid pro quo behaviour as harassment. In addition, staff may also be more sensitive regarding sexual harassment after receiving appropriate training on the issue (Antecol & Cobb-Clark, 2003).

Although training is a good tool to cope with sexual harassment, it must be carefully designed to be effective (Farrar et al., 2003) because it is just one part of a systematic approach that needs to work together with other systems to prevent sexual harassment. To achieve that goal, companies must also develop grievance handling procedures and enforce reporting (Hardman, 2000; Hunt, Davidson, Fielden, & Hoel, 2010; Iannelli, 2005).

2.6   Complaint Handling Procedure

As mentioned in the previous section, there are a number of important initiatives which can help an employee cope with sexual harassment in a company, including having a good policy and training sessions in place. Nevertheless, sexual harassment may still be pervasive if staff do not report incidents (Espinoza & Cunningham, 2010). Despite its importance, the complaint procedure has received little attention from researchers (McDonald & Backstrom, 2008). This research aims to fill this gap as it seeks to understand hotel staff's perceptions of their hotel's complaint handling procedure and its effectiveness in coping with sexual harassment by the customer. At present, there is a lack of research into this phenomenon in the hotel context.

It is evident in the literature that most harassment targets do not report their experiences to the management despite the supposed benefits of doing so (Bergman, Langhout, Palmieri, Cortina, & Fitzgerald, 2002; Espinoza & Cunningham, 2010). In addition, Juban and Wallace (2005), and Charney and Russell (1994) state that, regardless of the pervasive nature of this problem, only 1-7 percent of victims file formal complaints. Similarly, Knapp, Faley, Ekeberg,

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and DuBois (1997) reported that just over 1 in 10 persons who are harassed report that incident.

The Human Rights Commission (2000) also reports that 90 percent of complaints involved men sexually harassing women, while less than 2 percent involved 'female to male' harassment. This statistic can be interpreted as meaning that most sexual harassment victims were female, and most of them did not complain about the issue.

According to the literature, one reason for staff not complaining is that reporting often triggers retaliation (Cortina, Fitzgerald, & Drasgow, 2002; Dastile, 2004; Farrar et al., 2003; Gettman, 2003). Wendt and Slonaker's (2002) study in the USA reports that nearly half (47 percent) of the women who complain of sexual harassment report that they subsequently experienced retaliation. Wilson and Thompson's (2001) study in the UK similarly claims that two-thirds of one group of victims of sexual harassment reported apparent retaliation. Furthermore, reporting a sexual harassment incident may also bring about other psychological and job-related consequences for the victim. Some staff believed their complaints would not be taken seriously, or they were too surprised by the incident to take any further action. As a result, very few filed complaints (Haspels et al., 2001).

The management, therefore, needs to consider using organisational reporting procedures that encourage reporting of sexual harassment while reducing its perceived associated disadvantages, thus making reporting a reasonable action which could efficiently help solve the problem (Bergman & Hallberg, 2002; Haspels et al., 2001). In addition, the investigative system must ensure that everyone will be protected from any forms of retaliation (Hunt et al., 2007). It is imperative that the management pays attention to prompt action on complaints, as a speedy process enables the staff to feel the complaint is being taken seriously (Alexander et al., 2005; Kieseker & Marchant, 1999; Stokes et al., 2000; Vijayasiri, 2008).

This section has discussed the benefit of having a complaint handling procedure in place. Further discussion on the usefulness of a grievances procedure is

considered next.

Grievance Procedures

Grievance procedures are important to help victims cope with the negative effects of sexual harassment. Charney and Russell (1994) found that sexual harassment produces an array of psychological and physical symptoms in over 90 percent of victims, and 12 percent seek help from mental health care professionals.

Grievance procedures require trained employees or professionals either from inside or outside the firm to provide grievance assistance programmes and services, including consultations and legal advice (Dastile, 2004). The procedures may cause undesirable effects if counsellors are not aware of the employee's rights (Dastile, 2004; Hardman, 2000). In some cases, supervisors act to discourage complaints rather than to offer dispute resolution assistance to aggrieved employees (Marshall, 2005). As a result, complaints tend to be made only about the most serious or most troubling forms of sexual conduct and reflect a narrow interpretation of sexual harassment. Therefore, the implementation of grievance procedures may create a powerful obstacle to a victim's efforts to assert their rights instead of assisting them to resolve the problem.

Furthermore, grievance procedures may not be effective in coping with sexual harassment in an organisation if it relies heavily on reconciliatory measures for responding to workplace harassment and if the punitive measures are seldom used (Hunt et al., 2007; Salin, 2009).

In general, Haspels et al. (2001) stated that it was common practice to deal with complaints of sexual harassment through ordinary workplace grievance mechanisms. However, they recommend that addressing sexual harassment claims through regular complaints mechanisms is not the most appropriate way to deal with them. A company should introduce procedures devised specifically to respond to sexual harassment claims, and the difficulties encountered in investigating them. In addition, Haspels et al. (2001) argued that:

In practice, grievance handling is one of the most complex aspects of sexual harassment management. In many ways, it is straight forward to prepare a sexual harassment policy or to adopt a model policy provided by the government or an employer organisation. The next step, training, may be more difficult as cultural norms and assumptions are uncovered and changes in attitudes and behaviour are necessary. Grievance handling is more difficult still. Whereas training involves discussion of hypothetical situations, the handling of an actual complaint uncovers conflicts which must be directly addressed. (p. 129)

It is suggested that sexual harassment policies should provide the complainant with the alternative of using either an informal or formal complaints mechanism (Haspels et al., 2001) because formal processes usually involve a full investigation of the claim, which is time consuming, while informal mechanisms tend to adopt a more conciliatory approach, often by conducting a discussion between the target, the harasser, and a facilitator. Moreover, the grievance procedure should cover investigating the complaint fully; establishing a grievance or complaints committee to investigate complaints; setting of clear time-lines for action to be undertaken; ensuring fairness, transparency, confidentiality, and protection against retaliation; ensuring sanctions and disciplinary measures are taken; and maintaining and monitoring evaluation (Haspels et al., 2001; Hunt et al., 2007). Others (such as Hardman, 2000; Kolkenbeck-Ruh, 2003) suggest that the company must include counselling and investigation procedures within the grievance procedure.

2.7 Chapter Conclusion

This chapter discusses customer sexual harassment issues, in general, and the situation in the hotel context, in particular. It presents the extant literature on sexual harassment. It discusses the definition of the term: its characteristics; forms; impacts; coping strategies; and the complaints handling procedure for dealing with it. It also presents the characteristics of sexual harassment in service industries in general, and in the hospitality industry in particular. It gives reasons

why researchers should consider sexual harassment in hospitality as a unique issue. The next chapter discusses the theory of sexual harassment and presents the strengths and weaknesses of models relating to it.

Chapter 3: Literature Review Part II: Factors that contribute to Sexual Harassment - Theoretical Frameworks

3.1   Chapter Introduction

The previous chapter focused on the definition of sexual harassment and its characteristics. It also discussed forms of harassment (i.e., physical, verbal, visual, and written); its impacts on the victim, the organisation, and society; on the strategies that staff employ to cope with sexual harassment; and the procedures that the organisation should follow to eliminate sexual harassment.

This chapter provides the theoretical background of sexual harassment. It aims to understand and discuss why sexual harassment occurs in an organisation. It presents models (or perspectives) that have been proposed by scholars and the weaknesses and strengths of each model/perspective are discussed. The link between each model, research gaps, the research questions, and the research objectives of this research study, which will be presented at the beginning of Chapter 4.

There are several theories/perspectives on the underlying factors that contribute to sexual harassment (Gutek, 1985). In general, sexual harassment behaviour has multiple interacting causes and no single model can fully predict the occurrence of sexual harassment (Alexander et al., 2005). Based on previous research, sexual harassment theories can be viewed from four different levels/perspectives: the individual differences; organisational behaviour; sociocultural; and industrial.

The individual differences model/perspective : This model seeks to explain sexual harassment behaviour in terms of individual level characteristics, and the perceptions of harassers and non-harassers, as well as victims and non-victims (Whaley & Tucker, 1998), for example, those who are from different individual backgrounds perceive and experience sexual harassment differently. The

natural/biological model outlined by Tangri, Burt, and Johnson (1982) falls within this group.

Organisational behaviour model/perspective: In this perspective, sexual harassment behaviour is seen as a result of power and status inequalities within an organisation (Gruber & Smith, 1995). Theories within this group include the organisational model, the sex-role spillover model, the power differential model, and RAT Theory.

Sociocultural perspective: This perspective positions sexual harassment as a product of society, which generally delineates male dominance over females (Whaley & Tucker, 1998). It is also viewed as an inevitable consequence of cultural experiences (Barak, Pitterman, & Yitzhadi, 1995; Gibbons & Gibbons, 2007). Cultural differences are the main concept for this perspective.

Industry perspective: Sexual harassment in hospitality is caused by the industry's unique characteristics (i.e., hospitality as a provider of physical satisfaction; hotels as liminal spaces; power relationships in hospitality; differences in tolerance of sexual behaviour) (Poulston, 2008b). Sexual harassment can be tolerated as it is regarded as "part of the job."

The previous section sought to provide a general description of sexual harassment theories proposed by scholars. It should be noted that a number of researchers (e.g. Mueller, de Coster, & Estes, 2001; Pina et al., 2009) argue that, despite causes of sexual harassment having been intensively investigated, it is commonly accepted that there is no single cause of sexual harassment, nor is there a theoretical framework that best explains it. The causes of sexual harassment vary from person to person and from situation to situation (Prekel, 2001). Similarly, Hunt et al. (2007), and Prekel (2001) add that many of the causes are interrelated, and are linked to the culture and values in society and in organisations, and to the roles, relative power and status of the men and women concerned.

Despite the complexity of the combined causes, research on the one hand has documented that the individual characteristics of the victim are among the most important predictors of sexual harassment (see Bargh, Raymond, Pryor, & Strack,

1995; Bergman & Henning, 2008; Bildt, 2005; Burgess & Borgida, 1997; DeGue & DiLillo, 2004; Fielden, Davidson, Woolnough, & Hunt, 2010; Jackson & Newman, 2004; Kohlman, 2004; Prekel, 2001). On the other hand, research has identified that the organisational context also contributes to sexual harassment (Folgerø & Fjeldstad, 1995; Gutek, 2001; Kim & Miller, 2008; Lewis & Orford, 2005; Poulston, 2008b; Salin, 2009; Yagil, 2008).
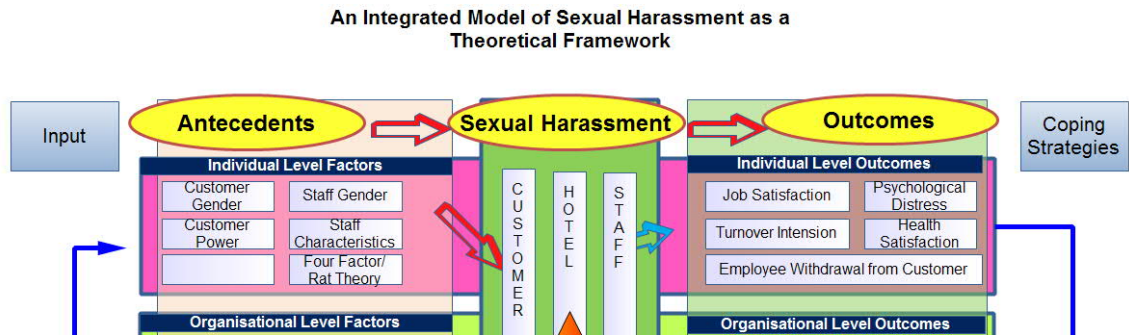
Figure 1 The Individual Factors that contribute to Sexual Harassment

3.2 Individual Factors contributing to Sexual Harassment: Characteristics of the Victim and the Harasser

This section discusses individual characteristics of employees as factors contributing to the sexual harassment experience of that person. The natural/ biological model explains how an individual's characteristics cause sexual harassment.

3.2.1 Natural/Biological Model/Perspective

According to Tangri, Burt, and Johnson (1982), the natural/biological model states that sexual harassment is a result of natural attraction between two people, and hence, should not be viewed as sexual harassment. In this concept, sexual harassment is regarded as part of the normal courtship behaviours between men and women. This model suggests that men are more likely to engage in sexually harassing behaviours because men have greater biological sex drives than women. This theory concludes that a mismatch between the sexual desires of men and

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women results in sexually aggressive behaviour at work. Such sexually aggressive behaviour is not meant as harassment. The biological model has a link with sex appeal. de Coster et al. (1999) claim that age and marital status are the important factors in predicting sexual harassment victimisation because they are related to sexual attractiveness. They state that this explanation comes from a natural or biological model of harassment (Tangri et al., 1982).

In an attempt to validate the usefulness and reliability of the natural/biological model, Tangri et al. (1982) tested it along with other theories, for example, the sociocultural model (this model posits that according to the patriarchy system in a particular society/culture, and the way people were brought up, women are regarded as the inferior sex and have less power and status – and they are sexually harassed); and the organisational model (this model states that sexual harassment is facilitated by power differentials created by hierarchal structures/power differential/organisational climate) in an analysis of the data from more than 10,000 respondents in the US Merit Systems Protection Board (USMSPB) study (1981). They found that, overall, the data did not support the natural/biological model, with only limited support for the organisational and sociocultural approaches. The findings suggest that these models are not sufficient to fully explain the causes of sexual harassment (Cogin & Fish, 2007).

Other researchers (e.g., Barak et al., 1995; Gutek, 1985; Pryor et al., 1997; Tangri & Hayes, 1997) argued that the natural/biological model's key strengths are that it acknowledges the innate human instincts potentially driving sexually aggressive behaviour. It unifies evolutionary perspectives to explain sexual harassment (i.e., some evidence of unifying power). Nevertheless, this model has several limitations. For example, Pina et al. (2009) state that it appears to treat sexual harassment in a very simplistic way; it disregards all societal and personal factors; it lacks explanatory depth and empirical adequacy; it does not provide any core strategies for sexual harassment prevention; it predicts that women would be the sole victims of sexual harassment; and lastly, there is very little empirical literature supporting the natural/biological theory of sexual harassment.

Iannelli (2005) also highlights the limitations of this model:

> this [model] does not account for other types of sexual harassment, such as same-sex sexual harassment, harassment of postmenopausal women, pregnant women, and perpetration of sexual harassment by women. This [model] also falls short when examining cases in which the perpetrator engages in violent and hostile behaviours and there appears to be no sexual interest. The evidence for the natural/biological model is mixed, and the model does not explain many documented cases of sexual harassment. (p. 30)

The natural/biological model assumes that most men are the harassers and most women are the victims. Therefore, the underlying factor is mainly based on the gender difference and the sexual desire between/of the individuals.

A research gap, therefore, exists as this model has not been explored for relevance to the hospitality industry, where sexual harassment is prevalent. Moreover, the question being asked is how hotel staff who are gays and lesbians perceive and experience sexual harassment? One objective of this study is to investigate whether or not the natural/biological perspective is applicable to (male, female, gay, lesbian) staff in a hotel context.

The natural/biological model shares similarities with the individual difference model which will be discussed in the following section.

3.2.2 Individual Difference Model/Perspective

Like the natural/biological model, the individual difference model focuses on the characteristics of an individual, i.e., the victims/perpetrators, in order to explain whether sexual harassment is likely to occur (Pina et al., 2009; Welsh, 1999). In terms of difference, some studies investigate the sociocultural characteristics and sources of individual power (Barak et al., 1995; Bargh et al., 1995). Others discuss the link between harassers' characteristics and sexual harassment (Browne, 2006). Some focus on the reactions (Chaiyavej, 2003; Limpaphayom, 2001; Sigal et al., 2005; Stockdale, O'Connor, Gutek, & Geer, 2002) and impacts of sexual harassment on the individual (Connolly, 2002; Gutek, 1985; Merkin, 2008b;

Timmerman & Bajema, 2000).

In general, the individual difference model seeks to explain sexual harassment behaviour through individual-level characteristics and perceptions of victims and non-victims. The individual characteristics usually investigated include gender, age, marital status, job position/status, and educational level. The next section discusses how each of these factors contributes to sexual harassment.

Gender Difference Model

There is a similarity between the gender difference model and the natural/ biological model as both focus on the gender of the victim and the harasser. However, the natural/biological model is centred more on the sexual desire, while the gender difference approach argues that gender plays a crucial role in the sexual harassment perception of both the harasser and the victim.

According to researchers (such as Agrusa, Tanner, & Coats, 2000; Castellon, 2010; Cebrzynski, 2001; Chiang, 2011; Hardman, 2000; Merkin, 2009; Rotundo et al., 2001), the gender difference model states that firstly, men and women perceive sexual harassment differently. Women are likely to interpret a male's ambiguous behaviours as harassment more than men are. Secondly, men are more tolerant of sexual harassment than women.

As regards the interpretation of sexual harassment behaviour, Chan, Lam, Chow, and Cheung (2008) found that, because men often evaluate sexual harassment as mutually initiated and/or flattering, sexual harassment may pose little or no threat to them. They claim that several studies used single items (e.g., Waldo, Berdahl, & Fitzgerald, 1998), and open-ended questions (e.g., Berdahl, Magley, & Waldo, 1996) to measure men's overall reactions to sexual harassment. It was found that men rarely reported any negative outcomes as a result of sexual harassment and that many men thought they would accept sexual harassment. Given that there are a few previous studies of sexual harassment by the customers of hotel staff in Thailand, this thesis seeks to investigate this gap. One of this study's research objectives is to investigate whether or not male and female hotel workers perceive or label certain behaviours as sexual harassment.

Studies by Gerrity (2000), Limpaphayom (2001) and Dougherty (1999) found similar results, i.e., because men and women do not understand each other's standpoints on sexual harassment, a gap exists between their understandings of what sexual harassment means. Likewise, Quinn (2002) reports that women tend to see harassment where men see harmless fun or normal gendered interaction. Quinn (2002) argues that these different perceptions may be partially explained by the performative requirements of masculinity. As for the tolerance of sexual harassment behaviour, Wayne's (1998) study indicates that men are more tolerant of sexual harassment, but only when the harasser and target are of an opposite gender.

In her gender difference study in the hotel industry, Poulston (2008b) found that various causes triggered sexual harassment: workers' low status, the gendered work environment, and the particular characteristics of service work. Poulston concluded that gender difference contributes to sexual harassment incidents, to a certain extent, but that the theory does not adequately explain why young women in hospitality are harassed more than elsewhere. Similarly, Adib and Guerrier (2003) state that gender as a concept can be analysed separately from others, but that, in practice, gender is played out in conjunction with other factors, such as those mentioned above.

It should be noted that very few studies, with the exception of Giuffre and Williams, (1994), have investigated the third sex i.e., lesbians, gay, and bisexuals individuals when examining gender difference as a contributing factor to sexual harassment. It is argued that lesbian, gay and bisexual employees are particularly vulnerable to sexual harassment (Asian-Pacific Resource and Research Centre for Women (ARROW), 2009). This study aims to investigate all gender types and their relationship to the sexual harassment experience. Gender will be further discussed in the later chapters.

Overall, several scholars (for example, Agrusa et al., 2000; Fitzgerald & Weitzman, 1990) state that the gender difference concept was found to be the most consistent finding in the sexual harassment literature. This consistency is considered to be the strength of this theory. However, contrary to these other

studies, Rotundo et al. (2001) argue that, although there is a reliable gender difference in sexual harassment perceptions with women being more likely to rate various scenarios or social-sexual stimuli as sexual harassment than men, the magnitude of the difference reported in the literature varies widely and thus does not provide conclusive evidence. Rotunda et al.'s (2001) study findings align with those of Icenogle, Eagle, Ahmad, and Ranks (2002) who confirm that "...although there are [is] reliable empirical evidence for overall gender differences in the perception of harassment that supports a distinction between male and female worker perspectives, some studies have not produced these effects" (p. 614). Moreover, the gender difference concept has difficulties in explaining why increasingly more men are victims of sexual harassment (Merkin, 2008a).

Generally, gender differences focus on women as the victims and men as the harassers (O'Leary-Kelly, Bowes-Sperry, Bates, & Lean, 2009). The research omission here is that there has been very little research regarding men's experience of sexual harassment in the hospitality industry; in addition, the very construct of sexual harassment, and its indicators, has been based exclusively on women (Gettman, 2003). This study should provide some insights into how male staff perceive and experience sexual harassment, if they experience it at all, and why there is generally a low incidence rate of harassment of men reported in the hospitality industry.

Sexual harassment of male staff by female customer

In addition, there has been very little research regarding men's experience of sexual harassment in the hospitality industry and the very construct of sexual harassment, and its indicators, has been based exclusively on women (Gettman, 2003). The study of sexual harassment of male staff by female customers is rarely found. Due to such scarcity in resource, this study serves as a pioneer in the field. The study of gays and lesbians' sexual harassment experienced from customer is also limited. This study hopes to fill this research gap.

Generally, the gender difference perspective focuses on women as the victims and men as the harassers (O'Leary-Kelly et al., 2009). Why men sexually harass women has been discussed in a number of sexual harassment theories (Gutek,

1985). For example, men harassing women is simply a natural expression of sexual attraction since men and women are naturally attracted to each other (natural/biological model) (Tangri, Burt, & Johnson, 1982). Women are sexually harassed as the result of culturally legitimated power (Tangri et al., 1982) and status differences between men and women, where women are seen as the inferior sex (sociocultural – power differential models) (Whaley & Tucker, 1998). Men sexually harassing women is the way to keep their status in an organisation (organisation model) (Farley (1978). Men harass women because they are used to dealing with women in a subordinate role in the domestic and social environment and this behaviour carries over into the workplace (sex-role spillover model) (Gutek & Morasch (1982). None of these theories could explain why men are sexually harassed by women. Also, they cannot explain why gays and lesbians are also sexually harassed too.

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Overall, several scholars (for example, Agrusa et al., 2000; Fitzgerald & Weitzman, 1990) state that the gender difference concept was found to be the most consistent finding in the sexual harassment literature. This consistency is considered to be the strength of this theory. However, contrary to these other studies, Rotundo et al. (2001) argue that, although there is a reliable gender difference in sexual harassment perceptions with women being more likely to rate various scenarios or social-sexual stimuli as sexual harassment than men, the magnitude of the difference reported in the literature varies widely and thus does not provide any conclusive evidence. Rotunda et al.'s (2001) study findings align with those of Icenogle, Eagle, Ahmad, and Ranks (2002) who confirm that

"...although there are [is] reliable empirical evidence for overall gender differences in the perception of harassment that supports a distinction between male and female worker perspectives, some studies have not produced these effects" (p. 614).

Moreover, in the gender difference concept, there are difficulties in explaining why increasingly more men are victims of sexual harassment (Merkin, 2008a). It was unfortunate that the present researcher could not find a dedicated study that focused on sexual harassment by customers of male, gay, or lesbian staff in the context of a hotel study. This is a research gap that further research may need to focus on.

Sexual Harassment of Gay and Lesbian Staff by Customers

Mishna, Newman, Daley, and Solomon (2009) argue that the preponderance of bullying (including sexual harassment) research does not address sexual orientation as a possible factor. The limited numbers of previous studies (on sexual orientation) prevented this research from finding evidence to support that being gay or lesbian would pose more risk of sexual harassment by hotel customers to hotel staff. To fill this research gap, this study aims to explore the perspectives of service staff working in hotels in order to increase understanding of sexual harassment of lesbian and gay hoteliers. It is also the objective of this study to investigate sexual harassment of hotel staff by gay customers as it may open a new field of research. However, the present researcher found that previous studies on this kind of topic are scarce, probably because of the difficulties which arise as collecting data directly from the (gay) customers is unlikely to receive cooperation either from the guests or the hotel.

This section discussed gender difference as a model that predicts the sexual harassment experience and its perception by an individual. It should be noted that gender difference is part of the individual difference model, which includes other factors such as age, marital status, occupational status, educational background. These factors will be discussed in the following sections.

Age difference model

This concept posits that younger workers are more likely to experience sexual harassment than older workers (Farrar et al., 2003; Fiedler & Blanco; Fitzgerald et al., 1995; Maak, 2007; Medlicott, 1993; Merkin, 2008a; Ohse & Stockdale, 2008). In addition, age would moderate the impact of sexual harassment on an individual where older staff are less affected than younger staff.

AHRC (Australian Human Rights Commission, 2000) study found that the harasser was considerably older than the complainant in almost every case. The average age of the harasser was 42 years; the average age of the victim was 25 years (with an average age difference of 17 years). This information supports age difference as being a key factor that contributes to sexual harassment in organisations.

Reese and Lindenberg (2005) claim that there are significant age group differences among male and female employees regarding perceptions of sexual harassment, attitudes about model policy and procedure, and evaluations of workplace policies. Older employees were more likely to be in positions of authority or supervision, and, consequently, they can influence in the design and implementation of effective sexual harassment policies.

In addition, with regard to age and the impact of sexual harassment, Fitzgerald et al. (1995 as cited in Chan et al., 2008) noted that how one responds to sexual harassment affects its ultimate outcomes. They claimed that, with regard to age, the research on coping with stress has shown that older adults are more motivated to regulate negative affect at times of stress and are more apt to do so than younger adults, and, as a result, the consequences of sexual harassment tend to be more negative for younger workers than for their older counterparts. To conclude, previous research reveals the strong relationship between age and sexual harassment experience and its impact, where younger workers are more likely than older workers to experience more sexual harassment and react aggressively to such misbehaviour .

This thesis will consider age as a contributing factor in sexual harassment victimisation, as it is related to sexual attractiveness, as suggested by the natural/biological model of harassment (European Foundation for the Improvement of Living and Working Conditions, 2007; Tangri et al., 1982) as well as RAT theory (which will be discussed later in this chapter). The age difference concept will be used in conjunction with other individual factors such as gender, marital status, and educational background.

Marital status factors

Another individual characteristic that can play an important part in sexual harassment perception and experience is marital status. Some preliminary findings from various studies, for example, Pina et al. (2009, p. 277) (using the survey conducted by the U.S. Merit Systems Protection Board (USMSPB), (1995) surveying employees in the federal government) report that almost all (93% out of the 44%) of women that reported sexual harassment were harassed by men and that women are more likely to be single than married. In addition, marital status (as well as age and education) impact on sexual harassment and aggression in that those who are not married are more likely to be sexually harassed than those who are married (65.7%: 34.3%, respectively).

The underlying assumption of this concept is that single women are more likely to experience sexual harassment than married workers because they simply lack power, and that sexual harassment is an expression of male power over these vulnerable and powerless women (MacKinnon, 1979). In addition, young, single women may be the easy targets of sexual harassment because they have less experience and no partners to protect them (Limpaphayom, 2001).

Previous research reveals that married women report fewer incidents of sexual harassment than unmarried women; and, that the harasser was more likely to be a married man (see de Coster et al., 1999; Haspels et al., 2001; Maak, 2007; Mueller et al., 2001). The study by de Coster et al. confirms a link between sexual harassment and marital status in the context of sexual attractiveness. Details of

sexual attractiveness as the root of the target-selection process will be discussed in the section on Routine Activity Theory (RAT). However, some studies (e.g. Farley, 1978; Farrar et al., 2003; Hendrix, 2000; Kamal, 1998; Neethling, 2005; Ramsaroop & Parumasur, 2007) found that there were no significant differences in perceptions concerning sexual harassment between single and married groups. Moreover, some studies reported that older women experienced more sexually harassing incidences than younger women (Kamal, 1998). A study by Pina et al (2009) concluded that "…the research is less directive regarding issues relating to marital status, age, and educational level" (p.129)

In the case of the hotel industry, a quantitative study by Farrar et al. (2003) on the demographic differences in perceptions of sexual harassment among hospitality management students in the United States (US) found that there were no significant differences in perceptions of sexual harassment among marital status groups. In contrast, a qualitative study by Giuffre and Williams (1994) states that "... [respondents] said that they are protected from sexual harassment because they are married. In effect, they use their marital status to negotiate their interactions ... and to ward off unwanted sexual advances" (p. 391).

Once again, the research provides inconclusive evidence that marital status is a factor that contributes to sexual harassment. This study will, therefore, investigate whether marital status, as an individual characteristic, plays a role in contributing to the sexual harassment of hotel staff in Thailand.

Occupational (job position/) status

As with other individual characteristics, job position, as represented by the worker's (low or high) status and power (Guerrier & Adib, 2000), may affect the individual's experience of sexual harassment. According to researchers (such as Cortina & Magley, 2003; Gutek, 1985; Jackson & Newman, 2004; Poulston, 2007; Vijayasiri, 2007), the main concept underlying the role of the occupational status is that the position in the organisation's hierarchy contributes to the incident of sexual harassment i.e., most harassers are men with higher occupational status. In the hotel context, staff working in a low status occupation (such as a room attendant) and a high status occupation (such as a receptionist) perceives/has

different degrees of sexual harassment experience/perception. Moreover, temporary staff (considered to have a lower work status) are more likely to be harassed than permanent workers (Rogers & Henson, 1997). Previous studies found that staff whose occupational status is lower than that of the harasser are less likely to report the behaviour and perceive the organisational response to their predicament as not being supportive (Kamal, 1998; Knapp et al., 1997). It was also found that a victim's higher occupational status indicates a greater likelihood of reporting harassers' misconduct (Knapp et al., 1997).

Researchers Cortina and Magley (2003), Hernández (2006), and Rogers and Henson (1997) confirm that there is a relationship between occupation and sexual harassment, with those in a higher job position more likely to be the harasser and those who have a lower job position being likely to be the victim. With regard to general job characteristics in Asia and Pacific, the ILO (2001) states that:

> the majority of women in the Asia and Pacific region are found in unskilled jobs with low security, low pay, low conditions of work, low status and low bargaining power in a narrow range of occupations – all characteristics which enhance the risk of becoming subjected to sexual harassment. (p. 164)

In contrast, Gruber and Smith (1995) analysed factors that influence the prevalence of sexual harassment and concluded that occupational status mattered little in terms of women's responses to harassment and thus occupational status is not determinative of sexual harassment victimisation. Another study by Fielden (1996) found that, although some of the harassers in the organisation do have positions of power, occupational status does not appear to be of significance in predicting who will, or will not, harass.

Another limitation of the occupant's status factor is that it cannot explain why women executives are more likely to have experienced harassment than are men executives (Bell et al., 2002). Moreover, it cannot explain why the perpetrators of sexual harassment who have no position of power still harass. Therefore, occupational status alone may not precisely predict sexual harassment. However, if used in conjunction with other factors such as age and/or gender difference, it

may be capable of providing more insightful prediction of sexual harassment incidents.

For the hospitality industry, hotel jobs are generally regarded as having a low pay and poor working conditions (Poulston, 2007). Persons working in low status jobs with low incomes are usually at greater risk of being victims of sexual harassment (Tang & McCollum, 1996 as cited in Limpaphayom, 2001). They may feel compelled to tolerate such behaviour, especially when they work in an industry where "the customer is king." According to Poulston (2007), the highest levels of sexual harassment were reported by food and beverage workers. Poulston reported that hotel staff from all departments tolerated sexual harassment in general, except clerical workers (such as the administration staff) who were found to be the least tolerant.

In line with Poulston's (2007) study, Agrusa et al. (2000) conducted research on sexual harassment in the restaurant context. They found that the restaurant industry has more occurrences of sexual harassment than any other sector, and this behaviour is more accepted there than in the hotel sector. Chung (1993) also conducted a sexual harassment study in the hotel industry context in the USA and found that male respondents in food preparation appear to have a higher tolerance for sexual behaviour in the workplace than do their counterparts in other departments. It can be concluded that sexual harassment is more common in food and beverage outlets than in hotels; within the hotel context, sexual harassment is more prevalent in food and beverage departments than other departments; and food and beverage staff are more tolerant of sexual harassment than staff from other departments. This study indicates that staff working in the same hotel, but in different departments, may not regard sexually harassing activity in the same way. Those who work in food and beverage departments seem to be more tolerant of sexual harassment than those working in other departments. This is one of the interesting aspects of the job characteristics that this study seeks to investigate. There have been a few previous studies of sexual harassment of hospitality staff in different job types in Thailand context. This is the first of its kind that may give some insights for further research.

Educational level difference

Research has suggested that workers with lower education and income, experience higher incidents of sexual harassment than workers with higher education and income (Jackson & Newman, 2004). This suggestion implies that educational levels are associated with better work conditions than lower education levels. It can be concluded that the lower the level of education contributes to higher incidents of sexual harassment, and those who have attained a higher educational status are subjected to less frequent gender harassment behaviours (Di Martino et al., 2003; Merkin, 2008a).

An EU (1998) study revealed that most victims were female; young (20-40 years); single or divorced; and had a lower level education. A study by Mooney and Ryan (2009), and that of Poulston (2008a) also reported the same results, concluding that staff with low status and low education are subject to high levels of sexual harassment from both guests and peers. Similarly, Ismail and Chee (2005) also confirmed that those who have attained a higher educational status are subjected to less frequent gender harassment behaviours (e.g., offensive jokes, sexist remarks, and sexist materials) than the less educated. They pointed out that the type of sexual attention clearly differs according to the level education. Their study found that:

> the lower educated respondents are more likely to continue to receive offers of dates, drinks, dinner, even after they have rejected such requests, and to be harassed physically by touching. On the other hand, the higher educated may often face attempts to draw them into discussions on personal or sexual matters. (p. 206)

In a similar manner, Head, Sorenson, and Pincus (1995), and Gutek (1993) found that education level had an impact on perception of harassment, whereby the more educated the employees were, the less tolerant they became.

Other studies state that education levels do not affect a worker's sexual harassment perception and experience. Kamal (1998)'s found insignificant differences between women with an intermediate educational level, and those who

had obtained an education to bachelor's level and above. The study further revealed that the more highly educated group showed a slightly greater mean score on all the scales, as well as higher total sexual harassment experience scores, which indicated more experiences of sexual harassment compared to the lesser educated group.

Similarly, Neethling (2005) investigated the relationship between sexual harassment and educational level, and found that women with an education seem to be more attractive to the harasser. Moreover:

> This correlation could logically make sense if one compares it to the argument that sexual harassment is about power, in that the harasser might have a lower educational level than the victim, which could subjectively make him feel inferior. He then harasses her and through the harassment has power over her, thus making him feel superior. (p. 84)

Agrusa et al. (2000) studied restaurant employees in Hawaii and reported that restaurant staff with a college qualification felt that customers flirting with employees constituted sexual harassment when compared to staff with lower levels of education. One question being asked was whether a vendor asking an employee for a date in the workplace was perceived as sexual harassment or not. It was found that staff with higher levels of education felt that such behaviour did constitute sexual harassment, while respondents with a high school diploma or less felt it did not. However, the differences were statistically insignificant. The study did, however, reveal that educational level, as an individual characteristic, may influence a person's perception of sexual harassment.

To conclude, the research findings on educational levels are mixed, with some claiming an individual's level of education had a relationship to sexual harassment, while others did not show a significant relationship between the two. Consequently, this thesis will investigate education levels further.

The research findings presented indicate that one particular characteristic alone of an individual may not precisely predict the likelihood of sexual harassment. All

individual characteristics together play a role. It is the objective of this study to investigate whether or not individual characteristics of hotel workers (gender, age, marital status, educational background, and occupational status) contribute to their sexual harassment perception and experience. The next section will discuss sexual harassment in the context of the organisation.

3.3 Organisational Level Factors: Organisational Context as the Cause contributing to Sexual Harassment

This section presents sexual harassment theories: the organisational model; the power differential model; the sex role spillover model; the gender ratio model; the four-actor model; the RAT theory; and the general ethics model. This section aims to provide some theoretical background on sexual harassment (beyond the individual characteristics level) and reveal the causes of sexual harassment, from the organisation level point of view.

3.3.1 Organisational Model

The organisational model focuses primarily on power (Firestone & Harris, 1999). It posits that sexual harassment behaviour is a result of power and status inequalities within an organisation (Gruber & Smith, 1995). It assumes that organisations facilitate sexual harassment through power differentials created by hierarchal structures (Tangri et al., 1982 cited in Cogin & Fish, 2007; Ilies, Hauserman, Schwochau, & Stibal, 2003). Those with formal power (e.g., a manager) tend to exert that power by making harassing demands of those with lower status (e.g., a secretary). They have the opportunity to abuse their power for their own sexual pleasure through the harassment of subordinates. The organisational model is similar to the individual characteristic employment status approach in a way that focuses on the power difference between the harasser and the victim. Such power difference originates from different job status. However, the organisational model concentrates more on the inherent characteristics of the organisation that facilitate sexual harassment. These include contact with the opposite sex on the job, the ratio of males to females in the workplace, occupational norms, job functions, job alternatives, and the availability of grievance procedures (Cogin & Fish, 2007).

The organisational model attempts to unify a number of organisational factors in its explanation of sexual harassment. This model's strength is that it addresses the organisational factors (such as the sexual harassment climate/tolerance) as the predictor of the occurrence of sexual harassment. Research supports a significant and robust relationship between the organisational environment/climate and sexual harassment (Iannelli, 2005; O'Leary-Kelly et al., 2009).

The Organisational Model
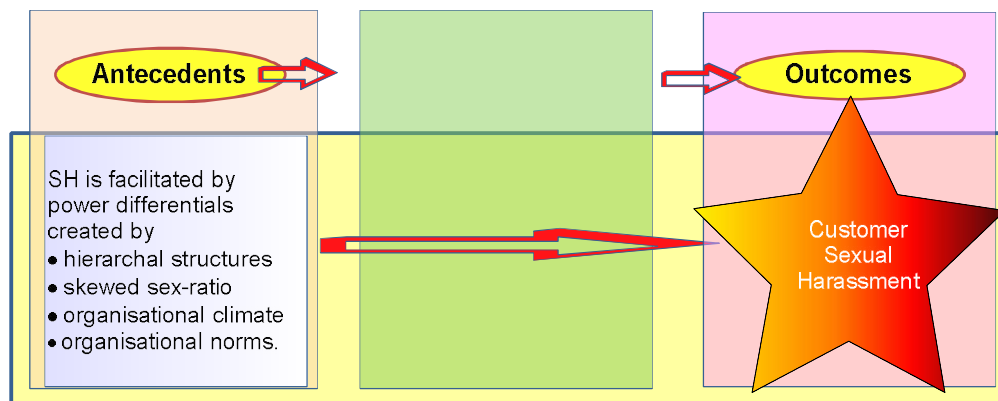
Figure 2 Organisational Model

Despite its strengths, this model's weakness is that it does not consider people's individual differences and how their everyday behaviour, stereotypes, and expectations can influence the occurrence of the sexual harassment phenomenon (Iannelli, 2005; Pina et al., 2009). It also does not account for the power differentials being gender-specific (O'Leary-Kelly et al., 2009). It also fails to explain why not all men or all power holders harass (Soonthornpasuch, 2007).

3.3.2 Power Differential Model

The organisational model of sexual harassment focuses on sexual harassment as an abuse of organisational power, with the typical situation involving men abusing their supervisory positions to sexually harass subordinate women (Tangri & Hayes, 1997). The power differential model emphasises the role of the broader aspects of sociocultural power (i.e., age, marital status, and race which originate outside of the organisation) that influence intra-organisational power dynamics.

According to Cleveland and Kerst (1993), the power differential model proposes that those who lack cultural power and status advantages (i.e., single and minority women) are at particularly high risk of sexual harassment. Sexual harassment caused by the power difference can be found in military and other workplaces, and it can be used to explain same-sex harassment and harassment of men by women. The consideration of the role of power differentials focuses on the conceptualisation of sexual harassment as an abuse of power (Fain & Anderton, 1987 cited in Cleveland & Kerst, 1993).

Gutek and Morasch (1982) argue that sexual harassment is an exercise of power by one individual over another in the workplace. Men's power is gained from their higher positions or being a member of a male-dominated environment (Hardman, 2000). Individuals in lower positions in the workforce will be more likely to be sexually harassed due to the power differentials (Leslie & Hauck, 2005; Luthar & Pastille, 2000). The study of Ilies et al. (2003) confirms that sexual harassment is more prevalent in organisations characterised by relatively large power differentials between organisational levels.

The weaknesses of this model are that power is a complex phenomenon that is difficult to define and measure (Hardman, 2000). In addition, this model cannot explain sexual harassment where the subordinate harasses his supervisor. It has been criticised for its failure to explain sexual harassment that occurs when no formal power differential exists in the workplace (such as in cases of sexual harassment by co-workers) (Cleveland & Kerst, 1993).

To sum up, power difference is regarded as a prime cause of sexual harassment in an organisation. Those who are in a higher position (either a cultural power or status differential) are likely to harass their subordinates or the minority group. It will be argued that power alone is not the sole factor that causes sexual harassment. Rather, additional factors, both at the individual level (such as sex, gender, marital status,), and the organisational level (such as the organisational model and others – the sex-role spillover,) also play important roles in the occurrence of sexual harassment in the firm.

3.3.3 Sex Role Spillover Model

The sex-role spillover model (Gutek & Morasch, 1982; Tangri & Hayes, 1997) posits that workers bring gender-based expectations for behaviour into the workplace as "...the carryover of the sex-role into the work-role can occur for a number of reasons. One is that gender identity seems to be a more basic cognitive category than work-role" (pp. 58-59). This theory proposes that sexual harassment occurs because the gender identity is more salient than the worker identity. Men harass women because they are used to dealing with women in a subordinate role in the domestic and social environments, and this behaviour carries over into the workplace. "...thus, the subordinate feminine role, defined originally and principally in the home, carries over into the workplace and creates scripts for both men and women about how they should interact - scripts that allow or even facilitate sexual harassment" (Lopez, Hodson, & Roscigno, 2009, p. 5). In addition:

> Women are more likely to experience sexual harassment in non-traditional work situations involving work other than nurturing or being a sex object. Men are more likely to experience sexual harassment in non-traditional roles involving work that is considered feminine. Although this model explains some of the variables of sexual harassment, it fails to include victim and perpetrator characteristics and organisational variables. (Iannelli, 2005, p. 34)

The assumption of this model is that men and women bring to work their pre-existing beliefs and gender-based expectations for behaviour in the workplace. Sexual harassment is most likely to occur in work environments where the sex ratio is skewed in either direction (Lopez et al., 2009). Sex role spillover is regarded as one of the organisational factors that predicts that sexual harassment is more prevalent in organisations that are highly structured and stratified; discourage redress on work-related concerns; have options or requirements for weekend or overtime work; and, have expectations for 'sexy' behaviour within the workplace (Hardman, 2000). Lastly, the sex-role spillover model is concerned with the way the cognitive pattern affects the prevalence of sexual harassment.

Support for this approach has been mixed (Welsh, 1999). The sex-role spillover approach has its strengths as some of the predictions, in terms of empirical adequacy, have been tested and supported, especially as the model applies to women (in male-dominated workplaces) who were experiencing more sexual harassment than those who worked in an integrated setting (Nene, 2010). The limitations of the sex-role spillover model are that a sex role is conceptualised as something that exists outside work, is a characteristic of individuals, and spills over inappropriately into the workplace (Rogers & Henson, 1997). The model minimises harasser characteristics or any other organisational/situational variables that may contribute to the sexual harassment incident.

3.3.4 Routine Activity Theory (RAT Theory)

RAT theory, drawn from criminology theory, focuses on the individual factors (the victim and the harasser) and the organisational factor as contributing to sexual harassment.

The crime triangle (routine activities) theory (also known as the problem analysis triangle) comes from one of the main theories of environmental criminology, routine activity theory (RAT) (Clarke & Eck, 2005). This theory was originally formulated by Lawrence Cohen and Marcus Felson (1979), and Felson (1986). It states that a crime or disturbance (in this study, sexual harassment) can only occur if the following three elements exist: ability, desire, and opportunity. These three elements create the crime triangle (see Figure 3). Cohen and Felson (1979) explain that a crime occurs when a likely offender (hotel customer) and suitable target (hotel worker) come together in time (night shift) and place (bar, restaurant, guest room) without a capable guardian (such as a manager or security guard) present. It defines a capable guardian in terms of both human actors (such as friends, co-workers, or security guards) and security devices (surveillance cameras). This formulation led to the original problem analysis triangle with the three sides representing the offender, the target, and the location or place (see the inner triangle of Figure 3).
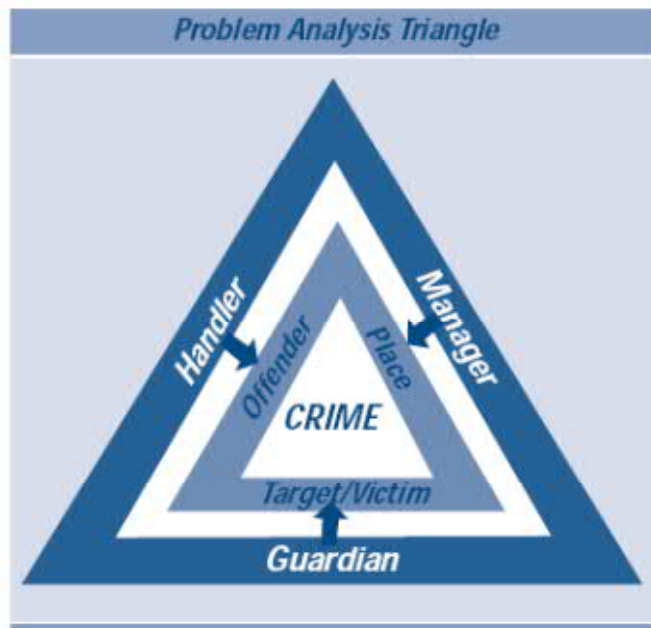
Figure 3 Routine Activity Theory (RAT)

By directing attention to the three major components of the sexual harassment of hotel workers by tourists (customers), the inner triangle helps to ensure that the analysis will cover all three. This study will analyse the activities of the offender (tourist), the time (night shift, shift), and the place (guest room). Those who have the ability to sexually harass hotel workers may also possess a desire to do so. If the ability and desire (of the customer) exist, and the opportunity (time and place in the hotel) is presented, sexual harassment is likely to occur. Opportunities are the only component of the crime triangle that the hotel may effectively control. Therefore, the opportunities must be reduced where possible to minimise the chance for sexual harassment to occur on the premises.

For the outer triangle of Figure 3, the approach can be applied as follows:

• For the target/victim (hotel workers), this person (Guardian) is the capable guardian of the original formulation of routine activity theory – usually people protecting them, or they can be family members, friends, co-workers, or a security guard.

• For the Offender (those who commit sexual harassment – in this case –the

tourist or customer who harasses hotel staff), the Handler is someone who knows the offender well and who is in a position to exert some control over his or her actions. Handlers include parents, siblings, teachers, friends, and spouses (of the harasser).

• For the Place (location where sexual harassment exists), the controller is the Manager, the owner or designee who has some responsibility for controlling behaviour in the specific location, such as bar owners in drinking establishments, or flight attendants on commercial airliners. In a hotel, it refers to the hotel manager, restaurant manager, head housekeeper, or chief security guard.

RAT theory can be applied to sexual harassment in the hospitality industry. The hospitality industry has its own unique characteristics i.e., being a 'people business' – served by people to people; having the inseparability characteristics (hotel staff and guest must be present at the same time in the same place), or the simultaneous production and consumption of its services (Beyhan, Yiğitbaş, & Yücelen, 2011). The routine activities approach may be useful to predict the incidence of sexual harassment as it focuses on the four critical factors for sexual harassment to occur i.e., hotel staff, guest, place, and time. RAT theory concludes that sexual harassment occurs as a result of the convergence in time and space between the motivated offender and the potential victim in the absence of capable guardians in an environment that provides the opportunity for the misconduct (Clarke & Eck, 2003).

There are some studies on sexual harassment employing RAT theory (see de Coster et al., 1999; Parish, Das, & Laumann, 2006). None, however, has been conducted in the context of the hospitality industry. A study by Andresen (2006) investigated crime in Vancouver, British Columbia, using the social disorganisation and routine activity theory, and concluded that age, ethnicity, and marital status have proven to be the most powerful predictors of victimisation in the routine activity theory framework.

RAT theory is relevant and can be employed and incorporated into an integrated theory (which will be proposed at the end of this chapter), since it points towards

various victim-related risk factors, offender-related risk factors, institutional risk factors, as well as societal risk factors. These factors interact in a way that may facilitate sexual harassment of hotel staff by the customer in Thailand. It is appropriate to employ RAT theory because it covers direct contact violations which require a motivated offender (customer), a suitable target (hotel workers), and the absence of capable guardians to thwart the behaviour (hotel or tools such as CCTV).

This section discusses the characteristics of routine activity theory (RAT) and the benefits of employing it in this study. The next section describes the last organisational factor: ethics framework.

3.3.5 Ethics Framework

The objective of this study is to investigate the experience and perception of sexual harassment of hotel workers by the customer. Sexual harassment is considered an improper behaviour that has impacts on the victims and hotels (Yeung, 2004). It has been regarded as a form of discrimination in Asia and the Pacific (Haspels et al., 2001) which is illegal and unethical, especially in USA (Crosby, 2004).

Ethics has provided marginal contributions to the field of tourism study or has been largely ignored (Fennell, 2006; Macbeth, 2005; Poulston, 2007; Theerapappasit, 2006); however, Fennell (2006) argues that ethics is gradually increasing in its importance as fundamental principles. Malloy and Fennell (1998) state that ethical conduct has become a fundamental concern, not only among the operators and members of tour organizations, but also among the tourists themselves. However, the questions being asked are "Which ethics-based perspective, where do these come from, why are they important, and in what form?" (Fennell, 2006, p. 9). By the same token, Macbeth (2005) argues that dominant paradigms in tourism development and theory do not acknowledge ethics and values, because they are still imbued with the myth of objectivity that is part of the positivistic scientific paradigm. Theerapappasit (2006) argues that there is a need for ethics in tourism development because "there is no denying that the manner in which the industry develops involves a range of ethical issues" (p. 4).

In addition, Keyton and Rhodes (1997) claimed that:

> the lack of a clear idea of what people do and do not perceive as
> sexual harassment is one difficulty limiting research on the topic and
> the application of research findings to the practical problem of
> dealing with sexual harassment in organizations. (p. 129)

This study aims to capture the general ethical perception of hotel staff concerning sexual harassment behaviour of the guest by asking the general questions concerning whether hotel staff see sexual harassment as a "good or bad" and/or "acceptable or unacceptable" conduct. Poulston (2007) states that "… there has been no research of any substance into the cause of ethical issues and workplace problems in hospitality" (p. 19). Sexual harassment is considered one of the prevalent unethical conducts in hospitality industry. This study therefore aims to fill this research gap. It is exploratory in nature and it takes Poulston's (2007) ethical approach in the way that it "... does not intend to be a presentation of philosophical arguments surrounding unethical behaviours, but a pragmatic and focused analysis of workplaces and their problems" (p. 20) in seeking to answer why sexual harassment is tolerated in the hospitality industry both in Thailand and in general.

Francis (2000) describes seven ethical principles that might act as a guide to ethical behaviour of the firm in general: dignity, equitability, prudence, honesty, openness, goodwill, and avoidance of suffering. This could be an example of an ethical perspective from an individual's behavioural point of view. Ethical principles can be drawn from different levels (such as individual, sociocultural and organisational) with a different focus and implication. For example, some scholars argue that an individual (ethical) characteristic such as moral decision-making is a main contribution to sexual harassment behaviour (Miner & Petocz, 2003). Others suggests that sexual harassment likelihood may increase as a response to perceived injustice (Krings & Facchin, 2009). Harassment is most likely to occur in a firm with high organisational tolerance for sexual harassment (Hardman, 2000; Poulston, 2007). A different focus on different levels of ethics studies will lead to different approaches used in business practice and a different

study outcome is the end result.

Sexual harassment is the result of an interaction of multiple factors. Integrating and applying ethical principles from different level (for example, at an individual (i.e. Francis's seven ethical principles), organisational (i.e. codes of conduct, climate), and societal (i.e. social justice, utilitarian) is another issue of business ethics study. This study aims to use fundamental approaches (i.e. whether sexual harassment is good/bad and/or acceptable). The study result may help develop an ethical framework to investigate the perceptions of hotel's employees on sexual harassment behaviour. To identify the gap which exists between each individual's understanding of what sexual harassment means and the relationship between the ethical ideology of individual employees and their ability to identify the sexual harassment behaviour would help create more understanding of the causes and prevention measures for a firm to develop coping measures and strategies.

This section has discussed models of sexual harassment at the organisational level. Models include the organisational model, power differential model, sex role spillover model, gender ratio model, RAT theory, and general ethics model. It presented the strengths and weaknesses of each theory. Sexual harassment theory is still evolving. The validity of each theory relies on the context, which varies from place to place. The next section discusses sexual harassment models from the societal point of view.

3.4   Sociocultural Level Factors

The previous section discussed sexual harassment theories on two levels, i.e., the individual characteristics level and the organisational characteristics (as the factors that cause sexual harassment) level. The current section focuses on a broader level, the societal-cultural, and the country level, in this case Thai perspectives and how they may contribute to sexual harassment of hotel workers.

3.4.1 Sociocultural Model/Perspective

It is argued that sexual harassment is more acceptable and tolerated in some societies (or cultures) than in others (Prekel, 2001). This tolerance may stem from

the (different) way men and women were raised in that society. In general, the sociocultural model proposes that sexual harassment is a product of a larger patriarchal system with culturally legitimated power and status differences between men and women (Farley, 1978; MacKinnon (1979) cited in Cogin & Fish, 2007). It addresses the societal context in which sexual harassment occurs. Sexual harassment is a product of a society which generally delineates male dominance over females by perpetuating beliefs, attitudes, and actions that devalue women because of their sex (Pina et al., 2009). According to this model:

> ... harassment is one mechanism for maintaining male dominance over women, both occupationally and economically, by limiting their growth or by intimidating them to leave the work arena. This model holds that men and women are socialized in ways that maintain this structure of dominance and subordination. Males are rewarded for aggressive behavior, whereas women are socialized to be passive, to avoid conflict, to be sexually attractive, and to feel responsible for their own victimisation. (Tangri et al. 1982, cited in Cogin & Fish, 2007, p. 337)

As a result, men justify their behaviour and disregard any harmful consequences of their actions toward less powerful groups (i.e., women). The main idea of this approach emphasises gender as a key predictor of who is at risk of harassment.

In addition, Prekel (2001) claims that some social norms could create a climate that allows sexual harassment, especially in a culture where discrimination against people is acceptable. Within such socialisation it is likely that sexual harassment will not be unusual. Prekel argues that if men are brought up with macho beliefs, they will be likely to carry those social values into the workplace and treat their female colleagues accordingly (p.2). Prekel further describes such men even thinking that women take their harassment as a compliment. Moreover, in some societies, many women have been brought up to believe women's highest calling is to please men. This belief can give an unintended impression that they invite sexual advances at work. Some women may play along with the harassers and this behaviour encourages harassment of other women (p.2).

Prekel (2001) and Cox, Dorfman, and Stepha (2005) also argue that moral values, divorce, and cultural differences are other causes of sexual harassment. They claim that if extramarital affairs are accepted, the prevalence of marital stress and divorce is high. Furthermore, if confusion results from cultural differences about what is, or is not, acceptable is prevalent, it is likely that there is a higher incidence of sexual harassment in such a society. The variables used in determining what constitutes sexual harassment in different cultures include collectivism, simpatia, power distance, and machismo (Cox et al., 2005). They state that these variables were shown to have a significant impact on the choice of coping strategy for sexual harassment victims.

Furthermore, the inherent cultural factors such as the norms of informality, the environment of accommodation providers, and imbalance of power are useful in this study. The specific national culture, such as blaming women as a cause of sexual harassment, and women prejudices (Soonthornpasuch, 2007), or cultural and societal sanctions of women (Li & Leung, 2001) as well as the image of the prostitution industry of the country (Cohen, 2003), are also factors that seek further investigation and examination.

There are some studies on culture and its relationship with sexual harassment. Although they are not directly related to the hospitality context, they provide some insights and have some usefulness for the Thailand context. Luthar and Luthar (2008) tested the hypothesis of the association of national culture with the likelihood of sexual harassment by comparing samples of male and female international students. They drew upon Hofstede's (2001) cross cultural dimension of power distance in light of the developing sexual harassment literature in an international context and the Likelihood to Sexually Harass (LSH) survey was employed. Their findings indicated that, while males scored significantly higher than females on the LSH scale, nationality had a strong and independent effect on the LSH scores. Chinese and Indian males scored significantly higher on the LSH than American males. Chinese females scored significantly higher on the LSH instrument than American females. They confirmed that Hofstede's power distance dimension appears to capture an important aspect of national culture that shapes the perceptions and behaviours of

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both males and females in their proclivity to sexually exploit others with less power.

Another study conducted by Wasti and Cortina (2002) aimed at investigating the coping responses to sexual harassment across four samples of working women from three cultures and two occupational classes. Coping responses include denial, negotiation, advocacy seeking, and social coping. The study suggests that Turkish and Hispanic American women engage in more avoidance than Anglo-American women, and Hispanic women also use more denial but less advocacy seeking. The study concludes that the cultural context, individualism–collectivism, power distance, and patriarchal gender norms play a significant role in the coping strategies.

Hofstede's (2001) cultural dimensions may be useful to capture perceptions on sexual harassment in the context of Thailand, as Thailand has a high level of inequality of power and wealth within its society. The society accepts and expects, as a part of the country's heritage, that power is unequally distributed. In addition, sexual harassment has its roots in the relationship patterns in a hierarchical society (Soonthornpasuch, 2008). This heritage may cause employees in the service industry to feel that they have a little power to control sexual harassment conducted by the customers (who have more power because they "can do no wrong" and because they have more wealth).

The sociocultural model has gained some supporting evidence through feminist explanations of sexual harassment, as it has offered a logical synthesis of gender issues, patriarchy, and dominance in terms of an explanation of sexual harassment (Nene, 2010). This model, however, was criticised for being overly inclusive and simplistic, as it does not provide a sufficient explanation as to why this explanation is the case (Iannelli, 2005; Nene, 2010). The culture-based theoretical approach ignores the fact that despite that the sociocultural context continually changing and shifting, sexual harassment continues to exist in the workplace. This model also does not account for individual differences (Iannelli, 2005).

As mentioned earlier, sexual harassment has been recognised as unacceptable wrongdoing in the West since 1980s (Ng & Othman, 2002). In Asia, some countries have recently established anti-sexual harassment provisions (Asian-Pacific Resource and Research Centre for Women (ARROW), 2009, p. 22). ARROW indicates that anti-sexual harassment provisions exist in Bangladesh and Cambodia. Only the Philippines has an anti-sexual harassment Act. For Thailand, the provision of a sexual harassment offense are part of the labour law. The new laws may reflect the fact that the people may not yet be accustomed to the term "sexual harassment" as it was newly established. As a result, this gap needs further investigation. The confusion about its meaning may make Thai people mistake "sexual harassment" with "sexual assault" or "sexual abuse" and thus affect the study outcomes. This is a research gap that this study aims to investigate. If the hotel staff did not regard the misconduct as sexual harassment behaviour, they may tend to accept and tolerate such behaviour.

This section presented the relationship between the norm and culture and its influence on sexual harassment. That is, sexual harassment is more acceptable and tolerated in some cultures than in others (Prekel, 2001). It is expected that the sociocultural model/perspective could be informative because Thailand has its own social and cultural characteristics that may make an important contribution to sexual harassment incidents. The next section discusses such characteristics.

3.4.2 Thai Social and Cultural Characteristics

This section discusses some aspects of Thai societal and cultural characteristics: Buddhism, Thai culture and ethics, and prostitution. These characteristics are considered to be the critical variables that affect hotel staff's perception and experience of sexual harassment.

In order to provide some information on the perception on sexual harassment of Thai workers in general, the study of ILRF (International Labor Rights Fund (ILRF), 2002) is considered here. It states that most Thai women do not have a common understanding of what constitutes sexual harassment, and therefore ignore some behaviours that are damaging to them; while 70 percent of the

workers employed by the factories studied are female, male workers hold 63 percent of supervisory positions in the workplace; and men are promoted far more frequently than women. These figures indicate that Thai men are of higher status and more powerful than women in the workplace (Amnuaysawasdi, 2000).

In addition, Thai women are subordinate to men, and men often exploit their positions of power to gain sexual advantage over women who are lower in the social hierarchy (Soonthornpasuch, 2008). The Buddhist belief is another factor that prevents the women from protesting against misbehaviour. Interpretation of Lord Buddha's teaching that all that happens to them in their present life is a consequence of what they had done in their past lives, makes women tolerant of sexual harassment and they accept it as their own fault (Soonthornpasuch, 2008).

Buddhism

Thailand is one of the most strongly Buddhist countries in the world. The national religion is Theravada Buddhism, a branch of Hinayana Buddhism, practised by more than 90 percent of all Thais (National Statistical Office, 2010). In general, Buddhism has played a significant role in Thai social life. A fuller picture of how Buddhism has influenced the Thai's thoughts, is that:

> Buddhism has become so integrated with Thai life that the two are hardly separable. Buddhist influences can be detected in Thai life-style, mannerisms, traditions, character, arts, architecture, language, and all other aspects of the Thai culture. The fact that Thailand has become so widely known today as the Land of Smiles is due in no small measure to the Buddhist influence on the Thai people. Indeed, the nation as a whole owes much to the religion and wholeheartedly acknowledges her indebtedness to the Buddha's teachings. (Plamintr, 1994, p.1684 as cited in Disayavanish & Disayavanish, 2007)

Regarding the relationship between sexual harassment and Buddhism, some scholars, for example, Berger (2007), Thisa (1980), and Truong (1990 as cited in Ryan & Kinder, 1996) argue that Buddhism puts women below men. Buddhism supports gender difference and encourages prostitution (and hence sexual

harassment) because:

> the Buddhist view of women is one which puts them on a lower level than men. Women are looked down upon especially by monks who view them as merely dangerous objects that provoke sexual interest in men. Buddha advises his disciples not to look at them or talk to them. Buddhism acknowledges the view that women's natural role is for having children, but it excludes the notion of women being sexually desired or attractive…. (Sex Work Cyber Resource & Support Center, 1999)

In contrast, several scholars such as Andrews (1999), Prapapornpipat (2002), Charoensukmongkol (2008), Seeger (2007), and Kabilsingh (1991) argue that the Buddha's teaching does not mention any differences between men and women in their ability to reach the same levels of enlightenment, which implies that women can follow the same path to get there. More importantly, the Buddha was a feminist (Kabilsingh cited in Veena, 2002) and he believed that gender does not matter in spirituality (Veena, 2002). These scholars recommend that the state should establish a law that ensures women have equal rights with men and this change could begin by allowing women to become monks. They argue that "we should allow both men and women to equally participate in the religious activities because the judgment of each individual value should be based on his deed rather than the sex, bias, tradition, norms and regulation differences" (Charoensukmongkol, 2008).

In can be concluded that, among many others, Buddhist beliefs may prevent Thai women from protesting against sexual harassment. As a result, they tend to tolerate and accept the misconduct. They may choose ignoring as a strategy to cope with the problem, and do nothing to correct the issue.

There is a research gap here. There is no study concerning sexual harassment and religion generally or in the context of the hospitality industry or in the context of Thailand. This unique sociocultural characteristic - Buddhism (or its misinterpretation) - may play a crucial role in this regard and might be a factor

that contributes to sexual harassment.

The next section discusses another aspect of Thai culture: the culture and ethics of the Thais.

Thai culture and ethics

Like other countries in the region, Thailand has tried to stay abreast of the rapidly changing environment of the modern world. Some Thai scholars (Singsuriya, 2005) have commented that Thai society seems to represent a clash between 'liberalism' and 'conservativism', which are actually in active collaboration in contemporary sexual scenarios. The image of 'woman' portrayed as a sex object by advertising agencies, in magazines, or other media seems to influence people's perception of the traditional female image (Kunakasern, 2007). Social phenomena such as the wrongful use of women as a sex object are overwhelming in Thai society. Women's image, therefore, has been distorted by social perceptions i.e., lack of education, unequal working opportunities, low income, lack of self-assistance, poverty, or being satisfied with easy work This image may affect men's perception on the low status of the women in society, and thus encourages them to treat and regard women as an easy target for sexual harassment.

Prommin (2006) argues that the media has influenced consumers to perceive that women are inferior to men. Likewise, Nirannoot (2003) studied the influence of patriarchalism in women's magazines and found that women's magazines represent images of feminine identity which imply sexual biases as a product of patriarchy. The magazines were used to reflect the discursive struggle as subordination and inferiority of femininity. Another study by Santanaprasit (2000) analysed the portrayal of masculine contents and the interaction between men and women in Thai movies. It was found that movies reflect the stereotypical perceptions of society on social values and gender ideologies i.e., the inequality of power. Santanaprasit (2000) concluded that society values the power of males and their domination. In addition, men are always portrayed as the leader and the stronger, while women are the follower and the weaker. The research findings imply that this interaction is based on the patriarchal nature of Thai society.

In a similar vein, a study by Churnprajukgul (2005) reveals that the traditional notion of femininity in a patriarchal system has been perpetuated through the educational system of girls' schools. They found that institutions have tried to instil the ideology that men are the breadwinners and the leaders of the family through various methods: social control i.e., by teaching schoolgirls to express their identities in accordance with their gender display of femininity or by training them to recognise the gender roles expected of them in their future lives; and, by employing rigid regulations to eradicate or blur women's rights to their authority and true self-identity. Churnprajukgul (2005) concludes that the strong and harsh negative reinforcements which are implemented by patriarchy tend to give power and authority to the male to take advantage of women, as a result, breeding repetitive and endless sexual violence towards women in the society.

One study focusing on Thai women's rights that reflects the perception of the Thai culture was conducted by Nachan (2005). Nachan investigates rural women's perspectives on various women's rights in the family i.e., rights over their bodies and lives, marriage rights, rights in careers, rights in managing their properties, educational rights, rights in receiving inheritance, and rights in participating in community activities. The study found that women in the "early adults" group believed that men and women were equal. Since they had the same abilities, they thought that women should be able to do what they wanted to and should be provided with opportunities and things similar to those men had received. Women in the "mid-adults" group believed in the equality of men and women; some believed that men should be the leaders, but they did not depend on men; some believed that men were the leaders, and that women should rely on men. The last group (the "late adults") believed that men and women were different; they valued sexual differences, and men and women's different roles. They viewed men as more important and as having more power than them in all aspects of life. They had no desire to claim any more rights. Nachan (2005) concluded that rural women's different perspectives on women's family rights depended on many factors: community, family characteristics, women's experiences, and husbands' characteristics. Nachan's study reveals a picture of the changing perception on sex role in rural Thai families which may reflect the whole society in terms of the

culture differences. This conclusion implies that younger women in Thai society seem to be developing their own perceptions of their rights. Sexual harassment may not be acceptable to young females, and it is expected that they will fight for more rights in regard to sexual protection.

It was argued that Thai culture practices and tradition cause women and children to have little role or participation in social events (Amnuaysawasdi, 2000). Although the Thai sexual harassment law was amended in 2008 to cover anti-sexual harassment provisions (ARROW, 2009), the laws alone cannot protect women unless there is a wider shift in the cultural and social attitudes of people towards the rights of women and gender equity (Hesse-Swain, 2011, p.120). The culture and norm of the workplace (i.e. hotels) also make sexual harassment tolerated (Poulson, 2007). Findings of the relationship and influence of the Thai gender culture are explored and presented in the discussion chapter. The next section discusses prostitution and its potential relationship to sexual harassment.

Prostitution and sexual harassment

Thailand is a popular and well-known destination for sex tourism (ARROW, 2009) Prostitution has tarnished Thailand's image. Mr. Chuan Leekphai, a former Prime Minister, commented that prostitution is a major problem that decreases Thai women's dignity in the eyes of foreigners (Singsuriya, 2005). It is not the aim of this study to go into details of what constitutes prostitution. Rather, the objective is to examine whether there is a link between sexual harassment and prostitution, as there are some overlapping areas that need to be clarified. For example, some hotel staff who work as a spa girl, a barber, or a nightclub waitress, may have a part-time job as a prostitute. These girls may not interpret sexual harassment as such because it is their intention to accept behaviour that is interpreted as sexual harassment as it leads to monetary gain. Sexual harassment of, for example, the spa girl or those who have hidden objectives (to sell sex) is, therefore, different (in terms of definition) from harassment of 'ordinary' hotel staff.

Some researchers, for example, Truong (1990 cited in Phongpaichit, 1991) argue that Buddhist beliefs have a huge impact on sexuality, law, and culture in modern

Thailand. Truong claims that:

> … prostitution is part of the natural world of suffering and ignorance and is directly opposed to the highest Buddhist goals of selflessness, detachment, and religious attainment. Being a prostitute is a result of imperfect karma ... these notions in Buddhism are pre-conditions for the prevalence of male dominance. They validate the arguments used by the state and male members of households throughout history to control and subjugate women. (p.3)

Truong's study has been supported by Duangsisen (2003), who claims that prostitution stems from the interrelationship between globalisation, consumerism, and the role of Buddhism. Duangsisen claims that, although consumerism is beneficial in general, excessive consumerism or uncontrollable desire to consume brings about many problems, one of which is prostitution. According to Duangsisen (2003):

> One of the important factors driving people into prostitution is the need for extra income to achieve fulfilment through material possessions. Prostitution, therefore, is not caused solely by the drive to be free from poverty, but also by excessive desires. When these desires cannot be met by the compensation from employment, prostitution seems to stand out as a prominent shortcut. Religiously speaking, prostitution undermines the moral values in a society. Buddhist teachings can be applied to give guidance concerning prostitution, quoting principles such as the principle of the middle way (knowing moderation) and right livelihood (knowing wise consumption) will lead to well-being. (p. 107)

It is not the objective of this study to criticise religion. Its focus is on revealing how religion relates to sexual harassment. Its aim is to investigate religion as one of the sociocultural factors that affect the perception of the hotel employees. It may or may not influence both the victim's and harasser's perception and behaviour concerning sexual harassment. The findings chapter will explain this

relationship in more detail. The next section discusses another prostitution-relevant issue, the spa business.

Spa business and sexual harassment

As mentioned in the previous section, the prevalence of prostitution may impact on sexual harassment in that those hotel employees who provide prostitution services may have a different perception of sexual harassment than that of other staff. They may not see it as a sexual harassment but as "fun". This section deals with a prostitution-related activity in the hotel – the spa business.

According to Hirankitti, Mechinda, and Manjing (2009), and the Ministry of Public Health (MOPH) (2004), Thailand recently focused its tourism promotion on spas, traditional massages, herbal treatments, and other kinds of alternative medicine. Thailand embarked on a five-year strategic plan, led by the Ministry of Public Health, to establish a campaign for Thailand as a 'Centre of Excellent Health of Asia.' As a consequence, this sector has played a critical role in Thailand's economic growth and has significant implications for the hotel and tourism industry (Hirankitti et al., 2009; Wetprasit, 2006).

In terms of defining the concept of a of spa, Wetprasit (2006) states that a spa is "… a facility where individuals can receive a variety of treatments to promote and enhance their overall health, beauty, and wellbeing. Types of spas include day spas, medical spas, destination spas, hotel & resort spas, health spas, and wellness spas" (p. 6).

It was found that, in general, there are few studies on the spa business in Thailand. None focus on the sexual harassment of spa staff. Given little academic research concerning sexual harassment behaviour by customers at spas, the researcher searched for other reliable sources online and found a media article by Arora (2011) stating that:

> ...a large number of spas in Thailand offer genuine and authentic
> Thai massage as well as therapeutic massage. Spas in Bangkok are
> now a great part of the vibrant culture of the city blending treatments

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from East and West and offering treatments from around the world. The Thai spa industry has grown considerably over the past 5 years since promoting itself as the Spa Capital of Asia. Spas have gained special notoriety around the world and become famous by implementing many centuries long practice of Thai Massage by using and creating products from indigenous resources home grown in Thailand. ...if you visit any 'massage' parlour in Bangkok, which in addition to genuine massage offers sex, you have to be very careful as some of such outlets are connected with crime network[s]. But of course there are large massage parlours such as 'Darling' which are selling both massage and sex. Most of the hotels in Bangkok display the telephone number of masseurs in the rooms. These services are available round-the-clock.

The spa business is due to the physical contact between the customer and the spa therapist (Wetprasit, 2006). The touching may arouse the customer's sexual desire. The article above implies that the spa/massage business in Thailand is tarnished by the blurred area around sexual services. Sexual harassment of spa staff could happen, as spa services can be provided at the hotel premises or can be called in from outside. This study, therefore, aims to investigate the perception of the spa staff, as doing so may help protect the staff and prevent such misconduct from happening in the workplace.

This section presented societal and cultural factors that contribute to sexual harassment of hotel employees. It discusses the validity of the sociocultural model (focusing on the patriarchal system that treats women as the inferior sex and having less power and status than men), as well as those Thai social and cultural characteristics that may support incidents of sexual harassment in the workplace. It also analyses the impact of Buddhism, Thai culture and ethics, and the issues that may relate to sexual harassment, i.e., the prostitute and spa business. This section points to the research gap as it involves the Thai uniqueness (in terms of culture and religion) that has yet to be explored in relation to sexual harassment research. This leads to the research question that seeks the answer about whether or not the Thai female hotel workers perceive sexual harassment differently from

their male counterparts. In addition, the research also seeks to investigate their perception of how frequently sexual harassment occurs and how severe it is. As a result, the reaction of the staff and hotel to coping with sexual harassment by customer could be identified and the measures to be taken to cope with the misconduct could be established.

Although the sociocultural perspective provides some insight into how sexual harassment could happen in one culture more than the others, it was argued that the nature of the industry is also another contributory factor to sexual harassment incidents (Hunt et al, 2007). The next section discusses factors in services industries as well as the hospitality industry that can cause sexual harassment. It is suggested by a number of researchers that the hospitality industry is different from other service industries (Poulston, 2007). It may require a specific theoretical framework to capture and explain why sexual harassment is more likely to occur in such environment (Coats, Agrusa, & Tanner, 2003; Gilbert et al., 1998, Yagil, 2008).

3.5 Service Industry and Hospitality Industry Characteristics: Common Factors contributing to Sexual Harassment of Staff by Customer

This study focuses primarily on sexual harassment by the customer in the hospitality industry (hotel) which is one of the service industries (i.e. hospitality, banking, and retailing, etc.). It is worth investigating the connectivity of the sexual harassment issues in other service industries in order to compare and contrast the similarities and differences as this may confirm that sexual harassment in hospitality has unique characteristics that require special attention and should be classified as a subset of sexual harassment studies. Furthermore, it may require a specific theoretical framework and perspective to be used to explain why hospitality staff are more vulnerable to sexual harassment than in other service industries.

It is certain that the service industry is increasing in global economic importance (Bryson, Daniels, & Warf, 2004). Economically speaking, production is tangible

and intangible (Price, 2008) The tangible, created through manufacturing, are those products developed by raw materials while the intangible are those which take the form of ideas, aesthetics, or services provided through human interaction with the consumer (Bryson et al., 2004). The service sector includes finance, insurance, transportation, communication, retail, entertainment, non-profit agencies and hospitality (Bryson et al., 2004) The hospitality industry can include travel, restaurant, amusement parks, hotels and motels (Williams & Buswell, 2003).

There have been a number of studies on sexual harassment by the customer in the service industries including retail staff (Hughes and Tadic,1998); librarians (Lincoln, 1984, cited in Yagil 2008; Manley, 1993); call centre employees (Grandey et al.,2004); professional women working with customers (Gettman & Gelfand, 2007); airline cabin crews (Boyd, 2002); airline and railway crews (Neal-Smith & Cockburn, 2009); and nurses (Çelik & Çelik, 2007; Robinson, McClure Franklin, Tinney, Crow, & Hartman, 2005). It was found in the previous studies that sexual harassment was happening to hotel, restaurant, and airline staff more than other service professionals, such as retail and librarians (Yagil, 2008). Ther are more studies on sexual harassment of hospitality staff i.e. the bar staff (Beale et al., 1998), restaurant employees (Reynolds & Harris, 2006), hotel, restaurant and bar employees (Harris & Reynolds, 2004), hotel, restaurant, and airline employees (Bitner et al., 1994). Poulston (2008a) concludes that harassment levels in hospitality are certainly higher than those in other industries.

The Service Industries and Hospitality Industry Characteristics: The Similarities and Differences

As mentioned earlier, researchers have tried to answer the question of why sexual harassment occurs in some organisations (such as hotels) and not in others (Hulin, Fitzgerald, & Drasgow, 1996). The organisational (as well as industry) culture plays an important part in the occurrence of sexual harassment as it represents the norms of appropriate behaviour and values held by organisational members (Welsh, 1999). This section discusses the characteristics of the service industry.

As identified by Mulliins (1998, cited in Poulston, 2007, p. 41), the characteristics of the service industry in general are that:

- the consumer is a participant;

- production and consumption are simultaneous;

- capacity is perishable;

- based on intensive labour;

- products can be intangible; and

- measuring performance can be difficult..

Brotherton and Wood (2000) cited in Poulston (2007) identified those characteristics indicate hospitality is:

- the production and supply of accommodation and/or food and/or drink;

- an 'economic, social, or psychological' exchange between people;

- the 'combination of tangible and intangible elements';

- not the same as hospitable behaviour, which is a 'necessary but not sufficient condition for the existence of hospitality';

- voluntarily entered into and for a variety of motives;

- designed to 'produce commensality and mutual enhancement' for those involved; and

- an exchange with a 'close temporal connection' between consumption and production. (p. 140-141)

These show that the hospitality industry is focusing more on supplying accommodation and/or food and/or drink to customers. The emphasis of both service industries and hospitality industry are on the 'service products' to the customer; and how products are effectively delivered to customer. This perpetuates the belief that the customer is always right (Price, 2008). Therefore quality customer service is the heart of any service industry (Price). Employees of the service industries were required by management to silence their own thoughts and feelings when relating to a difficult guest (Hochschild, 2003). They must listen to the guest first, then to apologise for the problem (Price, 2008).

Although hospitality industry and other service industries are similar in terms of services focus, there are a number of differences.

In general, it was argued that some service industry characteristics imply potential areas of difficulty for employees, such as the client's involvement in the process, and the simultaneity of production and consumption (Poulston, 2007). For example, jobs such as flight attendance carry their own dangers which do not readily fit into industrial, and often male-oriented, frameworks (Williams, 2003). Similarly, a young female waitress or barmaid is also exposed to sexual harassment while working in the industry (Lapointe, 1992; Poulston, 2007; Wijesinghe, 2007). What is different between these two staff are that each job carries its own risk and the severity and prevalence of sexual harassment they are being exposed to.

The hospitality industry, it is dominated by women (Poulston, 2007). That is, hotels and restaurants employ women and minorities in great number (Poulston 2007). They are more vulnerable to sexual harassment than the male staff (Poulston 2007). Other service industries may not as many employ female employees as does the hospitality industry.

The hospitality industry does business with (tourists) customers from around the world, therefore success depends on understanding diverse customer sensibilities (Reynolds, Rahman, & Bradetich, 2012). Most tourists have a sense of anonymity when away from home (Hayner, 1928, p. 784 cited in Poulston, 2008a). As a result, they are free to come and go and behave as they please. Customer misconduct, such as sexual harassment of hotel staff, could happen as a consequence from these inherent hospitality characteristics.

The hospitality industry has its characteristics of frequency and closeness of customer contact (Reynolds & Harris, 2006) and customer contact is shown to be a key predictor of harassment (Poulston, 2008a). Gettman (2003) states that "the near absence of research on sexual harassment by clients (client harassment) is surprising, especially given the exponential growth in the number of service industry jobs which require increasing contact with clients" (p. 1).

The hospitality places strong emphasis on customer satisfaction (Price, 2008) and the ethos that 'the customer is king' (Yagil, 2008). As a result of such ethos, workers may be increasingly exposed to abusive behaviour and excessive demands from clients and customers (Di Martino et al., 2003).

Hospitality has known links with sexuality (Poulston, 2007). It is also difficult to set an agreement on acceptable levels of sexually oriented behaviour because the environment is informal, the hours long, and contact between fellow employees and customers close (Poulston, 2008a).

Harassment levels in hospitality are certainly higher than those in other industries (Poulston, 2007). The characteristics of the hospitality industry actually create a prime breeding ground for sexual harassment (Gilbert et al., 1998) and perpetuate the problem, e.g. unlike other service industries, the industry emphasises the physical pleasure and the close physical working environment (Poulston, 2008b) . In addition, the tradition of sexual favours has evolved into sexual harassment, and such behaviour is often tolerated (Iannelli, 2005; Poulston, 2007, 2008b) in the hospitality industry. Such tolerance of sexual harassment is linked to increased incidences of sexual harassment (Pryor, LaVite, & Stoller, 1993). The workers sell their labour "under the scrutiny of the customer who is paying to be served, obeyed and entertained" (Gabriel, 1990, p. 3, as cited in Poulston, 2007). It was suggested that the norms of the service organisation, the ambiguity between private and public norms and behaviours may also contribute to a higher risk of unacceptable behaviour (Folgerø & Fjeldstad, 1995; Guerrier & Adib, 2000; Hoel & Einersen, 2003). The unacceptable behaviour such as sexual harassment is considered part of the job in this kind of service industry (Poulston, 2007, p. 289; Gutek, 1985). To conclude, sexual harassment by the customer of hospitality staff is associated with the characteristics of employees and the nature of service, which necessarily involves close relationships between employees and customers (Folgerø & Fjeldstad, 1995).

Although there are some common elements of sexual harassment incidence in every service industry such as the harasser, the forms of misconduct, and the victim, as mentioned earlier, there are some different elements that make

hospitality staff more vulnerable to sexual harassment than staff of other service industries. For these reasons, sexual harassment of hospitality staff by the customer should be treated as a sub-category of general sexual harassment studies that requires specific factors, theoretical frameworks, and research methodology for the research. Future research should use the characteristics of hospitality industry (which is described in detail in the next section) for their study. One objective of this study was to investigate the relationship between the influence of characteristics of hospitality industry on the hotel staff's perception of sexual harassment i.e. whether hotel staff label their experiences as sexual harassment or not. This is the second research question that this study seeks to answer.

3.6 Some Hospitality Industry Characteristics: Factors that contribute to Sexual Harassment of Hotel Staff by Customer

As mentioned earlier, some researchers such as Hunt et al. (2007) argue that sexual harassment incidents occur in some places and not in others. Research studies (Agrusa et al., 2000; Coats, Agrusa, & Tanner, 2003; Gilbert et al., 1998; Poulston, 2008b) suggest that the hospitality industry is more likely to have problems with sexual harassment. In the hotel context, some organisations' cultural factors such as norms of informality, may enhance the attractiveness of the service (Cho, 2002; Gilbert et al., 1998). The norm of informality refers to the fact that "...when the service role is performed in an environment of informality and lack of structure, the boundary between work and social interaction is easily blurred and can encourage customer misbehaviour" (Yagil, 2008, p. 145). Sexual harassment may stem from these characteristics.

According to the International Labour Office (ILO) (2003), the hotel and catering industry has been identified as one of those most at risk of physical violence, including sexual harassment incidents, within the European Union and EFTA countries. Staff may have to work in frequent contact with intoxicated clients and customers. Sexual harassment is sometimes viewed as being a *regular* occurrence and a *part of the job* in the sector. The studies claim that the specific factors conducive to sexual harassment in this industry are:

...unusual working hours and a generally sexualised environment; the large number of persons working alone; and the vulnerability of the workforce, which is made up largely of young, part-time or transient workers, with little experience and limited training, most of them female and including many ethnic minority or migrant workers. (p. 56)

Sexual harassment in the hospitality industry stems from the close relationships between employees and customers (Poulston, 2008b). A number of scholars, for example, Folgerø and Fjeldstat (1995), and Agrusa et al. (2002) argue that an agreement on acceptable levels of sexually oriented behaviour is difficult in the hospitality industry, where flirtations and other sexual behaviours are considered as consenting. Poulston (2008b) states that the grey areas between non-invasive sexual behaviour and harassment remain unclear, because the blurred demarcation lines between flirtation, harassment and assault make it difficult to determine the boundaries between enjoyable interactions and accusations of harassment or assault. This thesis will explore these blurred boundaries. In addition it aims to answer the research question of whether or not this 'part of the job' hospitality characteristic has affected hotel staff in labelling their experience as sexual harassment? Moreover, it aims to investigate whether staff see sexual harassment by the customer *as* the acceptable and tolerant behaviour?

The following sections explain in more detail how some unique characteristics of the hospitality industry may contribute to sexual harassment. They are job tenure/duration, low wage/income/salary, shift work, working alone, hotel size, and hotel location.

3.6.1 Job Tenure/Duration Perspective

As mentioned earlier, staff turnover in the hospitality industry is high (Poulston, 2008a; Watts, 2007; Wijesinghe, 2007), new staff are put to work as soon as they are hired, leaving no time to train them for their jobs (Poulston, 2007). It has also been found that sexual harassment occurs for the first time when employees are not well accustomed to the new work environment (Cho, 2002). They are not immune to sexual harassment and may not know how to cope with the issue. A

European Commission study (1998) states that employees who had worked for a short time at a company were more frequently harassed (Hoel & Einersen, 2003).

There are some studies on the relationship between job tenure and the perception and experience of sexual harassment of hotel staff (see Cho, 2002; Poulston, 2007). According to Poulston (2007), job tenure was not associated with sexual harassment tolerance. Poulston also concluded there was no statistically significant relationship between work tenure and moral reasoning/ethical values. Similarly, Stedham and Mitchell (1998) investigated the effects of sexual harassment on employee attitude and behaviour and found that there was no significant difference between sexually harassed and not sexually harassed employees concerning tenure.

In contrast, Texeira (2002) studied sexual harassment of African American women in one US law enforcement agency and found that there was a significant difference in the incidents of sexual harassment, where those who had worked longer recalled fewer incidents than those who were new recruits. Similarly, a study by de Coster et al. (1999) indicated that, among several factors, women with higher levels of job tenure were more likely to perceive sexual harassment as a problem.

As one of the hospitality characteristics, years employed in the organisation could be a factor that contributes to sexual harassment of staff. Job tenure has some applicability in that those with long job tenure normally hold a senior position and have higher degrees of skill than the new recruits (Suliman & Abdulla, 2005) and these factors may contribute to how they cope with any sexual harassment they experience.

3.6.2 Low Wages Perspective

Staff working in the hospitality industry generally earn low wages (Hoel & Einersen, 2003). In addition, people working in hotels, catering, and tourism have higher income insecurity (Hoel & Einersen, 2003; Lee, 2004; Poulston, 2007). Hoel and Einersen (2003) note that wages paid to employees in the hospitality industry on a regular basis are lower on average than those in comparable

occupations in other sectors. A study by Lee (2004) concerning sexual harassment in Korean organisations concludes that, among several factors investigated, unequal opportunities, job instability, lower income and status serve to foster sexual harassment in the workplace, and low income staff are seen as powerless targets by harassers (Hoel & Einersen, 2003). Therefore, low income will be considered as one of the hospitality characteristics that contribute to sexual harassment. However, low income alone may not predict the likelihood of being harassed. If it is used in conjunction with other factors such as gender (female), age (young), short tenure (new staff), it may, however, help better predict the sexual harassment experience and perception of hotel staff.

3.6.3 Shift/Working Hours Perspective

A number of studies, (e.g. Gibbons & Gibbons, 2007; Habermas, 1970; Hoel & Einersen, 2003; Mackay, 2009; Olkkonen, Moilanen, Ylä-Outinen, & Pulkkinen, 2003; Xu, 2008) argue that flexible working hours are important in the service sector. Working time should be organised in relation to the customers' needs, as the demand for services and staff fluctuates daily, weekly, and seasonally. As the nature of business is to provide the best service to meet the needs of the customer, hotel staff usually work long shifts, irregular, and unusual working hours (Hoel & Einersen, 2003). These include changing timetables, split shifts (working a lunch shift, break, return for dinner shift), and work during unsocial days (e.g., Sunday) and hours (long hours or short hours – part-time) as well as evenings, nights, and overtime (Gibbons & Gibbons, 2007). Most hotels operate on an around-the-clock basis (Xu, 2008).

With regard to the relationship between sexual harassment and shift work, it has been found that the incidence of sexual harassment occurrences rises during night shifts (Mackay, 2009). In addition, Hoel and Einersen (2003), Romito (2004), and Verdugo and Vere (2003) suggest that along with many factors, working hours (evening and night) also play a role in the prevalence of sexual harassment.

Night shifts also increase the chance of staff encountering customers who are intoxicated (Yagil, 2008). Alcohol is normally consumed in the evening and

excessive drinking is one contributing factor in harassment incidents (Guerrier & Adib, 2000; Iannelli, 2005; Poulston, 2008b). Therefore, hotel staff who work in the evening or at night are more vulnerable to sexual harassment than those who work during the day time.

3.6.4 Working Alone Perspective

Being with the customer alone increases an opportunity for the staff member to be sexually harassed (Gettman, 2003). In addition, the National Institute for Occupational Safety and Health (NIOSH) (1997) outlines factors that may increase a worker's risk of violence. These factors can be related to a range of occupations, to a varying degree. They can also be transferred to the hospitality industry context. These factors are:

- working alone or in small numbers;
- working late at night or during early morning hours;
- delivery of passengers, goods or services;
- contact with the public;
- having a mobile workplace:
- working with unstable or volatile persons;
- working in high-crime areas;
- exchange of money;
- guarding valuable property or possessions; and
- working in community-based settings.

Working alone and working at night are particularly common in certain occupations and jobs including those in the hospitality industry. Working in isolation is a particularly aggravating factor (Hoel & Einersen, 2003). According to one statistic, a total of 85 percent of the women were working alone at the time of the severe incident (rape), and 86 percent of assailants were strangers (Alexander, Franklin & Wolf, 1994 cited in Hoel & Einersen, 2003). In addition, almost half of the assaults were at work and a third of threats happened after 18:00 (6 pm) which implies that the risk of violence is higher for those working late in the evening or during the night (Høgh & Dofradottir, 2000 cited in Hoel &

Einersen, 2003).

With regard to violence in the hospitality industry, hotels and restaurants are strongly affected by occupational violence (ILO, 2003). The risk factors include late-night and early-morning shifts, working alone and in premises where alcohol is served, and where money is exchanged in public. In addition, one specific job type that is associated with the room function (such as a room maid or room attendant), may be vulnerable in a certain way (Hoel & Einersen, 2003). Hoel and Einersen (2003) state that:

> whilst hotel restaurants may provide the promise of sexual activity, hotel rooms provide a potential place for sexual activity. Hotels have long been associated in the public imagination with illicit sexual activity and many, with or without the knowledge and connivance of management, provide an environment for prostitution. Hotels for the business person away from home 'create the possibility for the "business fling," sexual exploitation, the use of blue movies on pay televisions in hotel rooms'... Chambermaids often **work alone** and their work involves crossing into the guest's domestic space. Even receptionists may be relatively unsupported especially when **working alone** or at night. (p. 693; emphasis added)

According to Hoel and Einersen (2003), in order to counteract violence associated with working alone, it is proposed the following actions should be taken:

- avoid working alone as far as possible;
- introduce counters which offer sufficient protection;
- install systems of emergency communication;
- employ security staff;
- limit public access to buildings;
- install and monitor surveillance equipment;
- ensure that all exchange of money takes place in visible areas;
- ensure safe entrance and exit areas, including adequate lighting at car-parks;

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- train staff in recognising potentially dangerous situations and how situations with aggressive or violent customers may be diffused or deescalated; and
- set standards for acceptable client behaviour.

Working alone is one of the characteristics of the hospitality industry and is one of the factors that may make staff vulnerable to sexual harassment by customers. This study aims to investigate how working alone can play a role in sexual harassment.

The previous section discussed the characteristics of the hospitality industry that may contribute to sexual harassment by the customer in a hotel: job/position characteristics; tenure; low wages; shift work; and working alone. All these factors are considered as a facilitator of sexual harassment of hotel workers.

This study aims to investigate sexual harassment by hotel customers, its impacts on workers, and reactions from the hotel. The most important factor is the harasser, who, in this study, is the hotel customer. The next section discusses another industry characteristic , the high focus on the customer.

3.6.5 Customer (Satisfaction) Focus: The Customer is the King

In general, hotels carry the responsibility to provide for the security, psychological and physiological comfort of guests while the guests are not necessarily responsible for the host's security (Lovelock, 1983; Walle, 1995). This notion is supported by King's (1995, as cited in Poulston, 2007) view that the guest's only obligation in a commercial hospitality context is to pay and to behave reasonably. Guests are free to go elsewhere if service dissatisfies them. Therefore, guests are free to come and go and behave as they please. Poulston (2007) argues that such freedom for guests "has likely implications for their standards of conduct, resulting in behaviours such as the sexual harassment of hospitality employees" (p. 43).

The literature is extensive on the misbehaviours of customers in general (e.g. see V. Bishop & Hoel, 2008; Fine, Shepherd, & Josephs, 1994, 1999; Fisk et al., 2010;

Gettman & Gelfand, 2007; Grandey, Dickter, & Sin, 2004; Guerrier & Adib, 2000; Harris & Reynolds, 2003, 2004; Hughes & Tadic, 1998; Reynolds & Harris, 2006, 2009). A few studies have mentioned sexual harassment by the customer in a hospitality context. These include Gettman and Gelfand (2007); Guerrier and Adib (2000); Poulston (2003, 2008a, 2008b); Yagil (2008). There has been no research of the sexual harassment of hotel staff by customers in Thailand.

Wong (1998) argues that, in general, the hospitality industry is characterised by its focus on the customer's satisfaction. Hotels know that customer satisfaction is foundational to the success of the hospitality industry; it is foundational for revenue generation (Price, 2008). Therefore, the customer is treated as the king, and "the king can do no wrong". The excessive organisational tolerance displayed towards customers (because of 'the customer is always right' philosophy), and the implicit power imbalance in the staff/guest relationship were the key for harassment, according to Yagil (2008). Yagil added that other causal factors, such as dependence on the customer, a climate of informality, and customer motives, also play a role. Yagil's view is supported by Guerrier and Adib (2000), Lin (2006), and Gettman and Gelfand (2007) who state that a hotel was seen as a highly sexualised setting with a 'message' of satisfying every need of the customer, which may suggest to customers that sexual favours may be included.

Guerrier and Adib (2000) state that "... hotel work is, on the face of it, women's work, in the sense that it involves activities that in the domestic setting are traditionally carried out by women: cleaning and looking after the home, preparing and serving meals ... housekeeping is constructed as a female occupation ... the traditional job title of chambermaid clearly genders the role" (p. 691). This comment reveals that there is a process of feminisation that devalues work roles (Gutek, 1985). Hall (1993, as cited in Guerrier & Adib, 2000), states that the sexy uniforms and being a "job flirt" as part of the service offering may imply that rather more than friendliness is on offer. Similarly, Wijesinghe (2007) states that employing well-presented, attractive, young, women receptionists has implicitly sexualised the interaction, exposing receptionists to a risk of sexual harassment.

It is generally agreed that the hotel should prevent and remedy sexual harassment by supervisors or other employees, but when the alleged harasser is a guest, the law takes more interest in what the hospitality operator did to remedy the complaint rather than to prevent the incident in the first place (Eaton, 2004). Easton concluded that, generally, hotels lack control over their guests. Therefore, the best measure was to put more focus on prevention methods rather than reaction by providing adequate training of all employees, as well as fair warning to guests that harassment is not tolerated.

This section has sought to discuss the characteristics of the hospitality industry with regard to the implicit power imbalance in the staff/guest relationship as a component fostering harassment (Guerrier & Adib, 2000). Guerrier and Adib argue that "… these characteristics of the hotel as a workplace shape the way in which hotel workers and their customers interact and contribute to the particular vulnerability of the hotel worker to harassment by guests…" (p. 702). In conclusion, the characteristics of the hospitality industry that focus primarily on customer satisfaction was the prime cause of sexual harassment by the customer.

3.6.6 Sexual Harassment is Tolerated

As mentioned in the previous section, more employees experience sexual harassment in the hotel industry than do individuals in society-at-large (Eller, 1990). Hospitality managers perceive sexual harassment to be pervasive in the industry (Woods & Kavanaugh, 1994). The hospitality industry may be susceptible to incidents of sexual harassment for many reasons, and one of those is the ambiguity of "hospitality service" which focuses attention on people as sexual beings (Leong, 2000).

It has been argued by some of scholars, for example, Poulston (2007) and Fielden et al. (2010), that incidences of sexual harassment tend to be more prevalent in organisations characterised by relatively large power differentials between organisational levels and in organisational climates that tolerate sexual harassment. Poulston examined unfair, undesirable, unsafe or negligent practices known to occur in commercial hospitality in New Zealand, in order to confirm whether or

not these are perceived as ethical issues and she found that sexual harassment was facilitated by:

> Tolerance of sexual harassment [being] associated with enjoyment and the nature of the industry, and [implying] a behavioural norm extending well beyond limits accepted in other industries. Some employees enjoy what others call sexual harassment, and are tolerant of harassment. Sexual harassment may occur more in hospitality than elsewhere because those attracted to work in this industry are tolerant of harassment... many hospitality employees expect to work in smoke and be sexually harassed because they see this as part of their industry. (Poulston, 2007, p. 289)

In her recent work, Poulston (2008b) explores the different attitudes to sexual behaviours regarding the level of tolerance of sexual harassment as either an unacceptable ethical issue or an acceptable unethical issue. She proposes a Sexual Tolerance Matrix to clarify differences between working environments according to the differing tolerance levels of staff and management. She suggests that identifying a workplace as "permissive or harassment prone" would help managers identify the cause of harassment (e.g., staff or manager attitudes), and, therefore, how to address the problem through policy.

This section discusses the tolerance of sexual harassment as one of the characteristics of hospitality that contributes to sexual harassment prevalence in the hospitality industry. It is concluded that the traditions of sexual behaviours, the nature of hospitality work, workers' characteristics, the customers' role and the preoccupation with meeting customers' needs, and customer contact are found to be predictors of sexual harassment. Other factors that will be discussed in the next section are concerned with the specific characteristics of the hotel i.e., hotel size and its location.

Each hotel has its own unique environmental characteristics that may contribute to the occurrence of sexual harassment of the staff. Hotels are differentiated in terms of size, volume of business, location, target market, variety of services, quality of

service and price, as well as star rating (Wijesinghe, 2007). This study will investigate some of these characteristics i.e., hotel size, and its location, to discover how they relate to sexual harassment of staff working in such places.

3.6.7 Hotel Size Perspective

Larger establishments generally have lower turnover rates than smaller establishments because large hotels have a structure which is formally delineated with much less blurring of functions between departments, reducing both workload and role ambiguity (Wood, 1997). Large hotels are also likely to invest substantially more in training (Boulard, 2000 cited in Carbery, Garavan, O'Brien, & McDonnell, 2003), and tend to utilise better tools and practices that may help prevent misconduct (Price, 2008). Poulston (2007) noted that some unethical behaviour was more likely to occur in small rather than large hotels. She included size of hotel as a variable in her study's questionnaire survey. She found that hotel size and business type influenced attitudes only towards sexual jokes and training, and respondents in food and beverage businesses were generally more tolerant of unethical behaviour than were those in hotels. In addition, among a number of variables (i.e., age, education, job security) hotel size was strongly associated with reported levels of harassment. Poulston (2007) states that:

> As suggested by the literature, this study expected to find that smaller businesses such as restaurants and nightclubs would have higher incidence levels of unethical behaviours than hotels. Similarly, if the hotel size divisions had been accurate, this study might have found that small hotels (i.e. under 50 rooms) had the highest incidence levels of unethical behaviour ... sexual harassment, illegal alcohol service and poor food hygiene were more common in food and beverage businesses ... consistent with the expectation that restaurants and nightclubs would have more unethical behaviour than hotels. Respondents in food and beverage businesses were also more tolerant of sexual jokes and teasing, perhaps contributing to their higher levels of sexual harassment. (p. 301)

According to Poulston (2007), the size of the business seems to have a relationship with unethical misbehaviour including sexual harassment. It is assumed that a large organisation generally has a Human Resource Department taking care of staff well-being as well as legal and industry regulatory compliance issues, and, therefore, a formal or informal code of ethics and related policies are generally in place. These measures would help prevent and reduce sexual harassment from happening.

3.6.8 Hotel Location Perspective

Although the present researcher could not find any dedicated published literature that focuses on the relationship between hotel location and sexual harassment in particular, the researcher believes that the location of a hotel may be one factor that contributes to sexual harassment of hotel workers. According to the study of Jones and Groenenboom (2002), a Security Manager in a London hotel had expressed the following view during the interview:

> Location, location, location. The fact is where you are located will dictate about 80 percent of your problems. And then the physical nature and your client base make up the rest. (p. 34)

This manager's view identifies that factors contributing to crime include the premises' location; the physical nature of the premises (building and landscape,); and the type of customer. There is some evidence suggesting that factors that influence both the level and type of crime (including sexual harassment) committed in hotels include its location, proximity of other hotels, design of the property, and effectiveness of the hotel security (Jones & Groenenboom, 2002). Jones and Groenenboom further explain that factors affecting the type of crime are likely to be the grade of hotel and its market mix. Likewise, Wijesinghe (2007) states that hotels can be classified according to location, price, clientele, and the type of services offered. Hotel customers have a different desire in choosing which hotels to stay in. Some of them are business travellers who often require efficiency, professionalism, convenience, comfort, and accessibility when choosing accommodation (Wijesinghe). On the other hand, pleasure travellers are often sensitive to price. They travel for varied purposes, such as novelty, change

and leisure, sightseeing, socialising with people, or simply relaxing (Baker, Huyton & Bradley, 2000 as cited in Wijesinghe, 2007). The type of customer may influence their misconduct in relation to sexual harassment of hotel staff.

In Thailand's context, some infamous tourist destinations/locations like Pat Pong, Soi Nana, Soi Cowboy (in Bangkok) or Pattaya (in Chonburi province), whose image is tarnished by prostitution (E. Cohen, 1996; Odzer, 1994; Peleggi, 1996), may reveal an image/phenomena of sexual harassment of hotel staff by customers, which may be different from other hotels in tourist spots or business districts in other parts of the country. In other words, sexual harassment in Pattaya, Pat Pong, and other special entertainment areas may be more prevalent than in other areas. To sum up, the hotel location may play a significant role in posing risk for an employee to be sexually harassed by customers, as contributed by the nature of its location and types of customer.

As discussed earlier, the characteristics of the staff, the hotel, the industry, as well as the society and culture all play a crucial part in contributing to sexual harassment of hotel staff. The next section will synthesise factors from sexual harassment models, their weaknesses and strengths

3.7   Problems with Sexual Harassment Models: The Need for a New Integrated Model/Dimension

Choosing one sexual harassment theory as a study framework is quite problematic as each theory has its limitations (Hardman, 2000). Previous studies reveal that several explanatory models have been proposed to account for sexual harassment in the workplace, but no single theory can precisely explain all incidents (Dekker & Barling, 1998). Moreover, theories guiding sexual harassment research are relatively few and far between (Earnshaw & Davidson, 1994). A number of researchers have recognised the lack of theoretical development in this field (Fitzgerald et al., 1995; Pryor & McKinney, 1995). The definition of the term "sexual harassment" is varied among researchers. The interpretation of the term depends on various micro- and macro-variables such as personal stereotypes, organisational culture, national context, industry norms, and so on.

Figure 8 shows the components of sexual harassment incident: the Antecedents; the (sexual harassment) Incident; and the Outcome of Impact of sexual harassment on the victims. As mentioned earlier, the Antecedents are those factors that contribute to sexual harassment which are caused by the individual characteristics of both the harassers and the victims; the organisational climate or environment; the sociocultural factors that drive sexual harassment to occur in the organisation; and the inherent characteristics of service organisations (hospitality) characteristics that create a prime breeding ground for sexual harassment (Folgerø & Fjeldstad, 1995).
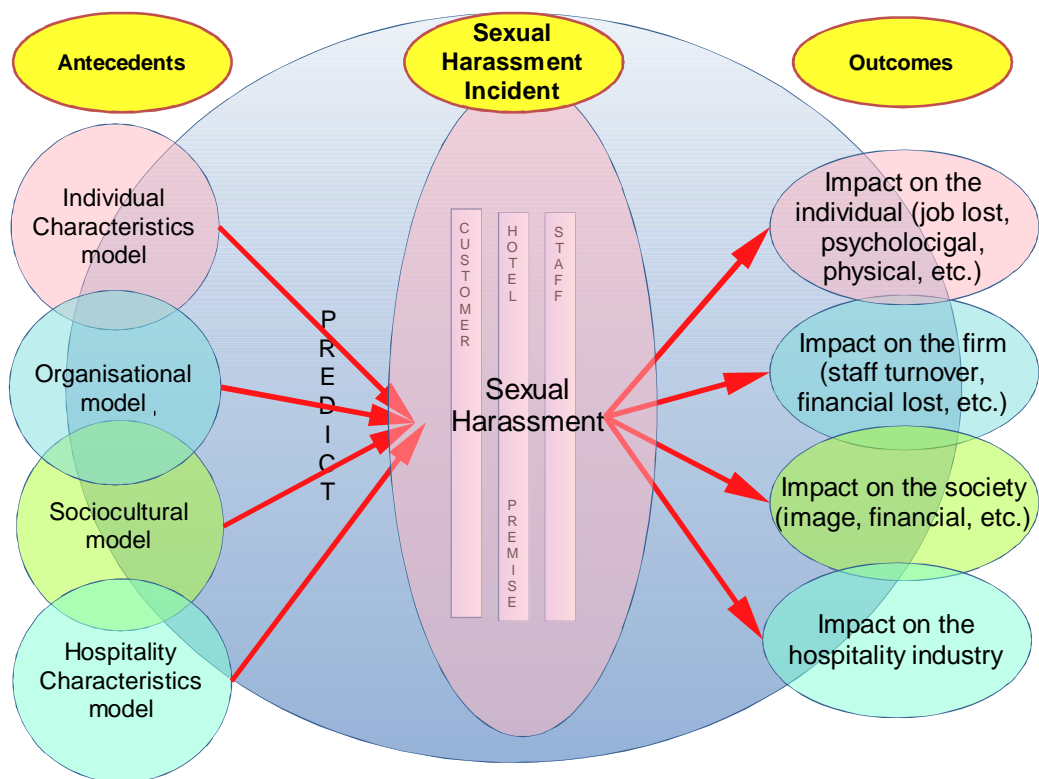
Figure 4 Sexual Harassment Components

Each component of the model has its own strengths and weaknesses. For example, the individual characteristics perspective simply states that the gender (female), age (young), marital status (single), and education level (low) , of an individual are the prime causes for sexual harassment (see European Foundation for the Improvement of Living and Working Conditions, 2007; Farrar et al., 2003; Mueller et al., 2001). Yet other studies suggest otherwise (see Pina, 2009; Iannelli,

2005) that is, the individual characteristics model cannot explain why increasingly more men, gay, and lesbian, older, married, high qualification, and high occupational status persons are victims of sexual harassment.

The organisational perspective focuses on the power and status inequalities between the harasser and the victim as the cause of sexual harassment in an organisation (see Firestone & Harris, 1999; Gruber 1992; Tangri et al., 1982, as cited in Cogin & Fish, 2007). It states that those with formal power (e.g., managers) abuse their power for their own sexual pleasure through the harassment of subordinates. It is evident that this model primarily focuses on sexual harassment within the organisation. It cannot explain sexual harassment caused by an outsider, for example, the customer. Although the organisational model addresses the organisational factors (such as the sexual harassment climate/tolerance) as predictors of the occurrence of sexual harassment (Iannelli, 2005; O'Leary-Kelly et al., 2009), it ignores people's individual differences and how their everyday behaviour, stereotypes, and expectations can influence the occurrence of the phenomenon (Iannelli, 2005; Pina et al., 2009).

The sociocultural perspective proposes that sexual harassment is a product of a larger patriarchal system with culturally legitimated power and status difference between men and women (Farley, 1978; MacKinnon, 1979 cited in Cogin & Fish, 2007). It states that sexual harassment is a mechanism for maintaining male dominance over women (Tangri et al., 1982). It focuses on gender as a key predictor of who is at risk of harassment. Although this model has been a logical synthesis of gender issues, patriarchy, and dominance as an explanation of sexual harassment (Nene, 2010), it does not provide a sufficient explanation as to why it is so (Iannelli, 2005; Nene, 2010). Moreover, it ignores the fact that the sociocultural context keeps changing and shifting, while sexual harassment keeps occurring in the workplace. It also overlooks individual differences (Iannelli, 2005).

This study aims to investigate sexual harassment experiences of hotel staff in Thailand. It has been argued that sexual harassment is a phenomenon that has been recognised as serious misconduct in the West (Ng & Othman, 2002). There is no

research concerning sexual harassment in the Thai hospitality industry. The sociocultural perspective is relevant as this Thai contextual study needs to consider social and cultural factors, such as Buddhism, Thai culture and ethics, and the high presence of prostitution, as they may all contribute to sexual harassment of hotel employees in Thailand.

The industry characteristics perspective states that some characteristics or norms of the hospitality industry (i.e., specific job characteristics, job tenure, low wage, shift work, working alone, customer satisfaction focus, sexual harassment being tolerated, and characteristics of the hotel (hotel size/location)) play a role in facilitating sexual harassment that occurs in hotels. Although the relationship between these characteristics and sexual harassment has been investigated by some researchers (such as Alagappar et al., 2011; Cho, 2002; Chung, 1993; Eaton, 2004; Eller, 1990; Giuffre & Williams, 1994; Guerrier & Adib, 2000; Mkono, 2010; OnsØyen, Mykletun, & Steiro, 2009), sexual harassment of hotel staff by the customers in the Thai hospitality industry context has not been researched. This new area of research may, consequently, inform sexual harassment studies in general.

3.7.1 Integrated Model of Fitzgerald and Colleagues

As previously noted, researchers have identified limitations of sexual harassment theoretical frameworks, and have tried to overcome these limitations by proposing a number of theories. One such theory was proposed by Fitzgerald et al. (1997), and Fitzgerald et al. (1994). They outline both the antecedents and consequences of sexual harassment. They state that the critical antecedents of sexual harassment comprise organisational climate and job context. The consequences of sexual harassment are job outcomes, psychological outcomes, and health outcomes. This integrated model suggests that the effects of harassment are moderated by the victim's personal vulnerability and response styles (Fitzgerald et al., 1997; Fitzgerald et al., 1995; Fitzgerald et al., 1994).

The integrated model of the antecedents and consequences of co-employee harassment as proposed by Fitzgerald et al. (1997) proposes that sexual

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harassment is primarily a function of organisational and job characteristics, and should be conceptualised and investigated at the level of the organisational climate. Moreover, it focuses on the presence of organisational tolerance, accessibility and strength of formal policies and procedures against sexual harassment. Fitzgeraldet al. (1994) conclude that "...the prevalence of sexual harassment in organisation is a function of a male-dominated job context and an organisational context tolerant of sexual harassment" (p. 64). Their study (Fitzgerald et al., 1997) found that perceptions that the organisation tolerates sexual harassment were positively related to experiences of sexually harassment behaviours. For job gender context, it revealed that women in male-dominated job contexts were more likely to report being sexually harassed. Similarly, Wasti, Bergman, Glomb, and Drasgow (2000) claim that their study result confirms that organisational climate and job-gender characteristics are the primary antecedents of sexual harassment experiences.

The weakness of the (original) integrated model is that it focuses primarily and solely on organisational characteristics. It does not attempt to involve individual characteristics as a factor that contributed to the occurrence of sexual harassment. According to Leslie and Hauck (2005), previous studies continue to show that people of both genders, all ages, salary levels, educational backgrounds, and marital status are potential victims of sexual harassment behaviour. This conclusion confirms that demographic variables have played a key role in predicting sexual harassment experience and perception. Leslie and Hauck (2005) suggested that these variables should not be overlooked.

Gettman and Gelfand (2007) also argue that "... previous sexual harassment research has focused almost exclusively on intra-organisational sources of harassment, leaving the important issue of harassment from outside organisational walls unaddressed" (p. 765). They propose an integrated model of antecedents and consequences of customer sexual harassment (CSH). Particular attention has been paid to creating a new measure of sexual harassment for the client context. Gettman and Gelfand proposed that both the power and gender composition of the client would predict the incidence rates of CSH; and impact on an employee's job, and health, as well as job turnover. They concluded that CSH has important

theoretical and practical importance for working women and organisations.

Despite the attempts by Gettman and Gelfand (2007), the application of this model is limited and cannot be fully applied to the hotel context because it does not mention the hotel environment and characteristics as a factor that make staff vulnerable to sexual harassment (Gilbert et al., 1998; Pack, 2011; Podsakoff, Whiting, Podsakoff, & Blume, 2009; Poulston, 2007, 2008b). Sexual harassment in a hotel is certainly more severe than incidents in other places (Poulston, 2008a). The hotel customer is considered to have more power than staff. Services are normally provided round the clock. Single factor theories may not be able to capture the whole picture of why sexual harassment is happening (Dekker & Barling, 1998; Fitzgerald et al., 1995; Hardman, 2000; Pryor & McKinney, 1995). Multiple method approaches may offer a useful way forward for researchers and for practitioners anxious to assess and tackle sexual harassment (Knapp et al., 1997; Welsh & Nierobisz, 1997) especially for those incidents in the hospitality industry.

In order to make the integrated model more complete and valid, Cogin and Fish (2007) proposed to include job gender ratio, leadership behaviours, or prior socialisation in the construct of "external inhibitors". They argue that prior socialisation has not been studied in the previous studies. Other researchers, for example, Martino et al. (2003), attempt to develop an integrated framework of violence and sexual harassment in the workplace by proposing three important components: antecedents, organisational context; and consequences for the victim. These are illustrated in Table 5 below.

Table 5 Components of Interactive Model of Workplace Violence proposed by Martino, Hoel, and Cooper (2003)

Antecedents		Organisation's Context	Consequences	
Individual's Characteristics		Organisation's Characteristics	Physical • Death • Injury • Attempted assault	Psychological • Harassment • Bullying • Mobbing
			Individual level	
Perpetrator • Customer • Worker • Stranger	*Individual Risk Factors* • Violence history • Male • Youth • Difficult childhood • Alcohol/ drug use • Mental health • Circumstances conducive to violence	**Environment** • Physical features • Organisational setting • Managerial style • Workplace culture • Permeability from external environment	**Victim** • Stress • Illness • Financial lost • Family impact • Further victimisation • Resignation/ transfer suicide	
Victim • Worker • Bystanders (client etc.)	*Individual Risk Factors* • Age • Appearance • Experience • Health • Skills • Gender • Personality temperament • Attitudes and expectations	**Task situation** • Alone • With public • With valuables • With people in distress • Education/school • Special vulnerability	**Organisational Level** • Lost productivity • Absenteeism • Stress • Further violence	

Table 5 shows three main components of the model. The first component is the antecedents. Here Martino and colleagues focused primarily on the individual characteristics of the perpetrator and the victim as the antecedents conducive to sexual harassment. The emphasis on the perpetrator's individual risk factor is the outstanding feature of this model as other major frameworks seem not to pay attention to this element, highlighting a theoretical gap (Pina et al., 2009). The second part of this model is the organisational context in which the environment and the task situation are emphasised. This part of the model is useful for sexual harassment in a hotel context, as it shows that organisational characteristics are

the prime root of sexual harassment occurrence. This portion of the model is similar to routine activity theory (RAT). RAT theory suggests that the physical features of the workplace (i.e., the organisational setting, the external environment, location) and the task situation (such as working alone, working at night, working in the guest's room) make hotel staff vulnerable to sexual harassment. The last component of the model states the consequences of sexual harassment on the victim (physical, psychological, financial impacts) and the firm (loss of productivity, absenteeism, and violence).

Martino et al. (2003)'s proposal on the Interactive Model of Workplace Violence has filled the gap that is identified by Mueller et al. (2001) that researchers have not focused on both the causes and the consequences of sexual harassment victimisation within one, unified framework. As a result, this omission implies that there is no relationship between the antecedent and the consequences, because they are not studied together as one unified phenomenon. Martino et al.'s framework therefore, has incorporated concepts from various theories, both at an individual and organisational level, that are conducive to sexual harassment. It provides an overall picture of the antecedents, the circumstances, and the consequences of sexual harassment, and it is considered useful for the study of sexual harassment in the hotel context, in particular.

3.7.2 Why a new Model? Proposed Integrated Theoretical Approaches

This study is seeking to investigate sexual harassment experiences of hotel staff by customers. It is proposed to integrate theories and empirical findings from diverse models into one framework that describes the antecedents, the circumstances, and the consequences of sexual harassment by the customer in the hotel context.

The reasons for proposing a new Integrated Model/Dimension for Customer Sexual Harassment in the Hotel Context (IMCSH) are that there is no mention of the sociocultural aspects of the Thai environment; research on sexual harassment is still in its infancy; no single theory can clearly and adequately explain sexual harassment; the relationships of antecedents and others as causality of such is

largely unestablished; most of the literature is written from one or two perspectives; and there is little research in regard to sexual harassment of staff by customers or clients.

Although many models have incorporated a number of factors, they did not mention the sociocultural aspects of the Thai environment. These factors may facilitate sexual harassment incidents in hotels. Some Thai factors such as Buddhism, Thai culture, or the relevance of prostitution issues may have an impact.

Although scholars such as O'Leary-Kelly et al. (2009) claim that sexual harassment literature continues to mature, with the emergence of stronger theory; new meta-analytic reviews of key findings; an enhanced focus on organisational contexts; and stronger integration with other workplace conduct, other researchers, for example, Luthar and Pastille (2000) and Welsh (1999), argued that research on sexual harassment is still in its infancy and researchers are encouraged to include societal, organisational, and individual-level approaches in their approaches. Luthar and Pastille also claim that despite a dramatic increase in empirical studies in the area of sexual harassment, no conceptual model yet exists that incorporates the complexity of moderators of sexually harassment behaviour, attributions made due to this behaviour, and how this behaviour affects social (and sexual) interaction. Most scholars agree that sexual harassment studies need to be informed by a range of disciplines (e.g., human resource management, organisational behaviour, social psychology, feminist studies, and law) in order to explain and understand its causes, consequences, and prevention.

O'Leary-Kelly et al. (2009) argue that there are four sexual harassment definitions: legal, psychological (as described above), behavioural, and sex-based perspectives. Each different definition is based on a different perspective and, as a result, scholars argue that no single theory can clearly and adequately explain sexual harassment and that it requires more research and a multidisciplinary approach (Pina et al., 2009; Whaley & Tucker, 1998). The definition of sexual harassment to be used in the field of hospitality industry research may need to be revised in accordance with its own characteristics, in order to reflect its

environment. For example, visual sexual harassment such as staring may not be included in the definition.

A number of researchers, for example, O'Leary-Kelly et al. (2009), have argued that although there were benefits for proposing certain variables as antecedents and others as consequences, the causality of such components' relationship is largely unestablished. They argued that the tool used could not capture the complexity of the sexual harassment incident. The main reason for this argument may be the problem of how to measure sexual harassment incidence in an organisation. Some scholars, for example, Gutek, Murphy, and Douma (2004) stated that the measurement of sexual harassment in an organisation—the Sexual Experiences Questionnaire (SEQ) —initially developed by Fitzgerald et al. (1988) is limited:

> [B]ecause of inconsistencies (e.g., in time frame, number of items, wording of items), the SEQ lacks the advantages of standardized measures, such as the ability to assess changes over time. It defines SH very broadly, having the effect of distorting findings about SH. Most importantly, it is not clear what or whose definition of sexual harassment the SEQ assesses. (Gutek et al., 2004, p. 457)

Iannelli (2005) argues that most of the literature is written from one or two perspectives. These include the individual difference model which attempts to explain sexual harassment behaviour by linking it to individual characteristics and perceptions of harassers and non-harassers, as well as to victims and non-victims (Neethling, 2005). Moreover, Pina et al. (2009) have investigated major sexual harassment theories (i.e., sociocultural theory, organisational theory, sex-role spillover theory, natural/biological theory, social-cognitive theories of sexual harassment, four-factor theory of sexual harassment) and found that each theory has its own strengths and weaknesses. Pina et al. (2009, p. 135) note the research gap and argue that:

the majority of studies and theories has [have] examined the sexual harassment situation either from an organisational or socio-cultural standpoint, or a victim-based perspective. While we believe that such attention has resulted in positive knowledge gains, we also believe that the tendency to focus predominantly upon these perspectives has resulted in some important knowledge gaps that require attention.... A related area of research that requires some significant work is our understanding of the basic typologies of men who sexually harass. Current research is very much victim-focused, and rarely interviews sexual harassers themselves to obtain information as to the key factors facilitating sexual harassment ... a further area within the sexual harassment field which requires some significant regeneration is that of theory development. At present, there is only one multifactorial theory of sexual harassment which has been adapted from an aging theory of child molestation developed over two decades ago. (p. 135)

Therefore, it is implied that sexual harassment theories should incorporate multiple perspectives including the individual characteristics of the harasser and the victim, the organisation context, the societal and culture context, and the environment or circumstances of sexual harassment, or the specific characteristics of the industry/job. This is the research gap that this study aims to fill.

With regard to sexual harassment of staff by customers or clients, Gettman and Gelfand (2007) claim that there is little research. Moreover, previous research regarding intra-organisational harassment of males has been relatively scarce, partly because their experiences have been found to be significantly different from those of women (Gettman & Gelfand, 2007; Holland & Duncan, 2010). This study's integrated framework is, therefore, proposed in the hope that it can address this gap.

Sexual harassment by the customer of hotel staff needs to incorporate the industry's characteristics, which are unique and complex, into the study. The focus on customer satisfaction; the nature of services provided; the sexual environment,

should be brought into consideration. General sexual harassment models may not be able to capture all aspects of the misconduct in the hotel context.

In the hospitality industry, the operator's lack of control over the guests is a key factor that may hinder the employee in coping with the problem (Eaton, 2004). Sexual harassment by the customer has been studied by few researchers (Hughes & Tadic, 1998) and can contribute to the exploration of coping and addressing problems when there is the perception of little control.

As discussed above, researchers propose a number of sexual harassment theories. Some are single concept (such as the natural/biological model which simply focuses on the sex drive of the male as a cause of sexual harassment). Some are multidisciplinary (such as the sociocultural model, or RAT model). However, sexual harassment theory requires the integration of multidiscipline perspectives. This study, therefore, proposes a new Integrated Model/Dimension for Customer Sexual Harassment (IMCSH) to be used as a framework in the data analysis chapter. It is an attempt to systematically apply all the critical components of the sexual harassment incident (i.e., the antecedents, the incident, the consequences, and the feedback) into the research.

The section above discussed the theoretical limitation and research gap in addition to the history of sexual harassment theoretical framework development. Although sexual harassment theories have been progressively advanced in the last 20 years (O'Leary-Kelly et al., 2009), more work needs to be done due to the lack of consistency and effective application of the theory.

3.7.3 Dimensions of Sexual Harassment that contribute to its practice

Due to the limitations of theoretical framework of sexual harassment in explaining what sexual harassment is, why it occurs, and how to cope with it as discussed earlier, this study proposes an Integrated Model/Dimension of Customer Sexual Harassment as showed in Figure 5.

An Integrated Model/Dimension of Sexual Harassment
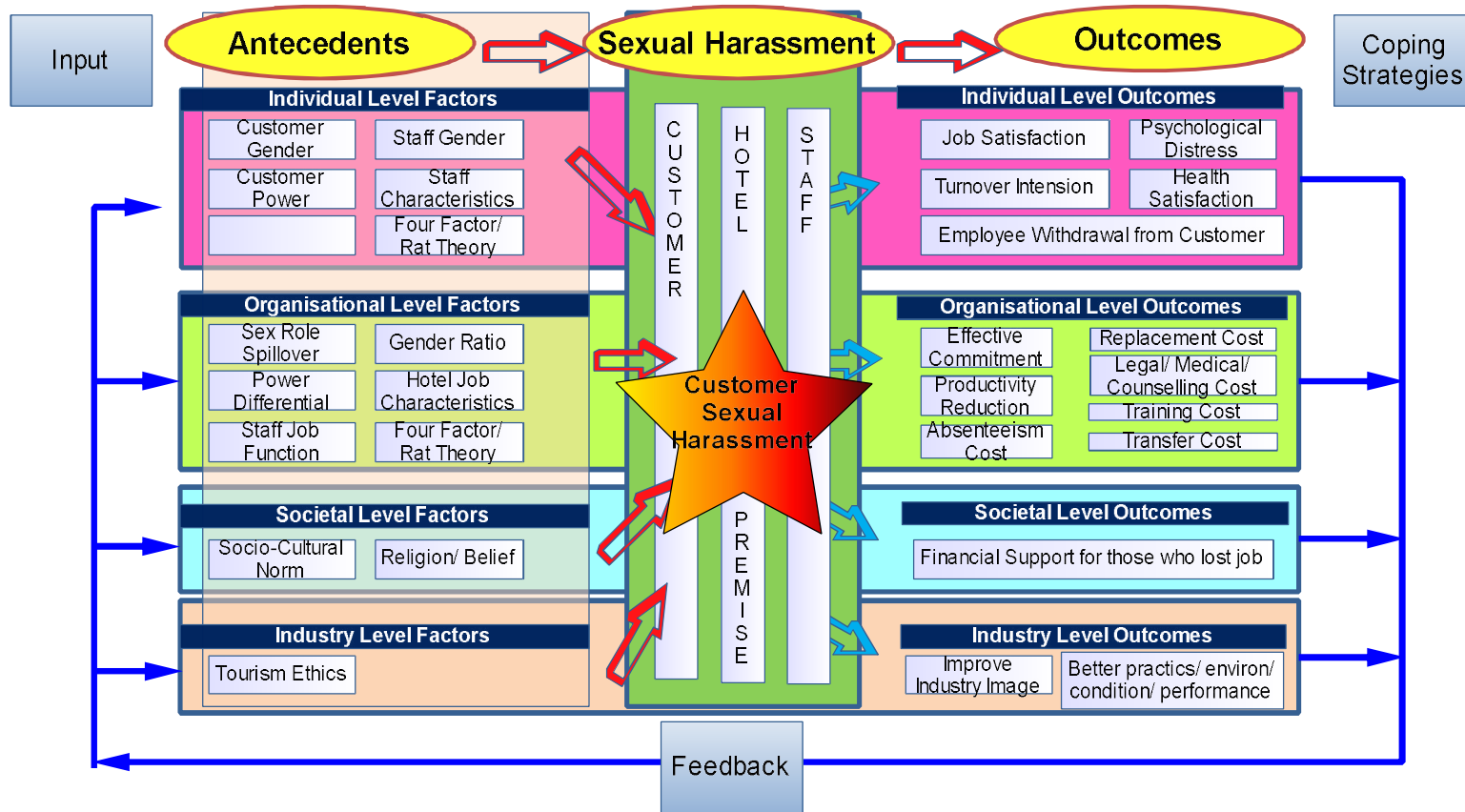
Figure 5 Integrated Model/Dimension for Customer Sexual Harassment in the Hotel Context (IMCSH))

As illustrated in Figure 5, the proposed integrated model/dimensions incorporates aspects of causes of sexual harassment (*the antecedents*); the *sexual harassment* incident and its circumstances; the impact (*the outcomes* or *consequences* of sexual harassment behaviour); and the feedback on sexual harassment from involved stakeholders. Each aspect comprises the following theoretical components.

Antecedents of sexual harassment

The natural/biological model: Sexual harassment behaviour is simply a natural expression of sexual attraction and the fact that men and women are naturally attracted to each other.

The four-factor model: Sexual harassment arises from individual variables of the harasser (i.e., the harasser's motivation and perception on overcoming internal inhibitions against harassment; the victim's skill in avoiding sexual harassment and willingness to make a formal complaint; and the organisation variables (i.e., effective grievance procedures, punishment policy, and culture of professionalism).
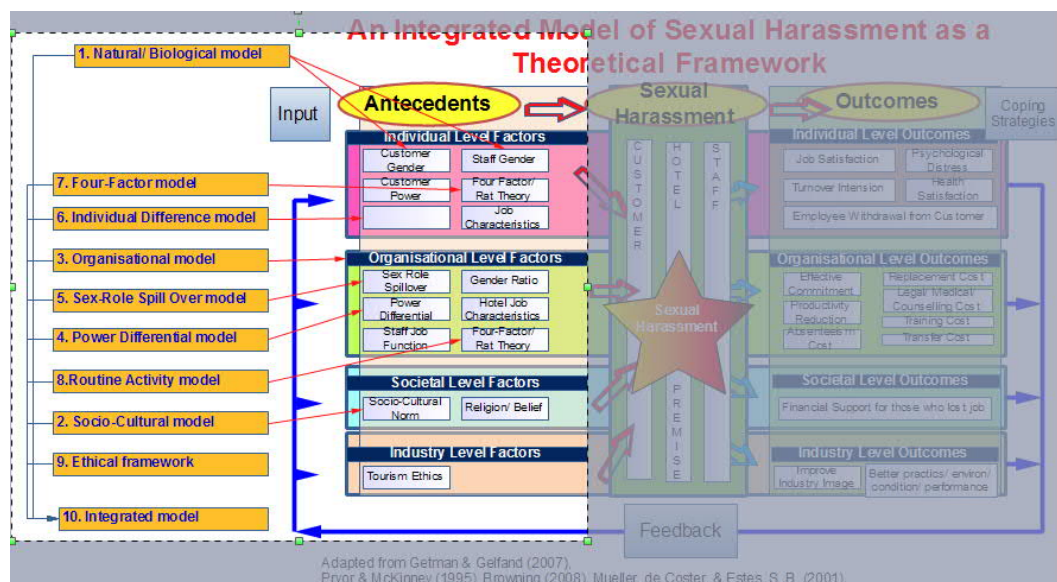
Figure 6 An Integrated Model/Dimensions – The Antecedents (Factors contributing to sexual harassment)

The individual difference model: Sexual harassment is caused by everyone's characteristics: gender, age, ethnicity/race, educational level, job type, job position, job tenure, and salary/wage.

The organisational model: Sexual harassment stems from the organisation's contributions (i.e., power and status inequalities within an organisation via hierarchal structure, job-gender) which create an organisational climate that tolerates sexual harassment.

The sex-role spillover model: Sexual harassment occurs because gender identity is more salient than the worker identity. Men harass women because they are used to dealing with women in a subordinate role in the domestic and social environment, and this behaviour carries over into the workplace.

The power differential model: Sexual harassment is caused by an exercise of power by one individual over another in the workplace. The power is normally gained from the higher positions in an organisation, coupled with the victim's lack of cultural and status advantage (i.e., single and minority women,)

The routine activity model: Sexual harassment occurs when a likely harasser (hotel customer) and suitable target (hotel worker) come together in time (night shift or early morning,) and place (bar, restaurant, guest room, reception desk,), without a capable guardian (co-worker, manager, security guard, or CCTV) present.

The sociocultural model: Sexual harassment is a result of a larger patriarchal system with culturally legitimated power and status differences between men and women. Men use sexual harassment as a mechanism to maintain their dominance over women as well as to maintain this structure of dominance and subordination.

The ethics model: Sexual harassment is a form of discrimination which is both illegal and unethical. Ethics can be viewed from an individual's point of view, the organisation's position (i.e., code of ethics of a firm), or the industry perspective (i.e., standard ethical practices for the whole industry).

The (original) Integrated Model of sexual harassment incorporates aspects of various theories in the hope that they can predict the misconduct initiated by the hotel customer towards hotel staff. The model is based on the proposition that sexual harassment is primarily a function of an individual's characteristics, and the organisational and job characteristics, and is best conceptualised and investigated at the level of both the individual and organisational environment.

This section focused mainly on the antecedents or causes of sexual harassment that are informed by various sexual harassment theories. It forms the first part of the integrated theory that explains why sexual harassment occurs in various environments and situations. It focuses mainly on the causes of sexual harassment that might stem from individual characteristics of the victim or the harasser (i.e., gender, age, marital status, and educational level) or the organisation, societal-cultural factors (such as sexual harassment being caused by the male dominant role in the organisation, or the patriarchal norms of the society).

The antecedent part of the theory alone does not provide a whole picture of how sexual harassment occurs, as it does not mention the incident (the circumstances i.e., the victim (hotel staff)), the harasser (the customer), the place/location (hotel); and the way the harasser harasses (the harassment forms: verbal, physical etc.). In order for this IMCSH model/dimension to be more complete, it needs to incorporate the second component (circumstances/forms) which will be discussed in the following sections.

The incident of sexual harassment and its circumstances

The second main component of the IMCSH is the incidence of sexual harassment and its circumstances. There are two subcomponents: the circumstances of sexual harassment; and the types or forms of sexual harassment behaviour.

For the first part, sexual harassment, in general, can occur in several different circumstances, and can include the unwelcome verbal, visual, written, and physical conduct detailed in Chapter 2.
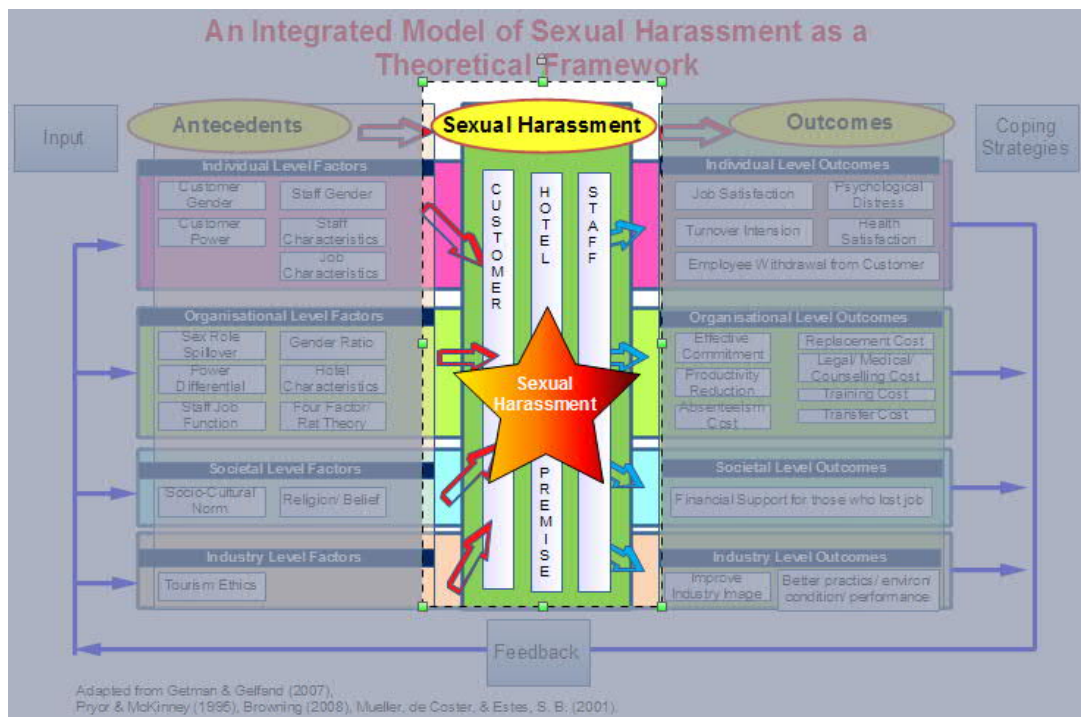
Figure 7 An Integrated Model/Dimensions – The Second Part: Sexual Harassment Incident/ Circumstances (Customer/Staff/Hotel/Forms of Sexual Harassment)

Figure 7 explains the components that comprise a sexual harassment incident. They are the harasser, the victim, and impact. The context, location, and circumstances under which the experience occurred would provide insights into how sexual harassment occurs, and how to prevent or reduce such misconduct (Bastian, Lancaster, & Reyst, 1996; Cabezas, 2004; Chase & Brewer, 2009). The context of sexual harassment may probably be best expressed and explained by the routine activity model as it covers most key factors, such as the characteristics of the harasser, victim, job, place, and time. In the hotel context, the customer, his behaviour (forms of sexual harassment), the place and time where sexual the harassment is taking place must be considered as the important circumstances, in order to search for why such misconduct was happening.

For the second part, which concerns sexual harassment forms, Grobler, Wärnich, Carrell, Elbert, and Hatfield, (2002, p.60 as cited in Kolkenbeck-Ruh 2003) state that the spectrum of sexual harassment behavioural pattern can range from visual (i.e. ogling, staring), verbal (i.e. requests for dates, lewd comments), written (i.e. love poems, love letters), touching (i.e. patting kissing), power (relationship, using

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position to request dates, sex, etc.), threats (i.e. loss of job, demands), and force (i.e. rape, physical assault). They state that visual, verbal, and written forms are the offensive conduct that may be illegal and those power, threats, and force forms are illegal in all cases.

In conclusion, it is proposed that researchers should incorporate all circumstances of sexual harassment (i.e., the victim – hotel staff; the harasser – hotel customer; the environment – the place, the time; and the forms – physical, verbal,) into the investigation of how these factors play a role in a sexual harassment incident. More details on the forms of sexual harassment were provided in Chapter 2.

The third part of IMCSH is the outcomes or the consequences.

The outcomes/consequences

In order that the integrated /model dimensions capture the whole picture of sexual harassment, the consequences of sexual harassment behaviour must be investigated and understood.
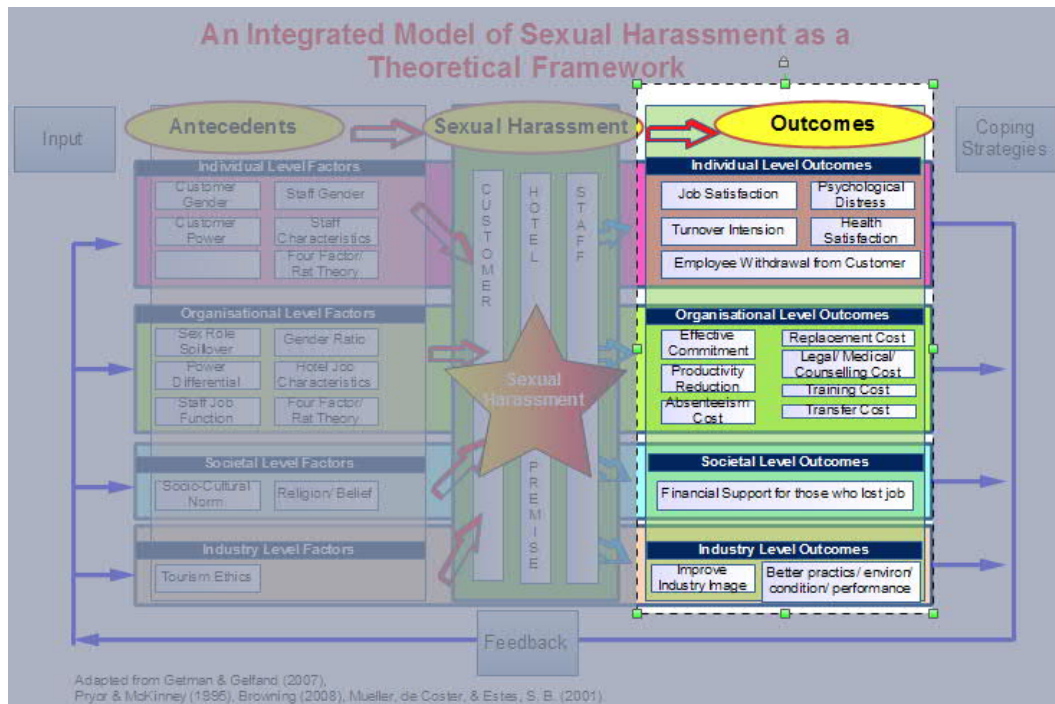
Figure 8 Integrated Model/Dimension – Sexual harassment Outcomes/ Consequences

As Figure 8 indicates, sexual harassment can have various impacts on the individual, the company, the society, and the hospitality industry. Impacts on the individual could be physical, psychological and financial. At the firm level, SH has consequences ranging from financial loss, to low performance, low workgroup/staff productivity, low morale, and high turnover. Details on the impact of sexual harassment were discussed in Chapter 2.

The concept of the consequences of sexual harassment was proposed in the (original) integrated model/dimension of Fitzgerald and colleagues (Fitzgerald et al., 1997; Fitzgerald et al., 1995; Fitzgerald et al., 1994), Gettman and Gelfand (2007), and Di Martino et al. (2003)'s interactive model of workplace violence. They all focus on the destructive consequences of sexual harassment on the victim and the organisation.

This section proposed the third part of the IMCSH model/dimension – the outcomes/ consequences/ impacts. The study of the consequences of sexual harassment on staff and hotel would provide an opportunity to prevent such

misconduct from happening and help save the costs related to lower staff productivity, and high staff turnover. The outcomes of sexual harassment can also make the hotel aware of this problem and react to the situation in a timely and appropriate manner. A suitable reaction may help correct the problem, as well as benefit all parties. The next section discusses this matter.

Report processes and coping strategies

This section proposes the fourth component of the proposed integrated model/dimension, which concerns reporting the misconduct to the firm and the firm's reaction to such complaint.

As suggested in Chapter 2, the reporting of sexual harassment incidents is an important part of solving this problem in a hotel. Management, therefore, needs to consider using organisational reporting procedures that encourage reporting of sexual harassment while reducing "…its associated drawbacks, thus making reporting a reasonable action" (Bergman et al., 2002, p. 237), to efficiently help solve the problem (Bergman & Hallberg, 2002; Haspels et al., 2001). In addition, the investigation system must ensure that everyone will be protected from any form of retaliation (Hunt et al., 2007). It is important that the management provides prompt action on the complaints, as well as making the staff feel the complaints will be taken seriously (Alexander et al., 2005; Kieseker & Marchant, 1999; Stokes et al., 2000; Vijayasiri, 2008).

This study will use the IMCSH model/dimension to investigate the perception of hotel staff on their experience of sexual harassment initiated by hotel customers. It aims to search for the antecedents, the incidence, the circumstances, the outcomes, and the reporting system. The researcher will investigate whether or not these models are valid and applicable to sexual harassment in the hospitality context. The researcher bears in mind that there is no single tool to measure sexual harassment, as definitions of sexual harassment vary (Gutek et al., 2004). It is the intention that the findings will provide some significant grounds as a base for further theoretical frameworks to be developed.

This section has discussed problems with the previous sexual harassment models and proposes a new integrated model/dimension of sexual harassment by the customer in the hotel context in order to fill the single theory research gap. The next section explains the research questions.

3.8 Research Questions

Previous research such as Tangri et al. (1982), Barak et al. (1995), Gutek (1985) Pryor et al. (1997), and Tangri and Hayes (1997) indicate that there were relationships between the person's individual factors (age, gender, marital status, race, and so on) and sexual harassment occurrence. For example, young, single female staff were more vulnerable to sexual harassment than those older and married (Limpaphayom, 2001). This study seeks to confirm whether or not such factors play a role in predicting sexual harassment of the hotel staff. Therefore Research Question Number 1 is:

Research Question 1

1. What factors contribute to the causes of sexual harassment by the customer of hotel staff in Thailand?

   - *Do the individual characteristics, such as gender, age, marital status, educational level, and occupational status, play a role in contributing to sexual harassment of hotel staff, in general?*

Previous studies also mentioned the characteristics and nature of hospitality industry that are different from those of other service industries (Agrusa et al., 2000; Coats et al., 2003; Hunt et al., 2007). In the hotel context, some organisations' cultural factors, such as norms of informality, may enhance the attractiveness of the service (Cho, 2002; Gilbert et al., 1998) and may lead to the blurred boundaries between enjoyable interactions and accusations of harassment or assault (Poulston, 2008b). In addition, the focus on the customer satisfaction of the hotel service creates a prime breeding ground for sexual harassment of hotel staff (Price, 2008; Yagil, 2008). It is the objective of this study to investigate whether or not the hotel staff regard the wrongdoing as sexual harassment. If they

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do not see it as sexual harassment, they can tolerate it as it is part of the job and they can simply ignore it. This leads to the second Research Question No. 2 that is:

Research Question 2

2. Will hotel workers in Thailand label their experiences as sexual harassment?

    - *Do the hospitality characteristics affect hotel staff's perception on labelling their experience as sexual harassment or not? Do staff see sexual harassment by the customer as acceptable and tolerable behaviour?*

It was argued that gender role plays a significant role in the perception of sexual harassment (Quinn, 2002). Researchers (such as Agrusa, Tanner, & Coats, 2000; Castellon, 2010; Cebrzynski, 2001; Chiang, 2011; Hardman, 2000; Merkin, 2009; Rotundo, Nguyen, & Sackett, 2001) state that men and women perceive sexual harassment differently. Moreover, women are more likely than men to interpret a male's ambiguous behaviours as harassment (Quinn, 2002). It is interesting to investigate whether this is the case for Thailand. The next research question is as follows:

Research Question 3

3. Do female staff perceive sexual harassment differently from their male counterparts? (What about the third sex's (gay, lesbian) perception of sexual harassment?)

    - *Does Thailand's sociocultural model play a role in the perception of sexual harassment* of *male and female hotel staff?*

Previous studies have revealed that sexual harassment is prevalent everywhere (Gilbert, Guerrier, & Guy, 1998; Hunt, Davidson, Fielden, & Hoel, 2007). However, studies on the sexual harassment of hotel staff by the customer are very rare. Some studies found that sexual harassment (among hotel staff) is more

common in food and beverage outlets than in hotels (Poulston, 2007; Agrusa et al., 2000; Chung, 1993). However, study on sexual harassment of hotel staff by the customer in the Thai context is scarce. To fill this research gap and to evaluate how serious the problem is, it is important to discover how severe and prevalent the issue is as perceived by staff. The next research question will investigate the prevalence and severity of the misconduct.

Research Question 4

4. How do they perceive the prevalence and severity of the problem?

   - *How do hotel staff rate the frequency and severity of sexual harassment in their workplace?*

The literature review states that sexual harassment can take many forms: physical, verbal, vision, or written conduct (see Table 1). Each form has implications for its severity (European Commission, 1998). For example, physical conduct ranges from pinching, leaning over, caressing, cornering, fondling, stroking, hugging, kissing, fondling, rape attempts, and raping. Rape is considered the most severe form (Steenkamp, 2010). A study by Alagappar et al. (2011) reported that female hotel staff in Malaysia were subject to sexual harassment in various ways such as unwarranted touching of arms and body, rubbing against the respondent, and touching of her breasts and bottom. It is interesting to investigate whether or not this suggestive physical conduct was also happening with the Thai hotel staff. This study aims to fill this research gap in the Thai hotel context. It is assumed that other forms such as verbal or visual harassment were less severe and could be tolerated, and written forms were rarely found. In addition, although the most severe forms are often agreed upon and defined as serious, the milder, more ambiguous forms are not always clearly identified as sexual harassment (Hardman, 2000). As a result, what one person perceives as sexual harassment, may not be so regarded by others. This leads to differences in interpretation between what one person may perceive as sexual harassment and others may feel as a compliment (Rotundo et al., 2001; Quinn, 2002; Limpaphayom, 2001; Wayne, 1998). Investigating sexual harassment forms could also lead to the circumstances such

as the intention of the harasser and its impact on staff. The following research question would then be asked:

Research Question 5

5. How are hotel employees harassed by hotel customers?

- *What are the perceptions of hotel staff about the circumstances of sexual harassment incidents? How do they feel about the harasser, its forms (verbal, visual, written, physical, none), the environment (job features, place of service delivered)?*

A large number of studies (Gutek, 1985; Merkin, 2008b; de Visser, Rissel, Richters, & Smith, 2007; Samoluk & Pretty, 1994) reveal that sexual harassment has various impacts on the victim (see Table 2). Research clearly indicates that more men and women in the hotel sector experience sexual harassment than do individuals in society at large (Eller, 1990; Poulston, 2007). This is evident in the Western context (Alexander et al., 2005). This study seeks to investigate the impact of sexual harassment on the Thai hotel context where no previous study has been conducted. This brings the next research question.

Research Question 6

6. What do they feel?

- *What are the impacts of sexual harassment on staff physically, psychologically, financially, and so on? Do they think sexual harassment impacts on the image of the workplace and the country as a whole?*

Most studies (Gutek, 1985; Merkin, 2008b; de Visser et al., 2007; Samoluk & Pretty, 1994) reveal that the victims are generally not happy with sexual harassment. There have been a few studies that mentioned how the victim reacted to the misconduct. For example, Guerrier and Adib (2000a) state that the victim may react by confronting the harasser, detaching themselves from the situation, and ignoring the problem. In the hotel context, hotel workers employed various

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techniques to deal with the harassment (Cho, 2002) depending on a number of factors such as the individual characteristics of the victim and the severity of the incident. For example, Ford and Donis (l996, as cited in Hardman, 2000) noted that women became gradually more accepting of sexual harassment as they aged, until reaching age 50. Very few previous studies had mentioned whether or not the reaction of, or strategies used by, the victim were effective, except for Cho (2002) and Calvasina (2005) who stated that the reaction to sexual harassment of workers was not an effective protection against sexual harassment. It is, therefore, important to discover how to react and how effective the reaction is seen to be, as this could help the hotel solve the problem properly. The next research question is:

Research Question 7

7. How do hotel employees react to sexual harassment?

   - *What strategies do staff use in response to sexual harassment initiated by hotel customers (Ignore, avoid the harasser, confront)?*

How the hotel (management) reacts if they receive sexual harassment complaints by staff (or the customer) is important because if the staff think that their complaints will be taken seriously, it is likely that the complaint will be raised (Prekel, 2001; Pickerill et al., 2006; Salin, 2009; Cho 2002, Vijayasiri, 2008). Appropriate reaction of the victim to the harasser (guest) to sexual harassment is crucial for hotel business as it affects the hotel's reputation (Haspels et al., 2001; Hunt et al., 2007). If the hotel does not react properly, it may lose valuable staff or staff may lose respect for and trust in the management (Prekel, 2001). Wijesinghe (2007) suggests that staff working in a consumer environment, where the guest is always right, should have good back-up from management. Management, therefore, plays a significant role in coping with this problem (Kincaid et al., 2008; Wong & Wang, 2009). This leads to the next question:

Research Question 8

8. What is the reaction of the hotel with regard to the sexual harassment of staff by hotel customers?

- *How does the hotel deal with sexual harassment in their hotel?*

The types of research questions being asked in this study can be divided into two parts.

The *first part* is designed to examine the relationships between two or more variables (e.g., gender, age, and sexual harassment), which is a causal or a relational type of question. This type of question seeks to determine whether the hotel staff perceived if one or more variable (e.g., hotel industry intrinsic characteristics –A guest is king) has caused sexual harassment. Further studies can use the study results of this part to develop some specific hypothesis or prediction that can be tested in their research.

The *second part* consists of questions primarily designed to describe the workplace environment of hotel staff, and their feelings about sexual harassment experiences. The study is designed to explore how staff perceive forms of sexual harassment, how they experience it, how they react to it, what they expect the hotel management to do, or what action management takes to eliminate it. The objective is to develop an understanding of sexual harassment incidents in more depth. Details of the research objectives were explained in the first section (Section 4.2) of Chapter 4.

To sum up, this research is a cross-sectional study, meaning that it takes place at a single point in time and is designed to be exploratory in nature.

3.9   Chapter Conclusion

This chapter has provided a theoretical background of the sexual harassment and presented an understanding and discussion of why sexual harassment may occur in Thai hotels. It presented models and perspectives that have been proposed by scholars. It discussed the weaknesses and strengths of each model and perspective. It also proposed the Integrated Model/Dimension for Customer Sexual Harassment (IMCSH) by the present researcher. The chapter concluded by providing the link between the models and research gaps, and the research questions. The next chapter presents research methodology for this thesis.

Chapter 4: Research Methodology

4.1   Chapter Introduction

Chapter 2 and Chapter 3 have identified previous sexual harassment study results. They describe sexual harassment incidents, its circumstances, its causes, and its consequences. Its prime focus was on the relationship between the characteristics of the victim, the organization, the sociocultural aspects, as well as the hospitality characteristics (as the factors that contribute to the misconduct) and the impact on an individual and the firm. It was found that a number of literature gaps exist in previous studies that lead to the research questions and objectives discussed below.

4.2   Research Objectives

The research objectives of this study are set out in the following section.

Research Objective 1

1. To investigate the relationship between the hotel staff's personal characteristics (such as gender, age,) and their perceptions on the incidence of sexual harassment caused by hotel customers (i.e., Do the characteristics predict sexual harassment, for example, are young female staff are more likely to get harassed by the customer than their male counterparts?)

Research Objective 2

2. To understand the personal experience, opinions, and attitudes towards sexual harassment among Thailand's hotel workers.

- Six issues are of particular interest:

Research Objective 2.1

2.1   To learn if hotel workers in Thailand label their experiences as sexual harassment;

Research Objective 2.2

2.2   To identify the perception/experiences of male and female hotel staff, and whether they perceive sexual harassment similarly or differently;

Research Objective 2.3

2.3   To identify the prevalence and severity of sexual harassment based on the perceptions and descriptions of staff interviewed;

Research Objective 2.4

2.4   To identify the types of sexual harassment in the hotels (i.e., verbal, nonverbal, physical forms);

Research Objective 2.5

2.5   To identify the hotel staff's reaction to sexual harassment as well as their strategies to cope with the problem;

Research Objective 2.6

2.6   To describe the impact of sexual harassment on hotel staff; and

Research Objective 2.7

2.7   To identify what a hotel can do to prevent sexual harassment in the hotel.

In order to fulfil the research objectives, one must use a sound design and the appropriate research method to elicit the truths that answer the research question. Hudson (2007) claims there is no one way of conducting social research and no one method. Choosing a design to guide a study is an important step in the research process, as the design must be justifiable in terms of the focus, philosophical perspectives, philosophical perspectives, and intended outcomes (Annells, 1996, as cited in Hudson, 2007). There are a number of factors involved

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in the design selection. This chapter re-examines the research question, the ontological and epistemological position, the research approach for data collection, and data analysis. The validity of the research design will also be presented.

The research design adopts a mixed methods approach to data collection and data analysis, and is located within a pragmatic paradigm proposed by Creswell (Creswell, 2003, 2007, 2008).

4.3   Research Framework

This section discusses the need for an appropriate research framework to guide and facilitate the coherence of the research process. As previously stated, sexual harassment has different definitions depending on the focus and context being used. Lengnick-Hall (1995) argues that "... several hypotheses, frameworks, or models have been proposed to explain sexual harassment, but none of them can be described as a well-developed theory" (p. 854). This highlights that there is no one way to frame sexual harassment research design. Some researchers might employ quantitative, others qualitative, or a mixed method approach. It was argued that most sexual harassment studies used a quantitative research approach (Castellon, 2010; Collinson & Collinson, 1996). When undertaking research which is based on people's experience, understanding, and perception, qualitative methods seem more appropriate (Sonne, 2010), as quantitative methods have been criticised for being unable to unlock such experience by reducing it to mere numbers. To fill the methodological gap, this study employs a mixed method approach not common in sexual harassment studies.

Hardman (2000) argues that:

> It is difficult to design a methodologically sound study that could test the validity of the existing theoretical models of sexual harassment. The majority of sexual harassment research uses non-random survey sampling. The correlational analysis of cross-sectional data is not able to provide evidence either supporting or refuting causal relationships. (p. 55)

Hunt, Davidson, Fielden, and Hoel (2007) state that:

> Differences regarding the definition of sexual harassment, and the various methodologies used by researchers, will ultimately have a significant impact on the levels of sexual harassment reported. It was noted earlier that the way in which surveys ask respondents about sexual harassment can have a profound impact upon the findings … Attention to methodology and an understanding of the possible biases introduced is crucial when researching this subject. (p. 65)

This discussion highlights the difficulties in pinpointing what methodology is appropriate for sexual harassment studies (Hardman, 2000; Hunt et al., 2007). Other researchers (for example, Creswell, 2003; Hudson, 2007; Jennings, 2001) conclude that there is no best research approach per se, since each seeks to understand and improve human conditions, and each has its own merits and demerits. Each researcher needs to adopt the methodology which is the most suitable for her/his purpose. They suggest that the method chosen must be justifiable in terms of the focus, philosophical perspectives, and intended outcomes of the study.

Positivism is the dominant paradigm in tourism journals (Pansiri, 2009; Riley & Love, 2000; Sonne, 2010; Wijesinghe, 2007). Most sexual harassment scholars employed a quantitative research approach to investigate the incidents in the workplace (Collinson & Collinson, 1996; Hardman, 2000). Researchers have identified the need for alternative approaches (focusing on more qualitative characteristics) and highlight the importance of researching the lived experiences, especially of tourism and hospitality workers (Creswell, 2008; Jamal & Hollinshead, 2001; Walle, 1997). The next section provides information and the ontological and epistemological position of this research.

4.3.1 Ontological and Epistemological Position of this Study

It is important that a research design be decided early in order to guide the research process (Hudson, 2007). Philosophical ideas usually remain largely hidden in research, yet they influence the practice of research and need to be

exposed. Creswell (2008) suggests that "individuals preparing a research proposal or plan make explicit the larger philosophical ideas they espouse. This information will help explain why they chose qualitative, quantitative, or mixed methods" (p. 4).

According to Jennings (2001), there are various theoretical paradigms that can inform tourism research. They are positivism, an interpretive social science approach, a critical theory orientation, feminist perspectives, a postmodern approach and a chaos theory orientation. This study focuses on positivism and interpretivism as they are the major paradigms. The different worldviews and paradigms underlying positivist and interpretivism/ constructivism approaches are reflected in different conceptions about the nature of reality (ontology) and knowledge (epistemology).

Positivist assumptions have governed claims about what warrants knowledge. This position is sometimes called the "scientific method" or doing "scientific" research. It is also called quantitative research or empirical science (Creswell, 2003, p. 6).

Positivist paradigms work on the assumption that there is a reality that exists 'out there' and is driven by immutable natural laws and mechanisms. They see reality as single and tangible, where the knower and the known are considered as relatively separate and independent (Creswell, 2003, p. 6). Researchers incorporating positivist assumptions generally use quantitative and experimental methods to test theories and to arrive at causal explanations and fundamental laws.

Interpretivism/constructivism paradigms, however, view reality as a multiple, socially and psychologically constructed phenomenon, where the knower and the known are inextricably connected to each other. It challenges the traditional notion of the absolute truth of knowledge by arguing that "...reality exists, but can never be fully apprehended. It is driven by natural laws that can be only incompletely understood" (Guba, 1990, pp. 20-23).

Interpretivism/constructionism research uses qualitative and naturalistic approaches to inductively understand people's experiences in their natural settings

and to derive theories and propositions that may be tested later using a positivist approach (Guba, 1990). It will be argued that each approach has its strengths and weaknesses.

Mixed methods research: An alternative paradigm : The mixed methods paradigm has been developed in the past decades as a new research approach (Creswell, 2003). It combines and integrates quantitative and qualitative research approaches. This research approach is also characterised by specific philosophical foundations, methodological assumptions, and research methods.

The next section explores considerations for choosing a paradigm and discusses mixed methods. In particular, it justifies the worthiness of this approach as proposed by Creswell (Creswell, 2003, 2008) and others and its appropriateness for this investigation.

4.3.2 Considerations for choosing a Paradigm

The following section describes the characteristics of the three main paradigms and provides justification for each paradigm's selection or non-selection for this study.

The positivist paradigm focuses on the scientific method and is seen as the way to get a truth and to understand the world, so that a researcher might predict and control the outcome. The majority of past sexual harassment studies employ the positivist paradigm, as their aims were to predict the causal relationship between the independent variables (such as the harasser or victim's characteristics that contribute to the sexual harassment incident (for example, age, gender, marital status)) and dependent variables (for example, sexual harassment experience, perception etc.). The problem with this paradigm is that sexual harassment is more about complex human behaviour that often cannot be reduced to simple causal relationships. The topic involves a sensitive and complex situation. Human behaviour often depends on the context and sometimes cannot be quantified numerically. For example, hotel or tourism/hospitality characteristics may play an important part in contributing to such behaviour, but it is difficult to identify which factor is really playing a key role in such circumstances and to what extent.

Positivism is not supported by some researchers such as Westmarland (2001) and Graham and Rawlings (1980) due to its the methodological bias. Westmarland (2001), a feminist researcher, states that "although a survey may be the best way to discover the prevalence of problems, interviews are needed to fully understand women's experiences and theorise these experiences with a view towards social change" (p. 8).

The constructivism/interpretivism paradigm has potential benefits for sexual harassment study, as it focuses on understanding participants' interpretations of the topic under study via the collection of participants' thoughts that are rich in meaning and situated in social contexts. It searches for multiple meaning and theory generation. It examines the subjective world of human experience, therefore, retaining the integrity of the phenomena being investigated. It also considers people to be central to the research process, as reality is created by them. It acknowledges the culturally derived and historically situated interpretations people give to their lives (Crotty, 1998, p. 67 cited in Hudson, 2007).

The disadvantages of this paradigm are that it tends to subscribe to only one approach, qualitative, to collecting and analysing data (Creswell, 2003). As highlighted at the end of Chapter 3, this research has two main objectives. The first objective is to search for knowledge based on personal experience, opinions, and attitudes towards sexual harassment among Thailand's hotel workers (i.e., the perception of what causes sexual harassment by the customer, why it happens, what strategies can be/are used to cope with it, and what reaction from the hotel would be). A qualitative approach is recommended to address this research objective (Creswell, 2008, p. 18). The second objective is to investigate the relationship between the hotel staff's personal characteristics (such as gender, age) and their perceptions on the incidence of sexual harassment caused by hotel customers. Creswell (2008) suggests that a quantitative approach is best to address this research objective as it calls for "...(a) the identification of factors that influence an outcome, (b) the utility of an intervention, or (c) understanding the best predictors of outcomes, [so] a quantitative approach is best" (p. 21). The pragmatism paradigm employed via mixed methods accommodates the two

objectives of the study. As is suggested by Creswell (2008) "...a mixed methods design is useful when either the quantitative or qualitative approach by itself is inadequate to best understand a research problem or the strengths of both quantitative and qualitative research can provide the best understanding" (p. 18). Gill and Johnson (2002), as cited in Cogin and Fish (2009), also argue that a mixed methods approach provides greater validity and reliability when compared to a single methodological approach. Mixed methods may reasonably overcome the limitation of purely quantitative or qualitative approaches (Gelo, Braakmann, & Benetka, 2008).

The pragmatism paradigm was chosen as most suitable for the objectives of the study of sexual harassment by the customer, because of characteristics listed below (Creswell, 2003, 2008).

- It is not committed to any one system of philosophy and reality as inquirers can draw liberally from both quantitative and qualitative assumptions when they engage in their research.

- Individual researchers have a freedom of choice. They are free to choose the methods, techniques, and procedures of research that best meet their needs and purposes.

- Pragmatists do not see the world as an absolute unity. Therefore pragmatism enables researchers look to many approaches for collecting and analysing data rather than subscribing to only one way (e.g., quantitative or qualitative).

- Pragmatism regards "truth" as what works at the time. It is not based on a duality between reality independent of the mind or within the mind. Researchers can use both quantitative and qualitative data because they work to provide the best understanding of a research problem.

- Researchers look into the what and the how to research, based on the intended consequences, where they want to go with them. They need to

establish a purpose for their mixing, a rationale for why quantitative and qualitative data need to be mixed in the first place.

This study is concerned with the behaviour of people in the tourism industry. The tourism industry has its own characteristics as "...tourism is a complex social phenomenon. Tourism research should try and attempt to capture the complexity of this phenomenon" (Zahra, 2006, p. 15). The pragmatism paradigm supports a mixed methods approach which allows the integration of different worldviews, assumptions, and forms of data collection (Creswell, 2003, 2008). Pansiri (2009) claims that mixed methods are best employed under pragmatism.

Furthermore, a mixed methods approach provides the opportunity for the researcher to integrate a multi-theoretical framework as well as providing new information about sexual harassment behaviour, its antecedents, and its consequences. As a result, its use can also lead to a new theoretical framework – the integrated model/dimension of customer sexual harassment, which may be able to explain why sexual harassment occurs in a hotel and, possibly, how to alleviate the problem. This research attempts to fill this theoretical gap.

Welsh (1999) suggested that sexual harassment research in the past has moved away from a focus on prevalence rates to more sophisticated multivariate analyses of the antecedents and consequences of the misbehaviour. Welsh argues that restricting many of the empirical analyses of harassment is a reliance on cross-sectional survey data, mostly obtained from the quantitative sampling method. He suggests that because important concepts and processes are not adequately captured by survey items, incorporating "interviews with individuals, supervisors, and human resource managers could provide data on the relationship between sexual harassment, organizational policies and context, and job-related outcomes" (p. 17). He claims that the use of gender roles and management's tolerance for sexual harassment do not tap the depth or identify the subtle ways in which organisational processes may institutionalise sexual harassment as part of the job. He concludes that the use of more sophisticated data collection, particularly qualitative methods, would help uncover the ambiguity that surrounds sexuality

and sexual harassment in organisations, as well as build the theoretical and empirical understandings of sexual harassment studies.

It can be concluded that a mixed methods approach enables the researcher to provide support to answer research questions as well as respond to the research (exploratory and investigative) objectives better than other approaches do. Overall, "...the shortcomings of the one approach tend to be the strengths of the other" (Zeller, 1993, p.96 cited in Uys, 2008).

Figure 9 illustrates the ontological and epistemological position of this research. It reveals the flexibility of the mixed method, under the umbrella of the pragmatism paradigm where researchers can utilise both quantitative and qualitative data enquiry approaches to achieve their study objectives.
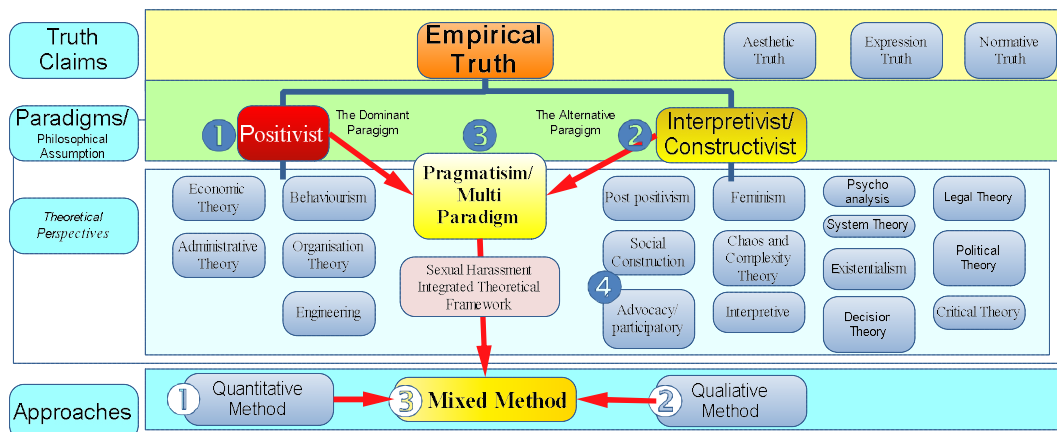
Figure 9 Overview of Ontology, Research Paradigms, Data Enquiry Approach

Source: Adapted from Creswell (2008), Denzin and Lincoln (2003), Lowery and Evans (2004), Wetprasit (2006)

With regard to sexual harassment studies, there has been an absence of research informed by the Pragmatism paradigm (Pansiri, 2009). This study, therefore, helps fill this academic gap.

Figure 10 provides details on how mixed methods is applied in this study.
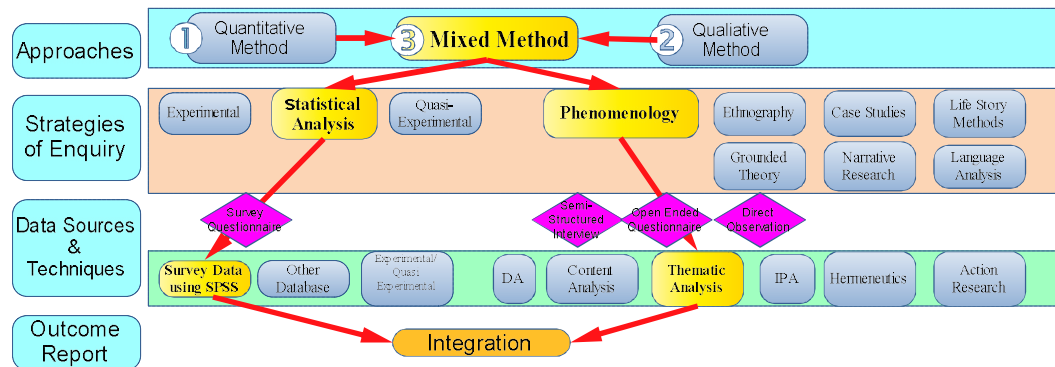
Figure 10 Overview of Mixed Methods Approach

Source: Adapted from Creswell (2008), Denzin & Lincoln (2003), Lowery & Evans (2004), Wetprasit (2006)

Figure 10 shows that pragmatism is not committed to any one system of philosophy and reality and this applies to mixed methods research in that inquirers draw liberally from both quantitative and qualitative assumptions when they engage in their research (Creswell, 2008). It also presents the choices of both quantitative and qualitative strategies of enquiry for the researcher, as well as the integrated outcome obtained from both strategies.

4.3.3 Qualitative Strategies of Enquiry: Advantages and Disadvantages

This section discusses the qualitative strategies of inquiry, i.e. Interpretative Phenomenological Analysis (IPA), Content Analysis, Discourse Analysis (DA), Narrative Analysis (NA), Thematic Analysis, and Grounded Theory, and how they can possibly inform this study. Table 6 gives a summary of the characteristics of these inquiries; their similarities and differences. The details of each strategy as well as the references are also provided.

Table 6 Qualitative Data Analysis Methods

Methods	General Characteristics	Similarity to Other Methods	Unique Characteristics	References
1. interpretative phenomenological analysis (IPA)	• is wed to a phenomenological epistemology which gives experience primacy • is about understanding people's everyday experience of reality, in great detail • to gain an understanding of the phenomenon in question	• treats language transparently by simply taking for granted the meanings expressed in the data's vocabulary • Produces descriptions and interpretations of individual subjective experiences. • shares a search for certain themes or patterns across an (entire) data set, rather than within a data item	• uses multiple re-readings to make wide-ranging and unfocused notes • generally applied to understanding individual cases • Seeks patterns in the data, but is theoretically bounded.	• Richardson, 1996, pp. 75-101 • Strauss & Corbin, 1998 • Patton, 1990 • Smith, 2003
2. Content Analysis	• lets a researcher reveal the content (i.e. messages, meanings, symbols) in a source of communication (i.e. a book, article, and movie). It lets him or her probe into and discover content in a different way from the ordinary way of reading a book or watching a television program...With content analysis, a researcher can compare content across many texts and analyse it with quantitative techniques (e.g., charts, tables).	• shares a search for certain themes or patterns across an (entire) data set, rather than within a data item	• highlights criteria for the reliability and validity of the frequency of a theme or databit's occurrence, using predefined mutually exclusive and collectively exhaustive categories which are statistically generalizable to outside factors such as gender • often confused with thematic analysis • provides a quantified measure	• Bryman, 2001; Jenkins et al., 2011 • Ribeiro, 2008 • Trochim, 2006 • Jennings, 2001 • Flick, 2002 • Neuman, 1997

Methods	General Characteristics	Similarity to Other Methods	Unique Characteristics	References
3. Discourse Analysis (DA)	• thematic analysis overlaps with some forms of "discourse analysis" where broader assumptions, structures and/or meanings are theorised as underpinning what is actually articulated in the data	• shares a search for certain themes or patterns across an (entire) data set, rather than within a data item	• requires the detailed theoretical and technological knowledge of approaches	• Willig, 2001
4. Narrative Analysis (NA)	• search for certain themes or patterns *within a data item*, such as an individual interview or interviews from one person, as in the case of biographical or case-study forms of analysis such as narrative analysis	• does not share a search for certain themes or patterns *across an entire data set*	• Works mainly in relation to cases rather than to categories (theme).	• Murray, 2003 • Riessman, 1993 • Hinze, 2004 • Flick, 2002
5. Thematic Analysis	• seeks to understand the everyday experiences of research participants from their perspective and reality • Involves searching through data to identify recurrent issues. A theme is a cluster of linked categories conveying similar meanings • formulates conceptual definitions and examines the relationships among concepts	• treat language transparently by simply taking for granted the meanings expressed in the data's vocabulary • Produce descriptions and interpretations of individual subjective experiences. • Offers a flexible and useful means for data analysis, enabling the researcher to produce and describe a rich and detailed, yet complex	• does not extend as far as grounded theory which generates hypotheses from data sets and concerns issues of discovery • open coding strategy • does not require the detailed theoretical and technological knowledge of approaches • often confused with content analysis • researchers need not subscribe to the implicit theoretical commitments of	• Braun & Clarke, 2006 • Creswell, 2003, 2008 • Neuman 2000 cited in Jennings 2002. p.196 • Sonne, 2010 • Jennings, 2001 • Cihonski, 2003

Methods	General Characteristics	Similarity to Other Methods	Unique Characteristics	References
		account of data. It can summarise the key themes of a large body of data, providing thick descriptions whilst highlighting the similarities and differences across the data set	grounded theory if they do not wish to produce a fully worked-up grounded-theory analysis • is not wed to any pre-existing theoretical framework, so it can be used within different theoretical frameworks (although not all), and can be used to do different things within them • offers a more accessible form of analysis, particularly for those early in a qualitative research career • is compatible with both essentialist and constructionist paradigms • can be a method which works both to reflect reality, and to unpick or unravel the surface of reality • Some depth and complexity is necessarily lost, but a rich overall description is maintained. This might be a particularly useful method when investigating an under-researched area, or with participants whose views on the topic are not known. • lack of embededness in a particular theoretical framework	

Methods	General Characteristics	Similarity to Other Methods	Unique Characteristics	References
6. Grounded Theory	- developed to understand social processes - generates hypotheses from data sets and concerns issues of discovery - the goal of a grounded theory analysis is to generate a plausible – and useful - theory of the phenomena that is grounded in the data - Seeks patterns in the data, but these are theoretically bounded.	- treats language transparently by simply taking for granted the meanings expressed in the data's vocabulary - shares a search for certain themes or patterns across an (entire) data set, rather than within a data item	- open coding strategy - is a set of procedures for coding data very much akin to thematic analysis - requires the detailed theoretical and technological knowledge of approaches	- Denzin & Lincoln, 2003 - Strauss & Corbin, 1998 - Charmaz, 2002 - McLeod, 2001 - Braun & Clarke, 2006

Grounded Theory

Grounded theory is a qualitative research approach that was originally developed by Glaser and Strauss in the 1960s (Trochim, 2006). The approach is used to generate or discover a theory which is an abstract analytical schema of a phenomenon: that is, a theory that explains some action, interaction or process grounded in the views of participants (Creswell, 2003). The major feature of grounded theory is that the researcher develops a theory of the phenomenon being studied. Thus, the research begins with the data, and these are used to develop a theory and the theory generated is articulated towards the end of the study. It can take the form of a narrative statement, a visual picture, or a series of hypotheses. One distinctive feature of this approach is that it requires the researcher to leave behind preconceived ideas, questions, and frameworks about the given research topic when collecting and analysing data (Charmaz, 2002).

This approach was not selected, as the purpose of this study is not focusing on developing theory in regards to sexual harassment experiences of hotel staff. Rather, it aims to explain the perception and what the staff feel about such behaviour. In addition, this study is neither needed to be primarily grounded or rooted in observation nor to begin with raising generative questions. The researcher relied on theory and a conceptual framework, an approach which is intended to elicit the participant's experiences according to the predefined ideas arising from the literature review.

Narrative Research (NA)

Narrative research is a strategy of inquiry in which the researcher studies the lives of individuals and asks one or more individuals to provide stories about their lives (Creswell, 2008). It is more about reporting the stories by the researcher into a narrative chronology. In the end, the narrative combines views from the participant's life with those of the researcher's life in a collaborative narrative (Clandinin & Connelly, 2000, as cited in Creswell, 2008). A few researchers have employed the narrative approach in sexual harassment studies. For example, Adib and Guerrier (2003) used this enquiry to capture gender, race, ethnicity, and class

when exploring narratives of women in the hotel industry within the UK. Wijesinghe (2007) used narrative approach to portray the women receptionists' experience in the provision of accommodation in the contemporary hospitality industry in Australia. Narrative research was not chosen here, because this research not only requires the researcher to understand the everyday experiences of the participants from their perspective and reality, it also seeks to identify recurrent issues in the form of themes (Braun & Clarke, 2006) which are guided by the literature review as well as to search for the emerging themes where narrative analysis neither enhances this opportunity nor fits the mixed method approach.

Phenomenological Research

According to Creswell (2008):

> phenomenological research is a strategy of inquiry in which the researcher identifies the essence of human experiences about a phenomenon as described by participants. Understanding the lived experiences marks phenomenology as a philosophy as well as a method, and the procedure involves studying a small number of subjects through extensive and prolonged engagement to develop patterns and relationships of meaning ... In this process, the researcher brackets or sets aside his or her own experiences in order to understand those of the participants in the study... (p. 13)

A phenomenological strategy of inquiry seems appropriate for this thesis. The problem with Creswell's definition is that in this study the researcher did not "bracket or set[s] aside his or her own experiences" as the researcher considered and agreed with Mukamunana's (2008,) statement that:

> In order to understand and interpret the meaning of lived experience of a phenomenon, the researcher must experience these phenomena as the people involved must have experienced them: in other words, the researcher must be able to enter the subject's 'life world' or 'life setting' and place him/herself in the shoes of the subject. (p. 44)

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However, this study does not take a purely qualitative phenomenological approach given it is a mixed method study.

Interpretative Phenomenological Analysis (IPA)

According to Richardson (1996, pp. 75-101), Strauss and Corbin (1998), Patton (1990), and Smith (2003), IPA "…is wed to a phenomenological epistemology …which gives experience primacy" (Braun & Clarke, 2006, p. 8). It is about understanding people's everyday experience of reality, in great detail. It aims to gain an understanding of the phenomenon in question. It treats language transparently by simply taking for granted the meanings expressed in the data's vocabulary. It produces descriptions and interpretations of individual subjective experiences. It also shares a search for certain themes or patterns across an (entire) data set, rather than within a data item. Its unique characteristics include using multiple re-readings to make wide-ranging and unfocused notes; being generally applied to understanding individual cases; and seeking patterns in the data, but which are theoretically bounded.

Discourse Analysis (DA)

According to Willig (2001), DA's broader assumptions, structures and/or meanings are theorised as underpinning what is actually articulated in the data. It shares a search for certain themes or patterns across an (entire) data set, rather than within a data item. It requires detailed theoretical and technological knowledge of approaches.

Content Analysis (CA)

According to Bryman (2001), Jenkins, Winefield, and Sarris (2011), Ribeiro (2008), Trochim (2006), Jennings (2001), Flick (2002), Neuman (1997), content analysis allows a researcher to reveal the content (i.e., messages, meanings, symbols) in a source of communication (i.e., a book, article, and movie). It allows him or her to probe into and discover content in a different way from the ordinary way of reading a book or watching a television programme. With content analysis, a researcher can compare content across many texts and analyse it with

quantitative techniques (e.g., charts, tables). It shares a search for certain themes or patterns across an (entire) data set, rather than within a data item. It highlights criteria for the reliability and validity of the frequency of a theme or databit's occurrence, using predefined mutually exclusive and collectively exhaustive categories which are statistically generalisable to outside factors such as gender. It also provides a quantified measure.

Thematic Analysis (TA)

According to Braun and Clarke (2006), Creswell (2003, 2008), Sonne (2010), Jennings (2001), Cihonski (2003), TA seeks to understand the everyday experiences of research participants from their perspective and reality. It involves searching through data to identify recurrent issues. A theme is a cluster of linked categories conveying similar meanings. It formulates conceptual definitions and examines the relationships among concepts. It treats language transparently by simply taking for granted the meanings expressed in the data's vocabulary. It produces descriptions and interpretations of individual subjective experiences. It offers a flexible and useful means for data analysis, enabling the researcher to produce and describe a rich and detailed, yet complex, account of data. It can summarise the key themes of a large body of data, providing thick descriptions whilst highlighting the similarities and differences across the data set.

This study employs thematic analysis as a strategy of enquiry for a number of reasons. First of all, it does not extend as far as grounded theory which generates hypotheses from datasets and concerns issues of discovery. It employs open coding strategy and does not require the detailed theoretical and technological knowledge of approaches. Thematic analysis "…is not wed to any pre-existing theoretical framework, and so it can be used within different theoretical frameworks" (or no framework), and can be used to do different things within them (Braun & Clarke, 2006, p. 9). More details of thematic analysis are presented in Creswell (2003)'s and Braun and Clarke's (2006) Data Analysis (see Table 7).

Table 7 Comparison of Creswell (2003)'s and Braun and Clarke (2006)'s Data Analysis

Creswell's generic process of qualitative data analysis		Braun and Clarke (2006)'s Phases of Thematic Analysis		
Step	Processes	Phase	Processes	15-Point Checklist: Criteria for Good Thematic Analysis
1	Organise and prepare the data for analysis • *Transcribe interviews* • *Optically scan material* • *Type up field notes* • *Sort and arrange the data into different types depending on the sources of information*	1	Familiarising yourself with your data: • *Transcribing data (if necessary),* • *reading and re-reading the data* • *noting down initial idea*	1. The data have been transcribed to an appropriate level of detail, and the transcripts have been checked against the tapes for accuracy
2	Read through all data • *To obtain the general sense of the information and to reflect on its overall meaning*			
3	Begin detailed analysis with a coding process • *Organise the material into chunks before bringing meaning to those chunks* • *Take text data* • *Segment sentence or paragraph into categories* • *Label those categories with a term*	2	Generating initial codes: • *Coding interesting features of the data in a systematic fashion across the entire data set* • *collating data relevant to each code*	2 Each data item has been given equal attention in the coding process. 3 Themes have not been generated from a few vivid examples (an anecdotal approach), but instead the coding process has been thorough, inclusive and comprehensive. 4 All relevant extracts for each theme have been collated.

Creswell's generic process of qualitative data analysis		Braun and Clarke (2006)'s Phases of Thematic Analysis		

4	Use the coding process to generate a description of the setting or people as well as categories or themes for analysis
	
	• *Description involves a detailed rendering for information about people, place, or events in a setting.*
	
	• *Researchers can generate codes for this description.*
	
	• *Use the coding to generate a small number of themes or categories (5-7 categories of a research study).*
	
	  a. *Researchers interconnect themes into a storyline (as in narratives) or develop them into a theoretical model*
	
	  b. *Themes are shaped into a general description (as in phenomenology)*
		3	Searching for themes:
			
			• *Collating codes into potential themes*
			
			• *gathering all data relevant to each potential theme.*
				5 Themes have been checked against each other and back to the original data set.
				
				6 Themes are internally coherent, consistent, and distinctive.

5	Advance how the description and themes will be represented in the qualitative narrative • *The most popular approach is to use a narrative passage to convey the findings of the analysis.*	4	Reviewing themes: • *Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2)* • *generating a thematic map of the analysis*	7 Data have been analysed – interpreted, made sense of - rather than just paraphrased or described. 8 Analysis and data match each other – the extracts illustrate the analytic claims.
6	Making an interpretation or meaning of the data • *the researcher makes a personal interpretation, couched in the individual understanding that the inquirer brings to the study from her or his own culture,*	5	Defining and naming themes • *Ongoing analysis to refine the specifics of each theme, and the overall story the*	9 Analysis tells a convincing and well-organised story about the data and topic. 10 A good balance between analytic

Creswell's generic process of qualitative data analysis		Braun and Clarke (2006)'s Phases of Thematic Analysis		
(6)	*history and experiences.*		• *analysis tells* • *generating clear definitions and names for each theme*	narrative and illustrative extracts is provided. 11 Enough time has been allocated to complete all phases of the analysis adequately, without rushing a phase or giving it a once-over-lightly.
	• *A meaning is derived from a comparison of the findings with information gleaned from the literature or extant theories (authors suggest that the Endings confirm past information or diverge from it.* • *It can also suggest new questions that need to be asked·· questions raised by the data and analysis that the inquirer had not foreseen earlier in the study*	6	Producing the report: • *The final opportunity for analysis* • *Selection of vivid, compelling example extracts* • *final analysis of selected extracts,* • *relating back of the analysis to the research question and literature,* • *producing a scholarly report of the analysis.*	12 The assumptions about, and specific approach to, thematic analysis are clearly explicated. 13 There is a good fit between what you claim you do and what you show you have done – i.e., described method and reported analysis are consistent. 14 The language and concepts used in the report are consistent with the epistemological position of the analysis. 15 The researcher is positioned as active in the research process; themes do not just emerge.

In addition, this study employs reflexive methodology in the data collection and analysis. Reflexive methodology allows the researcher to use himself (and the human self) and his connectivity with the world around him and involves the use of empathy throughout the research process (Alvesson, Hardy, & Harley, 2008;

Alvesson & Skoldberg, 2000; Dupuis, 2010). Details of reflexive methodology are presented in the next section.

4.3.4 Reflexive Methodology: Personal Experiences: The Researcher as Instrument

The previous section discusses the benefits of qualitative data collection methods, i.e. survey questionnaire, individual interview, and direct observation. This section adds another dimension to data collection and interpretation, the reflexive methodology, which utilises the researcher personal experience.

The present researcher had worked in a number of hotels in Thailand in various positions for about eight years. His sexual harassment experience would be useful for this study as it:

> reflects on who he or she is in the inquiry and is sensitive to his or her personal biography and how it shapes the study. This introspection and acknowledgment of biases, values, and interests (or reflexivity) typifies qualitative research today. The personal-self becomes inseparable from the researcher-self. It also represents honesty and openness to research, acknowledging that all inquiry is laden with values ... Procedurally, statements of personal reflection emerge in the 'role of the researcher' section [see the discussion of this topic later in the chapter] or an epilogue ... or are embedded throughout a proposal or a study. (Creswell, 2008, p. 181)

A number of researchers (e.g. Alvesson & Skoldberg, 2000, 2009; Brannick & Coghlan, 2006; Bryman & Cassell, 2006; Dupuis, 2010; Henderson, 2011; Laughlin, 2004; McNair, Taft, & Hegarty, 2008; Nadin & Cassell, 2006; Siltanen, Willis, & Scobie, 2008) argue that reflexive methodology is beneficial for a qualitative approach as it employs reflexive knowledge in the study; demands the conscious and deliberate inclusion of the full self; recognises the researcher's connectivity with the world around him; and also recognises the active, collaborative role that both the participants and researchers play in the meaning-making process.

It employs reflexive knowledge in the study , as Myerhoff and Ruby (1982, as cited in Dupuis 2010) mention. Reflexivity and its outcome, reflexive knowledge, can be defined as:

> The capacity of any system of signification to turn back upon itself, to make itself its own object by referring to itself: subject and object fuse … Reflexive knowledge, then contains not only messages, but also information as to how it came into being, the process by which it was obtained. (p. 60)

Brannick and Coghlan (2006) add that reflexive methodology aims to explore and deal with the relationship between the researcher and the object of research.

In incorporating a reflexive methodology into the research, Dupuis (2010) suggests that it **demands the conscious and deliberate inclusion of the full self** (i.e., the researcher self and the human self) throughout the research process. Dupuis (2010) claims that "...a reflexive research methodology means making personal experiences, belief systems, motivations, and tensions as well as political agendas explicit and continually assessing the impact those factors may be having on the work that we are doing" (p. 60). Moreover, "... reflection means thinking about the conditions for what one is doing, and investigating the way in which the theoretical, cultural and political context of individual and intellectual involvement affects interaction with whatever is being researched" (Brannick & Coghlan, 2006, p. 143).

According to Dupuis (2010), reflexive methodology **recognises the researcher's connectivity with the world around him** and involves the use of empathy throughout the research process. It contains the direct incorporation of the researcher's own feelings into the analysis, using feelings and experiences documented in personal research journals to support or refute the initial assumptions or perspectives and to help the researcher understand the lived experiences of others. Dupuis (2010) argues that employing a reflexive method helps the researcher ask himself how he felt during the different stages of the research and why he felt that way. This method reflects the emotional issues

raised throughout the research process and what those experiences tell the researcher about the phenomenon under study. As mentioned earlier, the researcher worked in a number of hotels for eight years. He was sexually harassed by a number of customers at work. He would reflect how he felt and how the incident affected his emotions, physical health, job satisfaction, and so on. Dupuis (2010) states that weaving the emotions and personal experiences into writing helps make the phenomenon under study come alive for the readers.

A reflexive research methodology also recognises **the active, collaborative role that both the participants and researchers play in the meaning-making process**, and demands a move towards the notions of active interviews (Dupuis, 2010). This method recognises the importance of developing extended, trusting relationships in qualitative research and explicitly incorporates self-disclosure on the part of the researcher throughout the research process. The researcher understood that the topic under study was very sensitive and it required a trusting relationship between both parties. The researcher, therefore, employed an open conversation style that allowed the interviewee to feel relaxed. In order to get in-depth information, the researcher revealed how he had personally been sexually harassed by the customer. For example, the researcher told one staff member that when he walked in to a guest's room, a male customer tried to hug him from behind and offered money in exchange for having sex with him. He explained that such an experience was very offensive but that he knew must extricate himself from such a situation without triggering a complaint from the customer. This story made the interviewee realise that he or she was not only one who had had such experience. He or she then felt more relaxed and willing to share his or her own experience. The researcher found that it was very difficult to get the interviewee to talk about his or her experience and it was sometimes impossible to obtain such data without first telling them about his own experience of harassment. The reciprocity was important in such a situation.

Dupuis (2010) concludes that:

> adopting a reflexive approach means learning to report our research
> and to write our stories and theories in different ways. As reflexive

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researchers we must detail explicitly in our written accounts how the research process developed over time, how research-design decisions were made throughout the process, and what factors affected those decisions. We must outline how the analysis procedures were conducted and what questions were asked of the text during the analysis phase. We also must describe how our human selves and our personal experiences influenced the decisions we made and our interpretations of the data. (p. 60)

As mentioned earlier, the researcher had experienced sexual harassment many times while working in hotels; consequently, he understood that, without any motivation to speak, it is unlikely that the participants would speak. Many times the researcher had to change the topic of discussion to prevent participants from feeling offended and to gain their cooperation. The researcher began by telling the story of other staff in a different hotel where the case of harassment was very severe. Most participants would voice their opinion on the case, and thus, the conversation continued.

Brannick and Coghlan (2006) suggest that, in order to reflect, the researchers should employ journalling techniques (research diary) as a tool. Others, for example, McNair et al. (2008), suggest the use of reciprocity in research interviews as one reflexive tool. As illustrated by McNair et al., reciprocity is a feminist-inspired reflexive method in which the researcher shares feelings and experiences with the participants. It helps the researcher to create a much deeper sense of himself/herself as having multiple identities within the research interview, at times simultaneously involved being both an insider and an outsider with regard to the participant. The researcher had opportunities to go back to a hotel that he used to work in 30 years ago and interviewed a number of old friends who still work there. The researcher reflected a number of things that had both changed (combination of customers from Asia, Arabs, Europe, or America, etc.) and remained unchanged (i.e., the location, the building, the landscape, the services). The researcher recalled that in the old days, there were very few street prostitutes or hidden sex sale services in the hotel (bar beer, barber shop). Also in the researcher's own experience, it was the practice of some hotel staff to provide a

prostitute service to the customer by calling outside agents. This practice was still alive but to a lesser degree as the customer could walk down from his room and talk directly with the street prostitute in front of the hotel. This experience and information was important because it made the participant realise that the researcher was an insider and shared the same background, thus, creating a mutual trust and obtaining cooperation from the participants. As a result, these multiple identities that not only involved being the researcher, but also identifying himself with the hotel staff ,helped the researcher and the participants, and facilitated the interview process.

This study adopts the reflexive methodology in keeping with the pragmatic paradigm as doing so allows the researcher to take ownership of the research and the stories and "present, in essence the more faithful 'naked truths'" (Dupuis, 2010). Moreover:

> it allows ... us to present our work in our own unique voice and one that gives us permission to 'sign' our work ... In doing so, our work at once not only will become ours but will better reflect the mutual process involved in the construction of meaning portrayed in our stories. Such products can only become more accessible to others who may find utility in our stories and theories we create. (Dupuis, 2010, p. 61)

To give an example of how the reflexive methodology was crucial for this sexual harassment study, especially, the data collection process, the researcher once noted in the journal diary that:

> I had to explain to all participants that I didn't collect (interview) data only from staff in this hotel. I must tell them I had got permission from the manager to conduct the research. No hotel name would be shown in the report (without permission granted). The study results explain the overview picture of sexual harassment of hotel staff in Thailand in general. Many times the participants did not understand the study topic. Most of them had no trust or if they

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had, they were afraid of the unfavourable impact resulting from revealing such sensitive information. For the older staff, they were more protective and defensive. They just wanted to protect themselves from the unknown consequences (such as losing [their] job because of revealing the information to an outsider). They won't cooperate if they have not known me for years. They would reveal only the 'safe' information. Those older staff with long tenure did not want to cooperate probably because they used to provide illegal services (sex sale, drugs) to the customer. I must tell them that I had been in their situation (experienced sexual harassment as well as dealing with difficult customers in a number of situations). I must speak the same language to gain their trust and thus receive full cooperation.

This paragraph reveals the merit of the reflexive method in collecting sensitive information from staff by reflecting being both an outsider (as a researcher) and an insider (as hotel staff). Data obtained from an interview will be reflected upon from such points of view. This study, therefore, employs techniques such as journalling (research diary), reflection on a tape recording, as well as reciprocity, to reflect the researcher's feelings throughout the research.

Moreover, reflexive methodology was proposed as:

a 'third way' which allows (the researchers) to avoid the equally unacceptable extremes of 'positivism' or the abandonment of science in favour of art. This 'third way'... is characterised as 'critical', 'humanistic' or 'reflexive'... both approaches accept that the orientation of researchers will be shaped by their socio-historical locations or that behaviour and attitudes are often not stable across contexts and the researcher may influence the context. (Brannick & Coghlan, 2006, p. 144)

Brannick and Coghlan (2006) state that the reflexive researcher does not simply report 'facts' or 'truths', but actively constructs interpretations of field

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experiences and then questions how these interpretations came about.

According to Alvesson and Skoldberg (2000) as cited in Brannick and Coghlan:

> reflection means thinking about the conditions for what one is doing and investigating the way in which the theoretical, cultural and political context of individual and intellectual involvement affects interaction with whatever is being researched, often in ways difficult to become conscious of. (Brannick & Coghlan, 2006, p. 143)

It is important for the researcher's tasks to involve many roles that he/she develops as he/she becomes interactive in order to obtain the data and establish social relationships with participants. The researcher will be an active listener and co-meaning maker in the interviewee-centred dialogues (O'Neil, 2003).

Riley and Love (2000) state that:

> equally crucial is the investigator(s)-as-instrument because only the human instrument can grasp the interactions of context and the multiple realities that are known through tacit understanding. Inductive analysis is employed to grasp these multiple realities as they are discovered; therefore, the research design emerges to accommodate realities that cannot be predicted a priori. Finally, outcomes are negotiated with the entity(ies) because various situations are interpreted as reality in different ways and will have different consequences. (p. 6)

To conclude, this study employs reflexive methodology in the study process because, as claimed by Dupuis (2010):

> I no longer believe that our selves and our emotions and personal experiences can be removed from the research process, nor do I believe that the self, emotions, and more collaborative research styles are necessarily problematic. On the contrary, I now believe

that these aspects are central to strong, rigorous qualitative research and good science. Accepting this, I suggest that ... researchers deliberately employ both the researcher and the human self and her or his emotions and experiences in the research process by embracing a reflexive research methodology. (p. 59)

This section presented the benefits of using reflexive methodology in this research. It adds a personal perspective to the data collection and interpretation and supports the idea that the researcher as the investigator should incorporate his personal experience and emotions in the findings and discussion.

4.4   The Proposed Research Design

The proposed research design, as shown in Figure 11, enables the researcher to use both predefined and emerging methods; both open- and close-ended questions; multiple forms of data, drawing on all possibilities; both statistical and text analysis; and interpretation across databases (statistical and thematic).
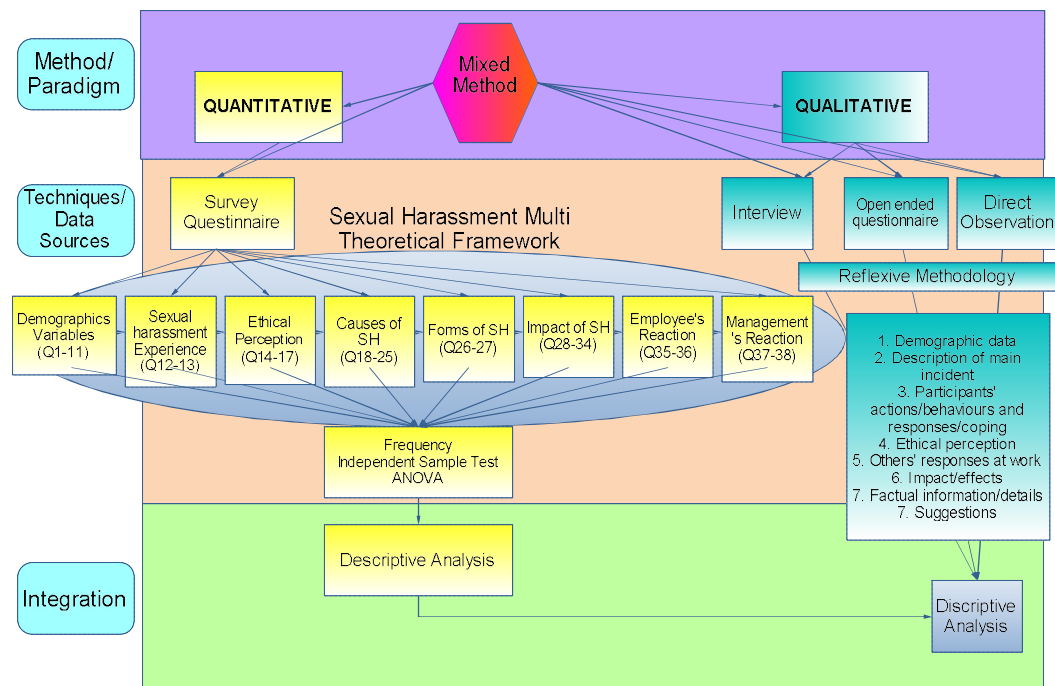
Figure 11 Research Design based on Creswell (2003, 2008), Wetprasit (2006)

As Figure 11 shows, the mixed methods approach integrates both quantitative and qualitative features, where quantitative researchers focus on the measurement and analysis of causal relationship between variables not processes (Mukamunana, 2008). Such researchers take a linear path, and are more likely to use explicit, standardised procedures and a causal explanation, while qualitative research is used to describe a set of non-statistical inquiry techniques and processes used to gather data about social phenomena. Figure 11 also shows that the quantitative and quantitative features of the mixed method are not entirely consistent with each other. This is because of the contradictory nature of research objectives where the quantitative aims are to examine the causal relationship between factors while the qualitative aims focus on exploring the hidden experiences and tacit knowledge of the participant which the questionnaire tools could not elicit. These contradictory features of the mixed method would compensate for the disadvantages of each other technique and thus cover the missing methodology gaps.

In sum, mixed methods employs all possible techniques to collect and interpret data. These data will be analysed and integrated at the end of the study. Mixed methods is, therefore, multi-method in focus, involving statistical, interpretive, and naturalistic approaches to its subject. Details of data collection and analysis procedures will be presented in the sections that follow.

4.5 Data Collection Tools

This section discusses the design of data collection tools; a typology of mixed methods to be used; and the model and procedures of the design, (i.e., the preparation and planning, permission, questionnaire survey development, sample, concerns for social and cultural sensitivity, individual interview, direct observation, personal experiences – reflexive methodology – and open-ended questionnaire questions).

4.5.1 Designing Data Collection Instruments: Introduction

In general, two types of instruments were developed and administered to obtain quantitative and qualitative data to answer the research questions: a questionnaire survey on sexual harassment, and semi-structured interview with hotel staff. The

instruments were framed in line with the objectives and core thematic areas outlined in the literature review. The survey questionnaire was designed primarily for obtaining quantitative information on the perception of sexual harassment. A semi-structured interview was developed in order to substantiate the quantitative findings with qualitative information.

The questionnaire content was obtained from previous studies mentioned in the literature review chapter. The relevance, appropriateness, and clarity of the items in the questionnaire were thus informed by previous research. The necessary modifications were made before, during, and after the interviews with the interviewees (i.e. hotel executives and HR directors) as emerging issues/questions will, according to Creswell (2008) arise in any phase of data collection.

The data collection will be described in detail in the following sections.

4.5.2 Typology of Mixed Methods to be used in the Study

Creswell (2008) suggests that researchers need to understand why they use a particular strategy for data collection as well as identify the criteria they employ in choosing this strategy. This study employs Leech and Onwuegbuzie (2009)'s typology of mixed methods, a modification of Creswell's (2008) proposed approach, as it is more convenient and suitable given the researcher's time and cost constraints when collecting data in Thailand.

According to Leech and Onwuegbuzie (2009), there are three factors that the researcher must consider before making a decision to choose a typology of mixed methods research design: mixing dimension (either partially mixed methods or fully mixed methods); time dimension (either concurrent or sequential); and emphasis dimension (equal status or dominant status). All together there are eight types of mixed method approaches. This study employs partially mixed sequential dominant status design. The rationale for choosing this approach is that it involves conducting a study with two phases that occur sequentially: qualitative first and quantitative second. The qualitative phase had the greater emphasis and led to richer data.

The first phase of data collection for this study was made through the in-depth interview with ten hotel executives in Bangkok and Pattaya, Thailand. The information obtained from the in-depth interview was used (in conjunction with questions derived from previous research in the literature review) as the foundation to develop survey questionnaire questions. It should be noted that some executives did not allow the use of their name, title, and hotel name in the study because they were not certain whether the study result could affect their job or the hotel's reputation. Table 8 lists the executives, their positions and their hotel and its location.

Table 8 List of the Hotel Executives

No.	Participant's Name (70)	Position	Hotel	Locations (5)	Remark
1.	Mr. Somjan *	Executive Assistant Manager**	*** XXX (5 star world class chain-hotel)	Bangkok	*** Participant's details were not allowed to be revealed
2.	M.L. Chanchot Jombunud	General Manager	Ex-General Manager to a number of hotels in Bangkok, Pattaya, Chieng Mai, Phuket	Bangkok	
3.	Amphon Saay-Op-Oua	HR Director of four to five star hotels in Bangkok	Dusit Thani Hotel The Regent Hotel Hyatt Erawan Hotel	Bangkok	
4.	Charoen Nudpobsuk	Managing Director	SC Park Hotel, THA , Vice President	Bangkok	
5.	Mrs Toey *	Sales Director	*** XXX	Bangkok	*** Participant's details were not allowed to be revealed
6.	Saran Nimihut	Regional General Manager	Siam Bay View & Siam Bay Shore	Pattaya	
7.	Chatchawal Inkong	Room Division Manager	Siam Bay View	Pattaya	
8.	Somsakul Ponlachan (Pocky)	HR Directors	Hard Rock Hotel	Pattaya	

No.	Participant's Name (70)	Position	Hotel	Locations (5)	Remark
9.	Natthanan Hongsinlark	Regional Manager	Mountain Beach Hotel	Pattaya	
10.	Sompote Pinkaew	Hotel Manager	*** XXX	Bangkok	

*   Pseudonym

**   Position title suppressed

***   Hotel name suppressed

This is aimed to establish content validity. The researcher informed respondents of the purpose of the study and asked them to complete the questionnaire. The researcher also asked them to give feedback on the substance and structure of the questionnaire and later considered whether any changes needed to be made (for example, to facilitate the analysis of the questions, the wording of the questions,) in order to eliminate ambiguity as suggested by McComas et al. (1993). To conclude, McComas et al. (1993) suggested a checklist for interview questions:

- Are the questions asked clearly specified and unambiguous?

- Are questions asked in a linear and incremental manner so that questions follow a logical order?

- Do the questions asked provide latitude for a range of different views'?

- Were any questions inappropriate from a cultural perspective? (In some instances, certain questions required reformulation).

- Does the interviewer probe and seek clarification on responses where necessary? (Probe notes were made on the interview guide based on the pilot sessions).

- Does the interview come to a conclusion by allowing any loose ends to be tied up?

- How effective and unobtrusive is the recording process?

- How much time is required to answer all questions with sufficient room for conversation?

The pilot data informed the questionnaire survey and interview questions. After the survey had been pilot tested and fine-tuned in line with the hotel executives' comments, the next stage was the distribution of the survey questionnaire. Therefore, data collection happened sequentially: firstly, the interview with the hotel executives; secondly, the revision/fine-tuning of the questions in the survey and the interview guide, followed by the questionnaire distribution; and thirdly, the interview with hotel staff. It should be noted that from the interpretive perspective, the research does not consider the process of data collecting and analysing as distinct separate phases but as interconnected and overlapping (Bishop & Hoel, 2008).

One important aspect for data collection is that all the processes had to be carried out in Thailand and the researcher had been aware of potential ethical issues.

Thailand has its own characteristics that may facilitate or hinder the data collection process. One important fact is that Thailand is a single spoken language (Thai) country. English is not a second language there. The questionnaire and interview had to be conducted in Thai to prevent interpretation misunderstanding. The consent form was in Thai, as Liamputtong (2008) suggests that in any ethically grounded cross-cultural research, informed consent must be obtained in the local language of the participants. All participants were invited to ask questions, prior to and throughout the duration of the research study. With regard to the cultural protocol, the researcher was Thai and had experience in the hospitality industry for many years; the researcher talked the same language and put himself in the same situation with the interviewees in order to share their feelings.

With regard to conflicts of interest, no obvious issue was identified initially, and no such issue was found during the research data collection process.

The researcher also had to bear in mind that "cross-cultural researchers may not need to adhere strictly to any universal ethic in planning and carrying out their research." They, however, need to "respect the particular and contextual ethical norms of a given social or ethnic group" (Liamputtong, 2008). Therefore, being

flexible is an efficient way of dealing with cultural differences in cross-cultural research.

4.6   Research Model

As mentioned earlier, because the focus of this study is to investigate the perception of hotel staff concerning their experience of sexual harassment initiated by hotel customers, a number of questions are being asked. What factors contribute to the causes of sexual harassment? (e.g., the individual factors, the organisational factors, the societal-cultural factors, and the industry characteristics factors). How are the hotel employees getting harassed? (This covers the circumstance of the event, i.e., the forms of the misconduct such as physical, verbal, visual, and written harassment, the harasser, the victim, the hotel. What was the impact of the harassment on the employees? (i.e., the consequences of sexual harassment on the staff and the hotel, that is, how they feel, what strategy they used to deal with the problem). What was the reaction of hotel staff and management to the misconduct? Three data collection methods were adopted: talking to experts in the subject (the hotel's executives; the survey questionnaire distributed to the staff; and interviews with the staff.
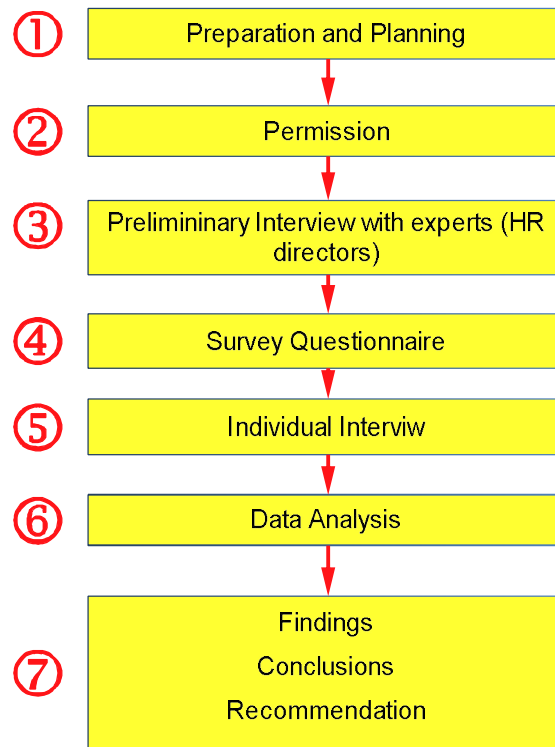
Figure 12 Proposed Research Model

To analyse the sexual harassment perceptions and experiences of hotel staff, as well as to answer its research questions, this study employed a questionnaire survey, interview, and direct observation as the main strategies for data collection. Details of each data collection method are explained in the next section.

4.6.1 Preparation and Planning

This section provides information on the preparation and planning for the data collection. Before conducting a data collection, Creswell (2008) suggests that there are certain procedures that require action.

> … it is useful to consider the full range of possibilities of data collection and to organize these methods, for example, by their degree of predetermined nature, their use of closed-ended versus open-ended questioning, and their focus on numeric versus nonnumeric data analysis. (p.15)

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This section provides information on the details of data collection activities which needed to be prepared according to Creswell's suggestion.

This study is the first sexual harassment study in a hotel context and there is a lack of empirical data on the topic thus the researcher required as much as information as possible from various sources to secure adequate data (Stake, 1998 cited in Mukamunana, 2008, pp. 51-52).

Preparatory activities include contacting the tourism authorities such as the Tourism Authority of Thailand (TAT), and the Thai Hotel Association (THA) to obtain information about hotels. Initially, the researcher contacted a friend who worked at TAT (Miss Angkachat Treemongkok, Chief of Tourism Industry Investment Planning Section) to relay the message to her network. With the assistance of Miss Angkachat and her network, the researcher eventually contacted Mr. Wirote Sitaprasertnand, President of Professional Tourist Guide Association of Thailand; and Ms. Bundarik Kusolvit, President of THA Eastern region. Both Mr. Wirote and Ms. Bundarik then provided the researcher with the list of hotel executive names who had volunteered to take part in the data collection process.

4.6.2 Permission

The first phase of data collection was made with the hotel executives who are hotels' executives (whose information was given by Mr. Wirote and Ms Bundrik, as mentioned in the previous paragraph). These executives have played a significant role in dealing with sexual harassment issues in their firm (Tyner, 2006). At the interview, the researcher asked them to complete the questionnaire, answer the interview questions, and asked if there was something missing. Concerns raised by the manager and HR director were noted and used to modify and improve the survey. There were some suggestions made by the hotel executives and HR directors. They suggested the rearrangement of the answers for some of the demographic data (such as age, marital status); rewording for the educational background (changed from higher than degree to postgraduate); reordering questions; and, adding more options for the income question. Some

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experts suggested that the location of the hotels under investigation should cover both city and upcountry areas.

4.6.3 Questions Asked in the Pilot Interview with the Experts' Sample

After the pilot interviews were conducted with the hotel executives and the questionnaire/ interview questions were revised (as commented on by the hotel executives), the second phase of data collection took place and was conducted with 34 hotels in Bangkok, Pattaya, Sriracha, Cha Am, Khon Kaen, Samui, Phuket, and Pattaya. Only employees in front-of-house service departments who deal with customers were chosen to take part in the questionnaire survey. All responses were anonymous. Details on the hotel, executives, and participants taking part in the interviews are shown in Table 9.

Table 9 Participants taking part in the Interviews/ Research Sample

Participant group	Participant details	Numbers of participants	Special criteria/ characteristics	Data collection method	Data collection tools
1.	Hotel executives (hotel managers/ HR department directors / staff)	10 (volunteers)	Hotel policy regarding sexual harassment, HR functions, handling with sexual harassment policy, training, and complaints	Individual (face-to-face) interview	Semi-structured open-ended interviews (interview schedule)
2.	Hotel employees (from hotels in Bangkok, Sriracha, Pattaya, Khon Kaen, Samui, Phuket, Pattani)	500 (volunteers)	Employees from service departments	Completed questionnaire Questionnaire was distributed by hotel managers/ HR directors	Questionnaire survey
3.	Hotel employees (from hotels in Bangkok, Pattaya, Sriracha, Khon Kaen)	60 (volunteers)	General hotel employees from service departments	Individual (face-to-face) interview Employee contact details obtained from the questionnaire	Semi-structured open-ended interviews (interview schedule)

4.6.4 Sample

Table 9 shows that there are two groups of participants: the hotel executives and the general hotel employees. Both groups were asked to complete the survey questionnaire and asked whether they would have an interview with the researcher. The questionnaire was distributed to 500 staff working in hotels in seven locations in Thailand. Interviews with 10 hotel executives and 60 hotel staff were conducted. Details of hotels taking part in the study are presented in Appendix L.

The reasons for choosing hotels in a number of locations is that hotel locations appear to play a significant role in enhancing opportunities for sexual harassment by hotel customers, as suggested by Thai tourism industry experts (i.e. hotel executives). In addition, the criteria for selecting hotels include convenience sampling, time and money, and the opportunity to obtain rich qualitative data on sexual harassment by customers in Thai hotels (especially those located in Bangkok, Pattaya, Sriracha, Cha Am, and Khon Kaen which are more associated with sex tourism). Pattaya, Sriracha, and Cha Am are considered major tourist destinations close to Bangkok. Both the questionnaire survey and individual interviews were drawn from these areas. For hotels in Phuket, Samui, and Pattani, which are more than 700 kilometres from Bangkok, only survey data was collected. Data collected from hotels in Pattani and Khon Kaen, which are not considered major tourism destinations, was used to provide an overall picture of sexual harassment incidents in Thailand. Cho (2002) notes that "... data from this convenience sample can convey a much better feeling of realism since this group has clear relevance to the topic under study" (p. 21).

To conclude, this study utilises a convenience sample rather than a probability sample due to the nature of the study (Alexander et al., 2005; Arora, 2007; Glaser, 2007; Malatji, 2004). This data collection method is supported by Maykut and Morehouse (1994) who recommend that:

> it is not our goal to build a random sample, but rather to select persons or settings that we think represent the range of experience on the phenomenon in which we are interested. Thus, it is our working knowledge of the contexts of the individuals and settings that lead us to select them for initial inclusion in our study. (p. 57)

It was determined that access to hotel employees would be most appropriate at locations most accessible to their places of employment.

After obtaining the list of names of hotels to be used in the present study, the researcher sought respondents who were the hotel's employees. The respondents received a package containing a cover letter, informed consent form, and a

questionnaire in Thai. It explained why the study was important and why the respondents' perceptions were important. In addition, the cover letter informed respondents that answering the questionnaire would not be difficult and would take only a short amount of time. Most importantly, the cover letter assured the confidentiality of respondents.

The questionnaires and information sheets (the questionnaire package) was initially planned to be placed by the researcher at the entrance of their workplace so that employees were free to collect it; that is at the time-keeper's office when clocking in for either their morning, afternoon, or night shifts. This method would help respondents feel more secure about the privacy and confidentiality of their answers rather than leaving their answers at the HR department for collection. However, the researcher had to change this method of questionnaire collection as most hotels' HR did not authorise the researcher to do this. Therefore, most survey questionnaires were left with the HR or other hotel executives during the interview (who were willing to distribute the questionnaire to the staff on behalf of the researcher). They distributed the questionnaire to the staff and returned it to the researcher at a later stage. The researcher thought that this method might have compromised the process as some HR directors might have instructed the employee to give only appropriate answers that maintained the good image of the hotel (by simply answering that no sexual harassment was happening in the hotel). However, it was found that most HR directors were cooperative. Besides, most hotels were contacted through THA and TAT executives and were informed that the research would be beneficial for both the hotel and staff as a whole. Therefore, answers that reflect the reality would help to make this study successful. Those executives who had no trust in the researcher usually declined the interview or the questionnaire distribution in the first place. The researcher trusted the participating executives because of the straightforward answers they gave during their interviews with him, thus indicating the findings reliable.

4.6.5 Quantitative Survey Questionnaire Instrument

Initially, the Sexual Experiences Questionnaire (SEQ) was designed to assess experiences of sexual harassment based on a construct incorporating both a

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theoretical psychological perspective on the phenomenon and the Equal Employment Opportunity Commission (EEOC) guidelines on the definition of sexual harassment. Each of its 18 items is answered using a 5-point Likert-type frequency scale. Its three dimensions assess the occurrence of sexual harassment within the categories of hostile climate, operationalised through the factors:

- Gender Harassment and Unwanted Sexual Attention,

- a *quid pro quo*, and

- Sexual Coercion.

Scholars who used this tool to evaluate sexual harassment incidents in the workplace include Rotundo (2001), Cantisano, Domínguez, and Depolo (2008), Tyner (2006), Bastian et al. (1996), Rospenda, Richman, and Shannon (2009), Pina et al. (2009)

Although SEQ meets some criteria required by this study (as a survey instrument for assessing exposure to sexual harassment), it will be argued that it would be less valuable in determining actual ethical behaviour (Rossouw, 2001 cited in Uys, 2008). Moreover, Gutek et al. (2004) state that:

> the SEQ is not a finished product, has a number of problems, and has weak psychometric properties. Because of inconsistencies (e.g., in time frame, number of items, wording of items), the SEQ lacks the advantages of standardized measures, such as the ability to assess changes over time. It defines sexual harassment very broadly, having the effect of distorting findings about sexual harassment. Most importantly, it is not clear what or whose definition of sexual harassment the SEQ assesses. (p. 457)

Furthermore, the original version of SEQ developed by Fitzgerald et al. in 1988 was intended to serve as an instrument for measuring the frequency of unwanted sexual behaviour (Tyner, 2006), rather than searching for rich in-depth information on the feeling and attitude of employees. This study aims at describing the experiences of hotel employees rather than looking for a statistical

sexual harassment rate. Therefore, the survey questionnaire required significant modification.

Timmerman and Bajema (1999a) also argue that "... the dominant pattern studied was sexual harassment of women by men; a few studies were conducted into the experiences of men, homosexuals and ethnic minorities" (p. 676). The SEQ may not apply well to the situation of sexual harassment incidence in the hospitality industry. Timmerman and Bajema (1999b) claim that asking only one question about experiences with unwanted sexual behaviour will produce a lower incidence rate than a list of 10 or more questions. Therefore, SEQ lacks effectiveness in eliciting in-depth data, such as how the employees feel about the incident. Qualitative interviews will help compensate for this disadvantage.

The researcher had adapted the SEQ as deemed appropriate to the context under investigation. This modification was made by adding demographic questions about age, sex, marital status, as did McComas, Hebert, Glacomln, Kaplan, and Dulberg (1993). Other variables, such as the hospitality characteristics (e.g., hotel location, working alone, night shift,), were also added, and as informed by various similar studies. The instrument was modified to suit the local Thai context. The modification of the survey questionnaire includes re-ordering the participant's age range; adding "Please specify" to the "level of education" answers; adding "Rotation" option to the participant's "work shift" answers; adding "Hotel location" on the interview questions list; other questions such as the participant's sexuality and previous sexual harassment experience were also added in the interview question list.

In particular, a number of hotel executives said that the researcher should include some specific hotel locations (such as Pattaya, Patpong, Soi Nana) in the study and compare the sexual harassment behaviour of hotel customers in other areas (such as Phuket and some upcountry hotels). Overall, the modifications integrated suggestions obtained from discussions with the experts, the researcher's personal experiences, and a review of prior literature (Coats et al., 2004).

The survey questionnaire contained a total of 40 questions: 11 questions sought demographic data on the participants; 2 pertain to sexual harassment experiences, in general; 4 asked about ethical perception; 8 concern the organisation/industry characteristics that contribute to the causes of sexual harassment; 2 related to the forms of sexual harassment; 7 asked about the effects of sexual harassment on the respondent; 2 refer to the reaction and strategies employed by hotel employees to cope with sexual harassment problems; and 2 relate to the reaction of the hotel. A request to volunteer to take part in a face-to-face interview at a later stage was made at the conclusion of the questionnaire. It was expected that the participant's open comments at the end of the survey questionnaire would provide support for both the quantitative and qualitative analyses, would help reveal attitudes to and rationalisations for behaviours that were both unexpected and illuminating (Poulston, 2007).

The questionnaire was translated into Thai to facilitate local employees' answering the one-page double-sided survey questions anonymously.

The survey questionnaire's theoretical components are highlighted in Figure 13 and Table 10.
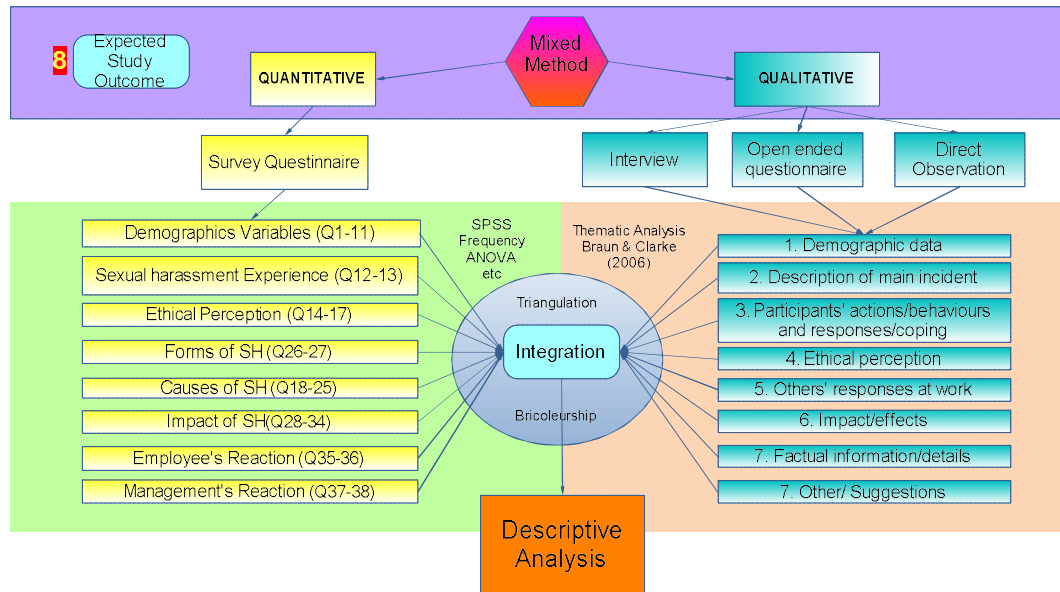
Figure 13 Survey Questionnaire Theoretical Components

Figure 13 shows the linear relationship between the theoretical assumption underlying questions being asked in the survey questionnaire and the interview with participants. It presents what this study seeks to investigate, that is, the individual characteristics as the factors that contribute to sexual harassment; the experience of sexual harassment; ethical perception of sexual harassment (whether respondents see sexual harassment as ethical or/and acceptable); the contribution of the characteristics of the hotel and the hospitality industry to the incident; the forms of sexual harassment (or the circumstances, i.e., verbal, physical, visual, written); the impacts on staff; and the hotel attitude to this issue. Details on the links between the research objectives and theoretical framework are presented in Table 10: Survey Questionnaire Components.

Table 10 Survey Questionnaire Components

Section	Q no.	Sexual harassment areas	Objectives	Theoretical framework	Respondents asked to
1.	1-11 *(11)*	Independent variable: respondent's demographic data	(RQ1) To investigate individual factors that contribute to sexual harassment	Natural/ biological model, Individual difference model/Sex-role Spillover model	provide information concerning their demographic data
2.	12-13 *(2)*	Sexual harassment experience (in general)	To obtain an insight into sexual harassment experiences in general	Natural/ biological model	select an appropriate choice
3.	14-17 *(4)*	Ethical perception of sexual harassment	(RQ2) To evaluate whether sexual harassment is considered ethical and/or acceptable	Ethical perception	rate the items on a Likert-type scale from "1− not at all agree" to "5− extremely agree"
4.	18-25 *(8)*	Factors that contributed to sexual harassment	(RQ1) To investigate organisational /industry's characteristics as factors contributing to SH	Power differential model; Organisational model; Integrated Theoretical Approaches	rank the items on a Likert-type scale from "1 the most frequent" to "5 − the least frequent" form of sexual harassment happening
5.	26-27 *(2)*	Forms of sexual harassment experienced	(RQ2) To investigate how hotel employees get harassed (either through verbal, non-verbal, or physical harassment	Integrated Theoretical Approaches	rank sexual harassment forms in order of the frequency with "1" indicating the most frequent and "5" indicating the least frequent

Section (cont.)	Q no.	Sexual harassment areas	Objectives	Theoretical framework	Respondents asked to
6.	28-34 *(7)*	Impacts of sexual harassment	(RQ3) To investigate sexual harassment impacts on their jobs, health, etc.	Integrated Theoretical Approaches	rate their perceptions on impacts on a Likert-type scale from "1 not offended at all to "5 extremely offended"
7.	35-36 *(2)*	Employees' reaction and coping strategies	To investigate reaction and coping strategies of employees	Integrated Theoretical Approaches	rate their perception on reacting strategies
8.	37-38 *(2)*	Employees' perception on the hotel's reaction	To investigate the employees' perception on hotel's reaction	Integrated Theoretical Approaches	choose an option on the perception on management's reaction
	39 *(1)*	Request for voluntarily taking part in the individual interview in the third phase	choose option to take part in the individual interview in the third stage		

This section has discussed the survey questionnaire design. The next section seeks to explain how the data were collected through the individual interviews and how the qualitative data will be analysed.

4.6.6 Individual Interviews

According to Pole and Lampard (2002, p.126 as cited in Adam 2003), an individual interview is "... a verbal exchange of information between two or more people for the principal purpose of one gathering information from the other (s)." Interviews, therefore, involve interaction and communication between two parties.

Using interviews as a research tool for data collection has a number of benefits. Due to the open-ended nature of the questions, participants are given the opportunity to provide richer information concerning their own experiences. The

interview also allows for the elicitation of specific incidents that the participants/informants have experienced concerning the phenomenon of interest, typically concerning their feelings about the incident and how they and others reacted to the incident (Harris & Reynolds, 2004). It facilitates understanding the interviewee's life-world through which the researcher seeks to understand the meaning of phenomena from the participant's perspective (Fontana & Frey, 2000, as cited in Adam, 2003). Moreover, the individual is allowed to talk openly about a topic with and without the use of specific questions (Creswell, 2003).

Table 11 shows the benefits of interview method being used as a tool for the data collection as suggested by several researchers.

Table 11 Benefits of Interview Data Collection Methods

Benefits of Interview Methods	References
• Interview is used to capture other people's stories and telling the story is essentially a meaning making process. Interviews allow the researcher to interact with people.	• De Vos, Strydom, Fouche & Delport (2002) cited in Malatji (2004)
• Interviewing the participant involves description of the experience, but also involves reflection on the description	• Harris & Reynolds (2004) • De Vos, Strydom, Fouche & Delport (2002) cited in Malatji (2004)
• Interview is used to understand the world from the participant's point of view, to unfold the meaning of people's experiences and to uncover their lived world prior to scientific explanations	• De Vos, Strydom, Fouche & Delport (2002) cited in Malatji (2004)
• Interview is a purposeful discussion between two or more people, which can help to gather valid and reliable data	• Saunders, Lewis & Thornhill, (2000) cited in Malatji (2004)
• Interviews are more suited for in-depth information while surveys are better suited when additional descriptive information is desired	• Arora (2007), • Nergiz, Kozak, & Balta, (2009)

For a sensitive topic like sexual harassment, Welman and Kruger (2001) suggest that the interview would be very useful; they recommend using an interview guide which involves a list of topics that have a bearing on the given theme and that the interviewer should raise during the course of the interview. There are different forms of interviews such as structured, semi-structured, and open-ended . This study employs semi-structured interviews as these allow both the use of the predefined important concepts from the literature to be included, while also

allowing emerging questions at the time of the interview.

All interviews were conducted by a male researcher. There might be the influence of using a male interviewer for a study that examines women's responses to unwanted sexual behaviours. In fact, out of ten hotel executives in the pilot interview, nine were male. Moreover, out of sixty participants taking part in the interview, 25 out of 60 were male. Using male or female interviewers in this study should not influence the data obtained as almost 50 percent of the participants were male.

Initially the interview was planned to take place outside the hotel premises to facilitate privacy, as suggested by Northrop (1995), and Creswell (2008). However, it was later found that most hotels allowed the researcher to interview staff in the hotel, while some did not grant such permission. Therefore, 40 interviews were undertaken with staff at their work place and nine interviews were conducted outside the hotel premises. Ideally, having interviews outside the premise would be good as the participants would feel free to speak without the control of the manager. However, this could not be done in many cases. On the contrary, having staff interviewed at the premises was good because the researcher did not need to arrange a place outside the hotel. Moreover, the researcher could observe the situation while the interview taking place. Observation is one data collection strategy used in this research. It saved significant time and resources. However, the researcher noticed that some hotel executives might tell the staff to employ only "appropriate" answers. For example, one hotel in an upcountry area provided a meeting room for the interview. All staff here seemed to answer that sexual harassment was never happening in the hotels. Later in the interviews, the researcher realised that most staff had mistaken the term "sexual harassment" for "prostitution". In this case, the researcher had a feeling that the hotel staff were instructed by the manager to answer that "there is no prostitution service provided here" and, as a result, this may lead to the bias and validity issues of findings. Having interviews outside the hotel yielded good results as staff talked freely. However, it was not convenient for most of them to have interviews outside their working hours especially those who worked in the afternoon and night shifts (because they were tired and wanted to go back home

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early to rest). It was found that the most difficult factor proved to be how to get employees' consent to have interview with the researcher in the first place. The venue of the interview came second.

Each interview was conducted individually, with the exception of six group interviews. The interview started with an icebreaker in order to make staff feel comfortable with the researcher and the topic. The researcher explained the purposes of the interview and the participants were then asked to describe their experiences, if any. The interviewer followed the series of structured questions as guided by the question list. Being aware that sexual harassment is a sensitive issue that may offend the participants, the researcher used an open, conversational style in the interview to obtain this sensitive information. The researcher had to focus on reciprocity; protocol; informed consent; confidentiality; and data access and ownership (Patton 1990). For example, the researcher needed to establish a good relationship with hotel and employees who took part in the data collection process by seeking research permission and committing to appropriate sharing of research output in consultation with them. The participants needed to be "well informed of the purpose of the study and be assured of confidentiality and anonymity" (McMillan & Schumacher, 1993 p. 398, as cited in Adam 2003). The time anticipated for their participation and the researcher's role were also explained. Participants took part voluntarily in the research and were offered the opportunity to withdraw from the interview at any stage. No further interview would be conducted if the participants requested to withdraw. If the effect of the interview was apparently severely offensive by or having a great psychological impact on the participant, he or she would be offered a chance to meet with the councillor. For the sake of the participants' privacy and security, they were informed that their real names would not be revealed in the thesis except where they gave consent to do so. Pseudonyms have been used for those whose real names were not allowed to be used.4.6.7 Qualitative Semi-structured Interview Questions Design

 According to Poria (2008) and Denzin (2001), the adoption of a semi-structured interview format means the data are partly shaped by the core questions, which were informed by previous research findings. Following the semi-structured

interview guide would also ensure that the same research areas would be explored for each interview (Patton, 1990). Interviews lasted between 30 and 60 minutes. The semi-structured interview identified demographic and environmental factors associated with sexual harassment incidents. Other items were partly guided by the Sexual Harassment Questionnaire (SEQ) created by Fitzgerald and colleagues (Fitzgerald et al., 1995; Mazzeo, Bergman, Buchanan, Drasgow, & Fitzgerald, 2001), and the pilot interviews with experts (HR directors/executives). Overall, most items were predetermined questions which were derived from the literature review. When necessary, the interviewer probed for fuller responses about events, opinions, and feelings of being a harassment victim. The semi-structured interview questions were designed to align with those questions asked in the survey questionnaire, the purpose being to compare and contrast answers obtained from both types of data collection, whether contradictory (or confirmatory) of each other. Here, the intention was seeking data triangulation, which is a useful strategy to prove the validity of the data (Fielden et al., 2010).

The interview questions allowed for standardisation across the interviews, but they were also general enough to provide an opportunity for the respondent to provide rich and detailed information (Patton, 1990). Information to be ascertained in every interview covered several themes: demographic data of the participant; definition of sexual harassment; description of main incident; the harasser's characteristics; ethical perception; participant's work role; coping, responses, and reactions to the incident; emotions and thoughts related to the incident; and suggestions of what hotel could do to prevent sexual harassment.

Demographic data of the participants : To obtain participants' demographic data on gender, marital status, educational level, service department, job tenure, position level, work shift and number of employees.

Sexual harassment definition : To learn whether hotel workers in Thailand label their experiences as sexual harassment.

Description of main incident : To understand the type of harassment, harasser information, place and area of incident, environment and situation information

(e.g., number of witnesses around, the time of day, physical location, how long ago, and how many times it occurred).

The harasser's (customer) characteristics : To investigate the customer characteristics (such as gender, age, country of origin, service subscribed,)

Ethical perception : To elicit participant's general ethical perceptions on sexual harassment (whether sexual harassment is a good conduct, acceptable, able to tolerate,)

Participant's work role (service department/position): To understand participant's additional personal factors that may contribute to sexual harassment.

Participant's coping, responses, and reactions to the incident , including the effects of her/his response(s): To investigate reaction and coping strategies of the participant, such as discussion or talking to others about the incident (e.g., talk with a friend, co-worker, customer, or supervisor); actions participant takes to make change(s) in the work environment (e.g., change hours, customer, or work space); other actions (e.g., ignore, avoid, or decided not to tell or not to do anything); and others' responses at work.

Participant's emotions and thoughts related to the incident : To investigate the impacts/effects on the participant in general, including thoughts about the incident's impacts, personal effects $-$ emotions/feelings, physical effects, professional effects$-$on the job (e.g., feelings toward work or their customers), or no effect/did not bother the participant - directly state.

General suggestions and comments on what hotel could do to prevent sexual harassment in the hotel: To collect suggestions made to hotel to solve the problem, that is, complaint intention of the staff and complaint handling procedures of the hotel, job turnover intention, other problem handling policies,

The researcher asked the same questions of all respondents in order to ensure validity (Malatji, 2004). To ensure accuracy of the data, as advocated by Patton (1990), all interviews were audio-recorded (with the consent of the participants) and transcribed (Browning, 2008).

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Seventy interviews were conducted with male and female hotel staff and the executives. This section has outlined the interview process as well as the components of the interview questions. Direct observation was also a means used to collect data and this will be outlined in the next section.

4.6.7 Direct Observation

Since sexual harassment is a sensitive topic, data were also sought through observing and recording the phenomena as faithfully as possible. Adam (2003) argues that:

> observation is a matter of collecting information about the nature of the physical and social world as it unfolds before us directly via the senses rather than indirectly via the accounts of others. It is a demanding and complex task, which can be rewarding because it allows the researcher direct access to a social world differing from his/her own. By emphasising the role of the researcher in attributing meaning to what is being observed ... observation may be as much about the construction of data as it is about its collection. (p. 82)

Similarly, Miles (1983) states that observation is inductive analysis that should begin by formulating classes/themes of the phenomenon and then making linkages between the concepts, noting regularities and irregularities which have aroused one's curiosity.

The process of observation was used to gain entry into the world of the hotel staff, and to witness the activities that constitute their perception and experiences of sexual harassment by being present and watching. According to Wolcott (1981 as cited in Adam, 2003), observation is a research method which relies on the capacity of the researcher to interpret the situation as it unfolds; the researcher is, therefore, the principal instrument of the method. Although it is difficult for researchers to plan observation beforehand, Wolcott (1981, as cited in Adam 2003) suggests four strategies that should be adopted in the early stages of observation:

- observing and recording as much as possible;

- observing and looking for nothing in particular;

- looking for paradoxes; and

- looking for the key problem confronting the group. (p. 82)

It was planned that the observations would be conducted in each hotel before, during, and after the interviews with participants. The researcher, in the role as the observer, had the intention to witness, experience, and record human behaviour. McMillan and Schumacher (1993, as cited in Adam, 2003) suggests that "... observation is also an active process, which includes muted cues, facial expressions, gestures, tone of voice and other non-verbalised social interactions, which suggest subtle meanings of language" (p. 83). The researcher used descriptive field notes to record what was observed. These notes were later reworked for clarity and all recorded in one field journal (Brannick & Coghlan, 2006).

4.6.8 Role of the Researcher

As previously described, the experiences and the role of the researcher are important in the investigation. According to Jackson and Niblo (2003, as cited in Liamputtong 2008):

> doing cross-cultural research necessitates the acquisition of cultural knowledge of the social group that researchers wish to learn from. This means researchers must have a thorough understanding and knowledge of the culture which includes extensive knowledge of social, familial, cultural, religious, historical and political backgrounds. (p. 24)

According to Liamputtong (2008), "For researchers who share social and cultural characteristics, this may not be too problematic, but there are many subtle issues that they may need to take into consideration" (p. 4). Bishop (1998, as cited in Liamputtong 2008), suggests that insiders may be biased, and they can be too close to the culture to ask essential questions. In contrast, Madriz (1998, as cited in Liamputtong 2008), contends that sharing a social and cultural background will

reduce the distance between both parties and that language is the most important element. As a Thai, the researcher did not need to work with an interpreter or translator. Liamputtong (2008) suggests that the researcher who undertakes cross-cultural research should be an "insider", "meaning only those who share social, cultural and linguistic characteristics as the research participants would be suitable to do so" (p. 5). Moreover, "concepts do not always exist across culture and language" (Marston, 2005 cited in Liamputtong, 2008). In qualitative research, the context is extremely important; without it, misunderstandings can easily arise.

As previously mentioned, each data collection type has its own advantages and limitations, Table 12 presents details in this regard.

Table 12 Data Collection Types, Options, Advantages, and Limitations

Data collection type	Options within type	Advantages of type	Limitations of type
1. Observations	• Complete participant: researcher conceals role	• Researcher has a first hand experience with participants	• Researcher may be seen as intrusive
	• Observer as participant: role of observer is known	• Researcher can record information as it is revealed	• Private information may be observed that the researcher cannot report
	• Participant as observer: observation role secondary to participant role	• Unusual aspects can be noticed.	• The researcher may not have good attending and observing skills
	• Complete observer: researcher observes without participation	• Useful in explaining topics that may be uncomfortable for participants to discuss	• Certain participants (e.g., children) may present special problems in gaining rapport with
2. Interviews	• Fact to face: one-on-one, in-depth interview	• Useful when participants cannot be observed directly	• Provide indirect information filtered through the view of interviewees
	• Telephone: researcher interviews by phone	• Participant can provide historical information	• Provide information in a designated place rather than the natural field setting
	• Group interview: researcher interviews participants in a group	• Allows researcher to "control" the line of questioning	• Research's presence may bias responses • People are not equally articulate and perceptive
3. Questionnaire	• Survey questionnaire	• Visual presentations can be provided	• Method is not flexible
		• Long response categories can be provided	• Long survey is not possible
		• Open-ended questions are feasible	• Open-ended questions are not possible

Data collection type	Options within type	Advantages of type	Limitations of type
(3) Questionnaire (cont.)	Survey questionnaire	• Reading and writing are needed	• Quality of response can be judged
		• Cost is low	• Researcher cannot explain the study in person
		• Gives access to dispersed samples	• Researcher cannot explain the study in person
		• Respondents have time to formulate answers	• Cost is high

Source: Creswell (2008, p. 186), Trochim (2006)

To sum up, the researcher's personal experiences as hotel staff (in various positions including a security guard, room boy, room service, floor supervisor, telephone operator, and receptionist) in several hotels in Thailand over eight years helped him understand the complexity associated with the incidents. This understanding helped reduce the problems of misunderstanding and obtaining cooperation during data collection process. The reflexive methodology, as suggested Alvesson and Skoldberg (2000, 2009), Dupuis (2010), and Henderson (2011), is an important tool to efficiently reflect the researcher's and the staff's experience both during the interview and the data analysis, as was mentioned in the previous section.

This section discussed the design of data collection tools: the typology of mixed methods being used; the preparation and planning stage; the data collection timeline; the permission of hotels and other involved parties; and the data collection tools (i.e., the questionnaire, the interview questions, direct observation, and the reflexive methodology). Each data collection method has its advantages and limitations. The next section discusses data analysis.

4.7   Data Analysis

In general, data analysis consists of examining the data to address the research questions and hypotheses (Creswell 2003, 2008). In quantitative research approaches, the researcher analyses the data in order to search for the relationships between the observed variables (either of a causal or correlational nature), if any, in one or more groups that are statistically significant, that is, generalizable to the population the sample is drawn from.

Quantitative data input was undertaken by the researcher to ensure a good understanding of the data was achieved. Statistics to be used include descriptive statistics (for example, frequencies were used to determine the profiles of respondents). Cross-tabulation was employed to identify associations between attitudinal questions and demographic characteristics. Other statistics such as Independent Samples t-test and One-Way ANOVA were also used to measure hotel staff's attitudes on the interval (Likert) scale, and thus ensure validity and reliability of the study findings. The results were considered significant only when p-values were equal to or lower than 0.05. The data analysis has two stages: descriptive analysis and ANOVA.

Descriptive statistics such as frequency, mean, and standard deviation were conducted to examine the respondents' demographic profiles (i.e., age, race, marital status, educational level), employment characteristics (i.e., levels in an organisation, department, tenure and income), and the general opinions of the employees on a particular issue. The aim of using descriptive statistics is to present the individual differences' variables and the variables related to sexual harassment (Toker, 2003).

ANOVA was utilised to examine the mean differences for each respondent's perception on ethics (questions 14-17), causes of sexual harassment (questions 18-25), forms/types of sexual harassment (questions 26-27), impacts of sexual harassment (questions 28-34), and the employee's reaction and coping strategies (questions 35-36).

The qualitative data analysis focuses on data gathered from the transcriptions, memos, and field notes which were thematised in accordance with the predefined theoretical models (i.e. individual difference model, organisational model, societal-cultural model, and hospitality characteristics model). The emerging themes generated during the interview were also analysed.

Since this mixed method study takes a pragmatic approach, it was assumed that for quantitative survey questionnaire data, the positivist approach would be applied, that is, all questions are a theory-led. The qualitative semi-structured interview also arranged questions according to the theoretical models (i.e. the individual, organisational, or societal-cultural difference models,) highlighted in the literature review. However, the qualitative interview allowed room to dig deeper into the views and experiences of hotel staff, leading to the possibility of new themes emerging from the participants' experiences (theory-led thematic analysis).

The first part of the data analysis section deals with the quantitative data obtained from the survey questionnaire.

4.7.1 Quantitative Data Analysis

The quantitative data obtained from the survey questionnaire were analysed using SPSS (Statistical Package for the Social Sciences) version 16 for Windows. Prior to the analysis, each variable was examined for accuracy of data entry, extreme values, and missing data. Statistics analysis included descriptive statistics and nonparametric tests. Descriptive statistics included means and frequencies of participants' answers to each item. Nonparametric tests were also be used to examine the relationships between dependent and independent variables. Both statistics and tests were used to interpret and analyse the data. Integration of qualitative and quantitative data was carried out at the later stage to produce the integrated outcome of the study. More details on quantitative data collection, tool, and interpretation are explained in Chapter 5: Findings from Quantitative Data.

4.7.2 Qualitative Data Analysis

The previous section explains the process of making sense of the evidence gathering from the questionnaire survey or quantitative deductive inference (theory-driven hypothesis testing, verification oriented). This study, however, puts a primary focus on the qualitative inductive inference (i.e., data-driven interpretation, theory development, and exploration oriented) (O'Neil, 2003).

For the qualitative data, researchers have sought to develop systematic approaches to the analysis of this data to ensure reliable findings and to achieve a degree of confidence about claims being made. These researchers:

> were seeking understanding of the phenomenon they studied, but each used a somewhat different approach to analyzing their data. Their approaches varied in the level of interpretation they applied to the data and in the actual hands-on procedures they used to conduct their analysis. (Maykut & Morehouse, 1994, p. 120)

In addition, the process of qualitative data analysis can take many forms, but

> it is fundamentally a nonmathematical analytical procedure that involves examining the meaning of people's words and actions. Qualitative research findings are inductively derived from this data. (Maykut & Morehouse, 1994, p. 120)

For this study, after the data collection phase, the researcher's main concern was to reach an accurate understanding by either explanation or interpretation of the data collected. A number of scholars suggest the researcher makes use of a range of analysis techniques. For example, De Vos (2002) suggests that the process includes the collection and recording of data, managing the data, reading and memoing (writing memos), describing, classifying and interpreting, and lastly representing or visualising. Creswell (2007) indicates that qualitative research asks about how individuals or groups view a problem and sets up a theme. Parakyla (2005,, as cited in Omondi, n/d) noted that by "... reading and re-reading, qualitative researchers can pin down their key themes thereby drawing a picture of

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presuppositions and meanings that constitute the cultural world from which the textual material is a specimen" (p. 870). Qualitative researchers analyse data by organising the content into categories, based on themes, concepts, or similar features.

The next section discusses the merits of thematic analysis as suggested by a number of researchers on how to employ thematic analysis to analyse texts.

Creswell's (2008) generic process of qualitative data analysis and Braun and Clarke's (2006) thematic analysis

This study employs the notion suggested by Creswell (2008, pp. 190-195) that the researcher should blend the generic steps with the specific design steps. Creswell's generic process of qualitative data analysis will serve as a guideline and general framework for the qualitative data analysis. However, the researcher primarily used Braun and Clarke's (2006) six phases of conducting thematic analysis as "specific design steps."

Thematic analysis was chosen as "it offers an accessible and theoretically flexible approach to analysing qualitative data" (Braun & Clarke 2006, p. 77). Moreover, "it can be used within different theoretical frameworks" (p. 81). In addition, this study employs the sexual harassment integrated framework, which addresses the "lack of embeddedness in a particular theoretical framework" which was criticised as a drawback of thematic analysis. The six phases of analysis (familiarising oneself with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, producing the report) outlined by Braun and Clarke (2006) will be used to guide data analysis.

The details of the comparison of Creswell's (2003) and Braun and Clarke's (2006) Data Analysis are shown in Table 7.

In general, Creswell's (2008) six step generic processes of qualitative data analysis is similar to Braun and Clarke's (2006) six phases of thematic analysis. The procedures help provide standardisation and rigour to the qualitative data analysis process (Moore, 2006). The researcher utilises and integrates both

Creswell's, and Braun and Clarke's concepts to analyse and interpret data. The purposed outline for the qualitative analysis chapter will comprise six steps as detailed in Table 13.

Table 13 Data Analysis Procedures

Step	Main Activities	Detailed Activities	Additional/ Detailed Activities
1.	Organise and prepare the data for analysis	• Transcribing data • Reading and rereading the data (to get overall meaning) • Employing an inductive approach to thematic analysis which allows themes to emerge from the data • Taking note of major issues as they come to mind in order to acquire a sense of the various topics embedded in the data	• Optical scanning of material • Use of left margin for identifying individual bits of data typing up field notes • Sorting and arranging the data into different types depending on the sources of information
2.	Generating initial codes (open coding)	• Coding interesting features of the data in a systematic fashion across the entire data set • Organising the material into chunks before bringing meaning to those chunks • Collating codes into potential themes • Labelling those categories with a term	For each document: • Researcher focuses on its underlying meaning, writing thoughts in the margins. • Identification of topics was both predetermined by researcher (as based upon the literature) and emerged from the participants' vocabulary. • Process is repeated for each document and then a list is made of all topics.
3.	Searching for themes within the code (axial coding)	• Collating codes into potential themes • Gathering all data relevant to each potential theme	• Similar topics will be clustered and then formed into a table/categories and arranged as major topics, unique topics, and leftovers. • Reordering of the clusters of categories helps create and redefine the initial themes.

Step	Main Activities	Detailed Activities	Additional/ Detailed Activities
4.	Reviewing themes	• Interconnecting themes into a general description. • Creating generating a thematic map of the analysis.	• Define a general area of the meaning of each theme. • Identify emerging categories/ themes. • Provide name and flexible definition for each emerging theme.
5.	Defining and interpreting themes (selective coding).	• Selecting vivid, compelling extract examples. • Making personal interpretation, so that the reader understands that the inquirer brings to the study his own culture, history, experiences • Searching for a meaning derived from a comparison of the findings with information collected from the literature or extant theories. • Relating back of the analysis to the research question and literature. • Refining the theory/ suggesting that the findings confirm or diverge from past information • Incorporating and developing themes into a theoretical model.	• Generate a description of the setting or people/ categories/ themes. • Provide a detailed discussion of themes (complete with subthemes, specific illustrations, multiple perspectives from individuals, and quotations), or use of diagrams (i.e., visuals, figures, or tables). • All techniques will be used to integrate and represent the data in outline form. • Make an interpretation or meaning of the underlying data. • Review the scheme for internal consistency and for gaps in logic, filling in poorly developed categories and trimming excess ones, and validating the scheme by comparing it to raw data. • Themes will be compared with and discussed in light of the relevant theories.
6	Producing the report	• Finalising the name of each theme, writing its description and illustrating it with a few quotations from the original text (to help communicate its meaning to the reader). • Producing a scholarly report of the analysis.	

The data analysis procedures started by organising and preparing the data for analysis. As mentioned earlier, all interviews had been digitally recorded (using a tape recorder) in a format of an mp3 file. These files were transcribed and

translated from Thai into English by a professional registered translator of a well-known international translating company in New Zealand, Ms. Patinya Kunkulvoranunn. The next step was organising the data into the predefined themes (as guided by the interview questions and based upon the literature). Therefore, each question would provide a chunk of topics that related to each theme. All data relevant to each theme were gathered. Similar topics were clustered and then formed as major theme and sub-theme. These themes were later connected and reviewed. At this stage, emerging themes were identified and given a name. The researcher then made personal interpretation to produce the findings. These findings were referred back to the research question and discussed in the light of the relevant theories. The last stage was producing the report of the study findings.

In sum, the taped interviews, written field notes, and collated documents were transcribed, coded, and analysed using Creswell's (2008), and Braun and Clarke's (2006) steps. Thematic codes were identified according to analytical categories derived from the theoretical models: individual difference, organisational, societal-cultural, or hospitality characteristics models.

The researcher expects that, according to the predefined questions contained in the survey questionnaire and the semi-structured interview, the themes shown in Figure 14 may be found in the study findings part of the research.
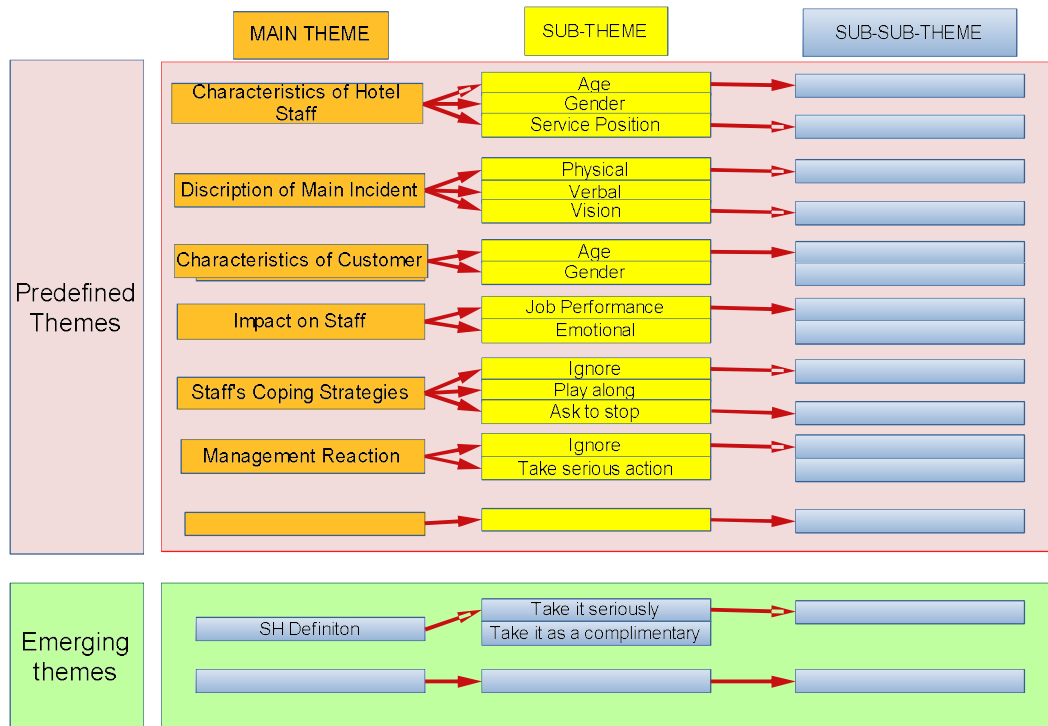
Figure 14 Summary of thematic analysis of data into themes, sub-themes and sub-sub-themes in the study

To better present the relationship between predefined and emerging themes. Table 14 details the important research components which relate to each other i.e. research objectives (column 1), research questions (column 2) and mixed method data enquiries and analysis (columns 3 and 4). It outlines study findings that will be presented in the next chapters i.e. the quantitative data analysis (Chapter 5) and qualitative (Chapter 6). It also aims to integrate findings from the quantitative and qualitative data (columns 3+4) and group them together according to research objectives and research questions. Overall, the findings will be categorised into seven groups: .

1) the relationship between staff demographic factors and their sexual harassment experiences;

2) the relationship between hotel characteristics/ and staff sexual harassment experiences;

3) the perception of hotel staff of whether or not they regard sexual harassment as misconduct;

4) the perception of hotel staff of whether or not sexual harassment can be tolerated and accepted;

5) the perception of hotel staff on the prevalence and severity of sexual harassment in the hotel in general;

6) the perception of hotel staff on the forms of sexual harassment they experienced (visual, verbal, physical, written)

7) the perception of hotel staff on the effectiveness of strategies to react to or counter sexual harassment;

8) the experience of staff on the impact of sexual harassment on themselves, the company, and the country;

9) the perception of the staff on the reaction of the hotel in coping with the sexual harassment issue in the hotel; and

10) the emerging themes which were anticipated to be occurring. i.e.:

   a. Thailand sociocultural factors that may contribute to sexual harassment incidents;

   b. The harasser's (hotel guests) individual characteristics that may associate with their sexual harassment behaviour; and

   c. The hotel characteristics (such as location, grade, etc.) that may contribute to sexual harassment occurring in their premises.

This section shows how study results would be presented in accordance with the predefined and emerging themes that were aligned with research objective and research questions as summarised in Table 14.

Table 14 Objectives of the Research, Research Questions, and Mixed Methods Analysis

Objectives of the Study (1)	Research Questions (2)	Quantitative Data Analysis (3)	Qualitative Data Analysis (Main Themes/ Emerging themes) (4)
1. (Quantitative Objective): ● To investigate the relationship between the hotel staff's personal characteristics (gender, age, etc.) and their perceptions on the incidence of sexual harassment caused by hotel customers	●What factors contribute to the causes of sexual harassment by the customer of hotel staff in Thailand? –Independent variables = Age, gender, education, – Dependent variable = Sexual harassment perception/experience	**PART 1:** Demographic Data **Hotel staff's individual characteristics** ● *Q1-Q11*	**THEME 1:** Hotel employee's individual factors contributing to sexual harassment ● *Q1-Q11*
	Causes of sexual harassment by customer VS Hospitality intrinsic characteristics as the factors that contribute to sexual harassment	**PART 4:** Causes of sexual harassment by customer ● *Q18-Q25*	**THEME 2:** Intrinsic hospitality characteristics as factors that contribute to sexual harassment ● *Q18-Q25*
2. (Qualitative Objective) ● To search for knowledge based on personal experience, opinions and attitudes towards sexual harassment among Thailand's hotel workers. ● Of particular interest are six issues			
2.1 To learn whether hotel workers in Thailand label their experiences as sexual harassment	● Will hotel workers in Thailand label their experiences as sexual harassment?	● *Q12-Sexual harassment experience*	**THEME 3:** Hotel employees label their experiences as sexual harassment ● *Definitions of sexual harassment* ● *Q12-Sexual harassment experience*
2.2 To identify the perception/experiences of male and female hotel staff, whether they perceive sexual harassment similarly or differently	● Does female staff perceive sexual harassment differently from their male counterpart?	**PART 3:** Ethical perception on sexual harassment ● *Q14-17 Ethical perception on sexual harassment*	**THEME 4:** Differences and similarities of male and female perceptions on sexual harassment experiences ● *Q14-17 Ethical perception on sexual harassment*

Objectives of the Study (1)	Research Questions (2)	Quantitative Data Analysis (3)	Qualitative Data Analysis (Main Themes/ Emerging themes) (4)
2.3 To identify the prevalence and severity of SH in their perception	● How do they perceive the prevalence and severity of the problem?	**PART 2:** Sexual harassment experience in general ● *Q13-Sexual harassment prevalence and severity*	**THEME 5:** prevalence and severity of sexual harassment by the customer of Thai hotel staff ● *Q13-Sexual harassment prevalence and severity*
2.4 To search for types of sexual harassment in the hotel (i.e. verbal, non-verbal, physical)	● How are hotel employees harassed by the hotel customer? (Verbal, visual, written, physical, none)	**PART 5:** How were you sexually harassed by the customer? (Forms of sexual harassment) ● *Q26-The prevalent forms of sexual harassment* ● *Q27-The severe forms of sexual harassment*	**THEME 6:** Forms of sexual harassment ● *Q26-The prevalent forms of sexual harassment* ● *Q27-The severe forms of sexual harassment*
2.5 To identify the hotel staff's reaction to SH as well as strategies to cope with the problem	● How do hotel employees react to the harassment? (Ignore, avoid the harasser, confront, etc.)	**PART 7 :** Employees' reaction & coping strategies ● *Q35-36 Sexual harassment coping strategies of hotel staff*	**THEME 7:** Strategies used to prevent and react to sexual harassment ● *Q35-36 Sexual harassment coping strategies of hotel staff*
2.6 To identify the impact of SH on the hotel staff	● What do they feel? (Impact on one's feeling, job withdrawal, turnover,)	**PART 6 :** Impacts of sexual harassment ● *Q28-Feeling offended or satisfied* ● *Q29-34 Impact of sexual harassment*	**THEME 8:** Impacts of sexual harassment on staff ● *Q28-Feeling offended or satisfied* ● *Q29-34 Impact of sexual harassment*
2.7 To identify what hotel can do to prevent sexual harassment in the hotel	● What is the reaction of hotel with regard to the sexual harassment of staff by the hotel customer?	**PART 8 :** Employees' perception on the hotel's reaction on the complaint made by the employees ● *Q37-Staff's complaint intention* ● *Q38-Hotel's complaint feedback*	**THEME 9:** Hotel's reaction on sexual harassment by the customer ● *Q37-Staff's complaint intention* ● *Q38-Hotel's complaint feedback*

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Objectives of the Study (1)	Research Questions (2)	Quantitative Data Analysis (3)	Qualitative Data Analysis (Main Themes/ Emerging themes) (4)
			EMERGING THEMES
			THEME 10: Thailand unique characteristics as the factors contributing to sexual harassment 1. **Some Thai Unique Characteristics** 2. **Prostitution problem** 3. **Other problems**
			THEME 11: Harasser's individual characteristics *1.* **Harasser's individual characteristics** 2. **Customer's reaction to his misconduct**
			THEME 12: Hotel's unique characteristics. 1. **Hotel location** 2. **Hotel grade** 3. **Hotel's "special service"**

Table 14 summarises the relationship between research objectives, research questions, and mixed methods analysis. It outlines the structure of study findings obtained from data analysis. The next section focuses on the validity and reliability of the research.

4.8   Validity and Reliability of the Research

Issues of ethics, reliability, and validity are important, because they provide the basis for assessing the objectivity and credibility of the research (Mukamunana, 2008). In addition,

... scientific knowledge is obtained through rigorous methods and techniques that in some controllable way correspond to the social world that is being described. The validity of this knowledge largely depends on the manner in which data have been collected, which is

the research methodology. (Mukamunana, 2008, p. 40)

According to Denzin (1984, as cited in Mukamunana 2008), triangulation may occur between data, investigators, theories, and methodologies.

Data : Data source triangulation is used when the researcher looks for similar data in different contexts or sources.

Investigators: Investigator triangulation refers to the use of several investigators to examine the same phenomenon.

Theories: Theory triangulation denotes the same interpretation of results by investigators with different viewpoints. In general, the objective of this study is exploratory in nature. Numerous theories are used, including individual (gender) differential. Hardman (2000), and Street, Gradus, Stafford, and Kelly (2007) argue that personal characteristics (such as age, gender, gender role, and past experiences of sexual harassment) would moderate the effect of sexual harassment on its outcome, the power inequality model (MacKinnon, 1979; Mueller et al., 2001), the sex-role spillover model, the organisational model, the biological model, RAT theory, and the integrated model/dimensions. The use of a multi-theoretical framework helps verify the differences and similarities in the hotel staff's perception and experiences regarding sexual harassment.

The benefit of employing more than one theory is that:

> ... multiple theoretical perspectives can be used either at the planning stage or the interpretation stage or both. The use of more than one theory can be difficult but it will increase the chance of making a creative synthesis or developing new ideas. (Neuman, 2000 p. 61-62, as cited in Mukamunana, 2008)

Methodologies : Methodological triangulation refers to the use of several research approaches to gather data relevant to the study. It helps increase confidence in the interpretation. Mixed methods enable the researcher to gather data using both quantitative means (via survey questionnaire) and qualitative instruments (semi-

structured interview and direct observation). This triangulation helps enhance the validity of the data collected.

Gill and Johnson (2002, as cited in Cogin and Fish, 2007), argue that a mixed methods approach provides greater validity and reliability than a single methodological approach.

This research employs triangulation, which involves using a number of data sources, tools of data collection, theories, and methodologies in order to ensure the validity and reliability of the study (Creswell, 2008). As stated earlier, the mixed methods approach provides solid ground for both quantitative and qualitative data collection and analysis. According to Silverman (2001, as cited in Mukamunana, 2008), the reliability of qualitative data is also closely related to the types of instruments used to collect data. For quantitative data to be collected via the survey questionnaire, the questionnaire must demonstrate concurrent validity because it contains test items of studies that measure the relationship between hotel employee characteristics and their perception (Wetprasit, 2006). Cronbach's alpha (as recommended by Nunnally and Bernstein (1994), as cited in Wetprasit (2006) that the reliability estimates of .70 or greater were considered acceptable) was less than .70. The Cronbach's alpha reliability coefficient of the instrument in this study is not valid as the result a number of problems including an unclear definition of sexual harassment; the various forms and circumstances of sexual harassment; and the blurred concepts of services provided in the hospitality industry. These factors made it difficult for the researcher to design valid questions. Despite this weakness, the validity and reliability of this study do not purely rely on the quantitative or qualitative part of data collected, tools, and findings. It relies mainly on the integration of the data, tools, and findings as a result of the mixed methods approach.

4.9 Limitations of the Research

This study is one of the first of its kind, especially in the Thailand hospitality context. Though this study can be claimed to be pioneering (providing rich information), due to the nature and the complexity of sexual harassment issues,

several limitations should be acknowledged: the generalizability of the results; the sensitive nature of sexual harassment; and the research paradigm.

Generalizability of results: One limitation of the methodology is that study findings cannot be taken as representative of the experiences of the hotel staff population in Thailand, as neither hotels nor individual hotel staff were selected randomly, which calls into question the representative nature of the sample. Consequently, the study result cannot really be extrapolated to the general population. In addition, since data were derived from self-reports on the part of the victim, the researcher was aware that, as they all perceived that they had directly experienced sexual harassment behaviour, they were highly motivated and possibly had their own agenda to pursue. In addition, the cross-sectional nature of the data may erode the ability to establish causality in many of the observed relationships (Puri & Cleland, 2007). Therefore, findings from this thesis should be viewed within the limited purpose of the study.

Sensitive nature of sexual harassment: Sexual harassment is a very complex, susceptible, sensitive, and private issue. This study employed multi-strategies of data collection: survey questionnaire, interview, direct observation, and the researcher's own experience, as suggested by a number of researchers (such as Line, 2006; Romito, 2004; Lee, Heilmann, & Near, 2004). Although the questionnaires or (most) participants were anonymous, it is possible that some respondents/participants did not trust the procedure and felt uncomfortable, thus choosing not to reveal their experiences of harassment. This methodological weakness is common to other studies on this topic (Romito, 2004) and one that is impossible to resolve satisfactorily. Moreover, the researcher could not access the hotels' important database on sexual harassment complaints filed by staff (as this information is very sensitive and may tarnish the hotel's image). Sexual harassment is not a pleasant experience; someone who has been sexually harassed may feel ashamed and embarrassed because they did not want anyone to know that they had been subjected to the misbehaviour (Dastile, 2004). The researcher must employ sound strategies to capture the essence of such experience. Data collection strategy is very important in this regard.

Research paradigm: All research designs have their strengths and limitations (Hudson, 2007). Since this research is not a replication of any previous studies, there was no guideline or recommendation about which research design, model and strategies work best for the Thai hospitality context. Besides, the (survey) instrument is simple and general because the aim of the study is exploratory in nature. To cope with this problem, the researcher employed the mixed method which is claimed to be an appropriate approach for sexual harassment studies as it is based on the nature of the research problem (Creswell, 2008). Mixed method allows the researcher to use multiple means of data collection and provides the flexibility to search for knowledge that is very sensitive and hard to obtain. Five hundred survey questionnaires were distributed. Seventy interviews were carried out with industry experts, hotel executives, and staff. A number of direct observations were conducted. These strategies proved effective. For example, some scholars (Magley, Hulin, Fitzgerald, & DeNardo, 1999) argue that there has been discussion concerning the validity of instruments designed to measure sexual harassment (such as the SEQ), especially when asking behavioural questions about sexual harassment like "Have you been sexually harassed?" without realising that using the term may inappropriately inflate estimates of the incidence of sexual harassment. Researchers, therefore, should assess sexual harassment by means of descriptions of the events themselves that actually capture experience without the unreliability, ambiguity, and definition problems related to labelling. In sum, sexual harassment is an important area of research that has been hindered by methodological weaknesses (Hunt et al., 2007; Lengnick-Hall, 1995).

As mentioned in Chapter 2 and Chapter 3 concerning differences of the definition of sexual harassment, and the various methodologies used by researchers that eventually have a significant impact on the levels of sexual harassment reported, the way in which surveys ask respondents about sexual harassment can have a profound impact upon the findings. In addition, interviews may also produce unreliable results because of respondents' reluctance to disclose sensitive information face-to-face (Watts & Zimmerman, 2002). Mixed method data collection techniques pay attention to methodology and an understanding of the

possible biases introduced, which is crucial when researching sexual harassment subjects.

As mentioned earlier, some limitations of this research concerning the sample are that the study uses a nonprobability sample. The samples were considered as convenience samples and may be susceptible to sampling bias. The convenience data samples resulted in data skewed to the younger female age group, as also experienced by some researchers (Kyoko, 2006; Min & Petrovic-Lazarevic, 2005; South Asian Research & Development Initiative (SARDI), 1999). In addition, the samples are not racially or ethnically diverse. The sample size (500 for the survey questionnaire and 70 interviews) is considered reasonable. However, the limitation is that respondents in this study were self-selected. The bias lies in the fact that a participant's decision to participate may be correlated with traits that affect the study, making the participants a non-representative sample (Rankin & Associates Consulting, 2006). Moreover, the researcher was unable to make sample selections from a number of different hotels as hotel managers did not grant permission to have direct contact with their employees. This problem was experienced by a number of researchers in the field such as Icenogle et al. (2002), Price (2008), and Hardman (2000). This study not only collected data from hotel staff/ workers, the hotel executives also participated in the interview. Although they provided invaluable information and suggestions in regard to the sexual harassment topic, most of them accepted that the topic under study was a new area of research. Sexual harassment was a sensitive topic and it may have offended some participants. The managers admitted that approaching the research participants could not be easily done unless the contact came via a personal network of friends or related agents.

For hotel staff, the interviews were made with those who worked in hotels, resorts, bungalows, restaurants, pubs and bars, spas, and beer bars in the hotel. Some staff were permanently employed. Some were recruited temporarily. The job descriptions of each outlet were different. Some provided sex-hidden services. Some services required physical touching. The physical contact varied at a certain degree. For example, a barber girl and a spa therapist had more exposure to being physically harassed by a customer (than say receptionists or telephone operators).

Such touching would arouse sexual feelings. Categorising types of staff (hotel staff – outside contractor/barber/bar beer/spa staff) and the service provided (sex-hidden), as well as the staff type (permanent - temporary) are crucial and one of the limitations for sexual harassment study.

The hotels chosen for this study were also vulnerable to bias as they were self selected. As the topic of the study was of a sensitive nature, it was suggested by most experts (in the interview) that data collection on sexual harassment should be made from hotels located in those specific (high sexual activity related) areas where the misconduct was likely to take place that is, Bangkok and Pattaya. Okoro and Obozokhai (2005), and Cho (2002) also suggest that the choice of data collecting locations should reflect the nature of the study topic. The researcher decided to add Sriracha, Cha Am and Khon Kaen in the interview list in order to compare and investigate whether the nature of the hotel location does affect sexual harassment experience of hotel staff because research shows that the prevalence of sexual harassment is a function of workplace characteristics and individual characteristics (Hardman, 2000). Future study should test the replicability of these findings with hotels in other locations, or other hospitality industry segments to make a comparison and to determine whether the model used is valid (Agrusa et al., 2000)

As the aim of this study is exploratory in nature, that factor may contribute to another limitation concerning the survey questionnaire which asks for a perception of staff on the sexual harassment experience in general. It did not integrate the various dimensions of harassment which linked to specific contexts, time periods, and relationships (Welsh & Nierobisz, 1997). It did not ask for the specific time frame of the experience (such as lifetime or the last 12 months). This element may limit recall biases (Sparks, Hazel, and David cited in Welsh & Nierobisz, 1997). Some questions were not understood as they were poorly worded (van den Berg, 2002), and thus required revision and explanation, especially during the interview. In addition, respondents were requested to report sexual harassment incidents that had occurred while they worked at a hotel. Here it was difficult to establish the relationship between sexual harassment experience and the department they worked for, as a staff may have given information about

an incident which took place while they worked in another department. It is also argued that self-report retrospective data can distort the participants' responses to support their own motives or self-interest (Clark, Hartline, & Jones, 2008; Elliott, Mok, & Briere, 2004). However, it was argued that sexual harassment experience was something that would not easily be forgotten (Hudson, 2007). Although, it is certainly possible that participants could be misremembering or purposely under-reporting their sexual harassment experience (Lengnick-Hall, 1995; Wesselmann & Kelly, 2010), such distortion could also result from individuals perceiving incidents that did not take place, or inaccurately reporting incidents that did occur (Lengnick-Hall, 1995). It was suggested that collecting information from other staff or friends would have strengthened the study.

Another important limitation of this study is that it does not include the harasser (hotel customer) in the data collection process because the hotel did not allow the researcher to do so. Therefore, the researcher had no opportunity to ask for the customers' point of view, that is, why they harassed Fortunately, the researcher has a chance to discuss this subject with one American tourist/ hotel customer for three hours. He had provided valuable information regarding the antecedent, the circumstances, and the consequences of sexual harassment of staff. He concluded that people (the customer) had different perceptions on what constituted sexual harassment. Their motives were hard to detect and each person had his own characteristics which may differently contribute to the harassing behaviour (Lucero, Middleton, Finch, & Valentine, 2003). Harasser behaviour patterns can vary from the apparently misguided search for romance to the more severe and destructive behaviours. Lacking the information on the key differences between perpetrator types can hinder the process of hotel being able to deal with the problem, for example, to develop the early identification of specific patterns of sexually harassing behaviours.

Sexual harassment is a dynamic process, involving experiences, response strategies, and outcomes that unfold over time (Cortina et al., 2002). Although the correlational nature of the data limits any causal inferences, it captured a snap shot of this process. Considerable theory, as explained in section 7.3, supported the interpretations and provided strong evidence that, potentially, the integrated

dimensions could explain relationships in these data. Replicating and extending this study via large samples of hotel employees in other hospitality settings (e.g., restaurants, travel agencies, and airlines) in Thailand and other similar countries would be beneficial for broadening the database for further generalisations. Recommendations for further research are presented in the next section.

4.10 Chapter Conclusion

This chapter reviews the philosophical and methodological underpinnings relevant to the research on sexual harassment experiences of hotel staff. The study is based on a pragmatism paradigm and makes use of a mixed quantitative and qualitative data collection approach. Multiple sources of data collection tools: survey questionnaire, semi-structured interviews, and direct observation, were used to collect as reliable research data as possible. This chapter has provided a justification for the choice of the paradigm as well as the methodological approaches and the data collection techniques. Matters of validity and reliability have been discussed to lay the basis for the trustworthiness of the research findings and subsequent interpretations. The choice of the data analysis techniques were also justified with SPSS (Statistical Package for the Social Sciences) descriptive analysis for the quantitative data and thematic data analysis for the qualitative data were explained. The next chapter presents the quantitative research findings. It discusses the data obtained from the survey questionnaire and analyses the findings in relation to the objective of this study.

Chapter 5: Findings from Quantitative Data

5.1   Chapter Introduction

This chapter presents the study findings derived from the quantitative data analysis. All survey questionnaire data received from employees in selected hotels in Thailand were analysed using SPSS (Statistical Package for the Social Sciences). The study findings are presented in the form of tables and their explanation. The presentation of this chapter is aligned with the study's areas of investigation, research objectives, and research question, as illustrated in Table 15. Similarly, the findings will be presented in order, as shown in Figure 15. The chapter begins by describing the demographic data of the respondents. After that comes their perception and experience of sexual harassment by the customer; the perception of the ethical aspects; causes of sexual harassment; forms of sexual harassment; its impacts; reactions to it; and feedback from both the employee and the management.

Table 15 Research Objectives and Research Questions

Section	Areas of Investigation	Research Objectives	Research Questions
Part1 -	Demographic data (general demographic description of the sample)	•Describe the characteristics of the sample •Investigate its contribution to SH	• What (individual) factors contribute to the causes of customer SH?
Part 2	Sexual Harassment experience in general	• Investigate sexual harassment experiences	•Do hotel workers label their experiences as SH? •Do female staff perceive SH differently from their male counterpart? •How do staff perceive the prevalence and severity of the problem?
Part3	Ethical perception on sexual harassment	• Investigate ethics and tolerance towards SH	• Do staff perceive SH as ethical and acceptable conduct?
Part4	Causes of sexual harassment by customers	• Investigate organisational/ industry characteristics as factors contributing to SH	• Do hospitality industry characteristics contribute to the causes of customer SH?
Part5	Forms of sexual harassment (How were staff sexually harassed by the customer?)	• Investigate the forms of sexual harassment	• How are hotel employees harassed?
Part6	Impacts of sexual harassment (physical, psychological, work-related etc.)	• Investigate impacts of sexual harassment	• What do staff feel?
Part7	Employees' reaction to & coping strategies	• Investigate staff reactions and coping strategies	•How do they react to SH? •What coping strategies do they employ?
Part8	Employees' perception on the hotel's reaction to the complaint made by the employees	• Investigate the staff's perception of hotel's reaction	• What are the actions that hotel take to cope with SH incident/ staff complaint?
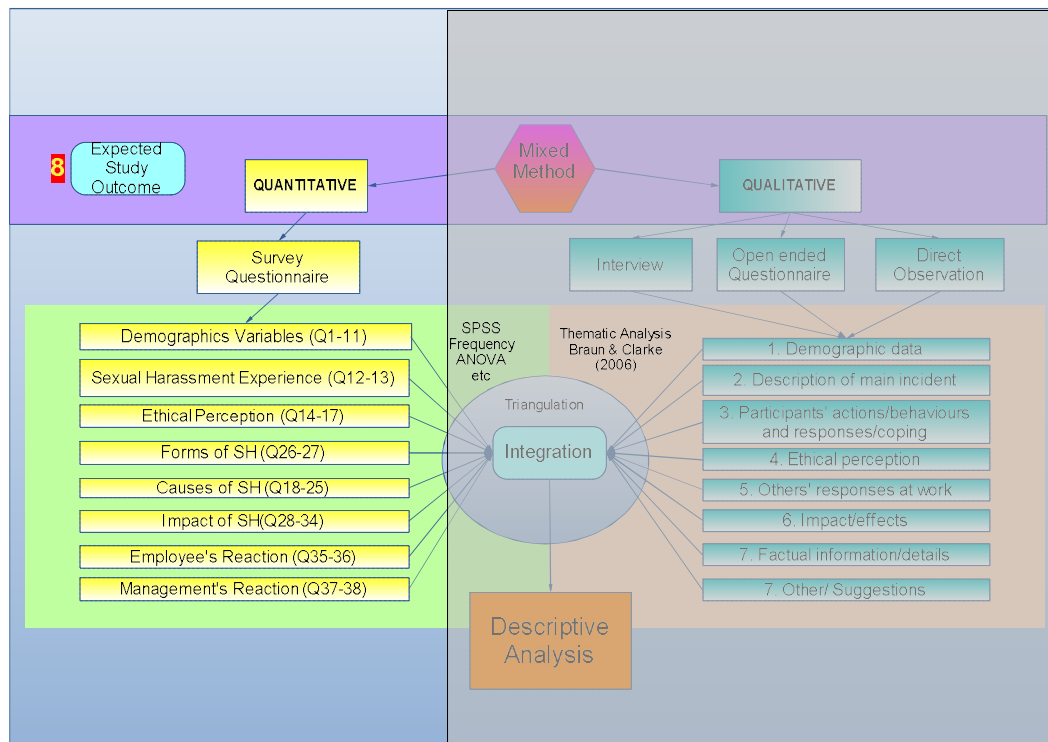
Figure 15 Survey Questionnaire Components

The questionnaire sought responses using a five-point Likert scale, and were close-ended questions. These were used to measure the employee's perception of sexual harassment in the hospitality industry, with a range from 1-5, where 1 equals strongly disagree, and 5 equals strongly agree. Respondents were asked to rate their level of agreement with their perception of the statements. The Cronbach's alpha reliability coefficient was 0.41. This low reliability coefficient could hamper the study's ability to generalise the respondent's perceptions of sexual harassment (Schneider, Weerakoon, & Heard, 1999). Most questions were derived from the literature review on the particular issues, such as the individual characteristics of staff and hospitality industry, the causes of sexual harassment and its forms, impacts, and reactions of staff and hotel, which are the main knowledge that this study is seeking to explore.

All returned surveys were coded with a number that could identify the workplace of respondents. This coding helps to make it possible to check some of the demographic characteristics, such as the hotel's size and its location.

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The survey questionnaire comprises 40 questions and is divided into eight parts. Details of each part are provided in Chapter 4: Theoretical Framework.

5.2 Demographics – Survey Part 1

The first part of the survey of the hotel employees contained a number of demographic questions covering such areas as age, marital status, educational level, and position in the hotel. The main reason for the inclusion of these questions was to investigate the relationship between the respondents' demographics and how they are affected by and react to sexual harassment by the customer. This part of the analysis relates to research objective one: To investigate the relationship between the hotel staff, their personal demographics, and how they experience and are affected by sexual harassment.

Initially, 500 employees were approached to complete the survey. Three hundred and sixty-six completed questionnaires were returned, some of which were considered unusable because the data was incomplete or clearly incorrect. This resulted in 302 usable questionnaires. As illustrated in Table 16, the largest number of completed questionnaires came from Samui (82.1%) followed by Phuket (75.3%). The smallest number of surveys was returned from Cha Am (20%).

Table 16 Areas and Number of Surveys Collected

Sample Areas	Response rate (%)
1. Bangkok	56.7
2. Khon Kaen	72.0
3. Pattaya	73.3
4. Cha Am	20.0
5. Samui	82.1
6. Phuket	76.3
7. Pattani	76.0
Total of questionnaires distributed	73.2
Usable questionnaires	60.4

The survey participants were asked a number of demographics questions, including their gender, age nationality and marital status. Table 17 shows the responses to these questions. Of the usable 302 surveys, 75.3 percent indicated that they were male, 24.7 percent were female. The breakdown of the sample relating to gender characteristics does not match the population as a whole with women accounting for 50.2 percent of the total population (National Statistical Office, 2010). However, the gender mix of the survey can be understood because many positions in the Thailand hotel industry are traditionally held by males.

As illustrated in Table 17B, the largest number of survey participants were aged from 25 to 34, while the smallest age group comprised those participants aged 55 and older.

Table 17 Gender, Age, Nationality, Marital Status, Level of Education

Table 17A: Gender of Survey Participants	
	%
Male	75.3
Female	24.7
Total	100.0
Table 17B: Age of Survey Participants	
	%
25-34 years	48.9
18-24 years	30.3
35-44 years	12.7
45-54 years	4.6
55 + years	3.5
Total	100.0
Table 17C: Nationality of Survey Participants	
	%
Thai	97.6
Malay	1.4
Other Asian	.7
Other	.3
Total	100.0

Table 17D: Marital Status of Survey Participants	
	%
Single	59.0
Married	33.7
Divorced	4.9
Widowed	1.4
Separated	1.0
Total	100.0
Table 17E: Level of Education of Survey Participants	
	%
Postgraduate Degree	2.0
Completed Bachelor's Degree	29.6
Some College	21.5
High School Diploma	26.6
Some High School	14.1
Other and unknown	6.1
Total	100.0

Approximately 98 percent of respondents have Thai nationality. The majority of the population is ethnically Thai, though peoples of Chinese, Indian, Malay, Mon, Khmer, Burmese, and Lao origin are represented to varying degrees (Tourism Authority of Thailand (TAT), date). In addition, only one official language is used, the Thai language. The high number of Thai nationals in the survey means that it is not possible to compare the survey results by nationality. With regard to marital status, Table 17D indicates that the majority of the survey participants were single (59.0%). The second largest group was those who were married (22.7 percent).

The survey included a question about the respondent's educational background to determine whether education has an impact on sexual harassment, as shown in Table 17E. The largest number of survey participants had a bachelor's degree (29.6%). Overall, 62.2 percent of the survey respondents had an undergraduate education, while 2 percent of the subjects had completed postgraduate qualifications.

The survey participants were asked to indicate the position that they worked in within the hotel. Their results are presented in Table 18A.

Table 18 Survey Participant's Form of Employment

Table 18A: Survey Participant's Form of Employment	
	%
General Employee	81.4
Supervisor	11.6
Senior Manager/Manager	4.2
General Manager	2.8
Total	100.0
Table 18B: Survey Participant's Work Department	
	%
Room Division (Reception/Telephone Operator/Reservation/Bell Boy)	41.3
House Keeping (Room Maid/Room Service/Spa)	26.5
F&B (Waiters/Bar)	21.6
Admin. (Technician/Marketing/Human Resources/Security Guard)	10.6
Total	100.0

From the 302 usable surveys, 81.5 percent indicated they were general employees; this group represented the largest group (Table 18A). The smallest group was General Managers (2.8 %).

The survey respondents were also asked which department they worked in, with 41.3 percent indicating they worked in the areas of Room Division Reception/ Telephone Operator/ Reservation/ Bell Boy. The smallest number, 10.6 percent, indicated that they were employed in the areas of Admin. Technician/ Marketing / Human Resources/ Security Guard. It is of note that although the survey contained those with and without direct customer contact, the analysis using analysis of variance (ANOVA) indicated that there was no statistically significant difference in relation to working position and the instances of sexual harassment.

With respect to job tenure, the majority of respondents (80.7%) had worked in the current hotel for five years or less, as shown in the Table 19A.

Table 19 Duration of Employment and Monthly Income with the Present Employee

Table 19A: Duration of Employment with Present Employee	
	%
≥1 - <2 years	27.8
< 1 year	26.8
≥ 2 – >5 years	26.1
≥ 5 – >10 years	13.4
≥ 10 – >20 years	5.0
≥ 20 years	1.0
Total	100.0
Table 19B: Monthly Income of Survey Respondents (Converted to US Dollars January 2013)	
	%
US$ 170 - 336	62.5
US$ 337 - 503	30.4
US$ 504 - 673	4.9
over US$ 674	2.1
Total	100.0

The survey also asked the respondents about their monthly income, as is shown in the Table 19B. The largest income ranged between US$170 and 336 (62.5 %). Only two percent reported earning more than US$674 per month or US$8,088 per year. The average wage for all participants was US$283.00 per month which is more than the average wage in Thailand (approximately US$200-250/2011 – depending on the geographic location of the employment (Ministrhy of Labour, 2011)).

Table 20A lists the work shift of the survey participants. Most respondents (27.1%) worked on the afternoon shift. Only 11.2 percent worked at night.

Table 20 Survey Participants' Work Shift and Number of Employees in Hotel

Table 20A: Survey Participants Work Shift	
	%
Morning	27.0
Rotated	34.7
Afternoon	27.1
Night	11.2
Total	100.0
Table 20B: Number of Employees in Hotel	
	%
Over 100	25.5
51 – 100	26.2
26 – 50	9.8
10 – 25	23.8
Under 10	14.7
Total	100.0

As shown in Table 20B, about 51.7 percent of the respondents worked in a hotel that had more than 51 employees, and, 48.3 percent of hotel staff worked in a hotel with fewer than 50 staff.

This part of the data analysis has provided a general illustration of those who participated in the survey.

5.3   Sexual Harassment Experience – Survey Part 2

The second part of the survey was designed to provide a description of respondents in general. It provides the profile and characteristics of the sample. The second part of the survey investigates staff experiences of sexual harassment. It contains two questions: "Have you ever personally experienced sexual harassment by a hotel guest?" and "To what extent does sexual harassment of employees by hotel guests exist in Thailand's hotels?".

To the question, "Have you ever personally experienced sexual harassment by hotel guests?", of the 212 male respondents, 72 percent indicated Yes and 28 percent indicated No. In relation to the 71 females in the survey, 45 percent indicated Yes to this question and 55 percent No. The high percentage of males

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who have experienced sexual harassment is of particular note. Using Independent Sample t-test, the difference between the genders is confirmed with a statistical difference between male and female where $p<0.01$. Analysing the same question using analysis of variance shows there is not a statistically significant difference by age, marital status, education, position in the hotel, duration of employment, monthly income, and number of employees in the hotels. However, for the service department, the data indicated that those working in administrative positions had a statistically significant difference ($p<0.01$) from other departments in the hotel, that is, they experienced less sexual harassment than those in other departments such as room division, food and beverage.

The second question in part 2 asked the respondents "To what extent does sexual harassment of employees by hotel guests exist in Thailand's hotels?" The survey respondents were given five options from "every day" to "never", as shown in Table 21.

Table 21 Participants' Perception of the Prevalence of Sexual Harassment

Statement	%
Every day	1.4
Sometimes	22.3
Rarely	61.4
Never	15.0
Total	100.0

The largest number (61.5%) of respondents (see Table 21) indicated that they thought sexual harassment by hotel guests was rare; the smallest number (1.4%) indicated they experienced sexual harassment every day. Using analysis of variance on the same question there were statistically significantly fewer survey respondents who were older than 55 than those who were younger ($p<0.01$). The analysis indicated that there was no statistically significant difference by marital status, education, position, and department.

5.4   Ethical Perception of Sexual Harassment – Survey Part 3

Part 3 of the survey enquired of the participants their ethical perception of sexual

harassment. This part of the survey gave the respondents four statements and then asked for the level of agreement using a five-point Likert scale.

It is the objective of this thesis to investigate the general perception of hotel staff on sexual harassment by the customer, and whether or not they considered sexual harassment as being ethical and/or acceptable conduct. Their perception may contribute to the acceptance of sexual harassment behaviour by the customer and ignoring such behaviour in the workplace. Each participant was asked to rate the items on a Likert-type scale from "1= extremely agree" to "5 = not at all agree."

There were four questions in part 3 of the survey. These questions asked the respondents if they considered sexual harassment to be: unethical; acceptable; neither ethical nor acceptable; or unethical but acceptable. The first analysis of these questions used Independent Sample t-test by gender, as presented in Table 22 (Note: only data which is statistically significant is presented.)

Table 22 Comparison of "Ethical perception of sexual harassment" by Gender

Statement	Male		Female			
	Mean	Std. Dev	Mean	Std. Dev.	Mean Dif.	t-value
Sexual harassment is unethical	1.28	0.66	1.59	0.97	-0.31	-3.01**
Sexual harassment is acceptable	4.28	1.08	3.85	1.19	0.44	2.88**
Note: * two tail probability <0.05, ** two tail probability < 0.01						

Both male and female survey participants indicated a high level of agreement with the statement "Sexual harassment is acceptable" with a mean of 4.28 by males and a mean of 3.85 for females, as shown in Table 22. Even though there was agreement by gender, the data also indicates that there was a statistically significant difference between males and females ($p<0.01$). It is of note that males indicated that it was more acceptable, while when asked if "Sexual harassment is unethical", both male and females agreed with this statement (male mean 1.28 and female mean 1.59). Again, there was a statistically significant difference by gender, but this time females had a high level of agreement with sexual harassment being unethical.

To better understand the relationship between the respondents' characteristics (such as age, gender, marital status) with their perception on the ethical aspects, ANOVA was used. Only those items that had a statistically significant result are included in Table 23.

Table 23 Comparison of ethical perception of sexual harassment by age

Statement	18-24 years	25-34 years	35-44 years	45-54 years	55 + years	
	A	B	C	D	E	
Sexual harassment is neither ethical nor acceptable	1.85	1.71	1.69	3.00	1.70	D>A, B, C.
Sexual harassment is unethical but acceptable	4.07	3.9	4.19	2.92	4.0	D<A,C.

Table 23 shows that age has a relationship with the respondent's ethical perception, that is, young respondents had a lower level of agreement that "sexual harassment is neither ethical nor acceptable" than those aged 45-54. Similarly, younger respondents did accept that "Sexual harassment is unethical but acceptable". It can be concluded that age, as an individual characteristic of the participant, plays a role in ethical perception.

5.5 Causes of Sexual Harassment - Survey Part 4

The fourth part of the survey considered the causes of sexual harassment. Again the first six questions in this part used a five-point Likert scale with 1 = extremely agree and 5 = not at all agree.

Table 24 Mean Score of Part 4 Questions

Statement	Mean	Std. Dev.
A guest can do no wrong/ customer is the king	3.13	1.38
The guests sexually harass the employee because they think they have more power than the employees	2.95	1.49
The guests sexually harass the employee because they do not need to take responsibility for what they do (they come and go)	2.95	1.46
The hotel is more interested in responding to the guests' demands than those of the employees.	3.02	1.39
Working alone makes a worker more vulnerable to sexual harassment than working in a pair/group	1.89	0.95
Working at night time makes hotel workers more vulnerable to sexual harassment than working in the day time	1.99	0.92

As shown in Table 24, the two statements that received the highest level of agreement were that working alone made workers more vulnerable to sexual harassment than working in pairs/group and that working at night time made hotel workers more vulnerable to sexual harassment than working in the day time. The item that received the least agreement was the statement "A guest can do no wrong/A customer is the king". Using analysis of variance on the data there was no statistically significant difference by age, marital status, and level of education, position, and department (see Table 24). In addition, using Independent Sample *t*-test by gender, there was also no statistically significant difference.

The next question in the survey asked the participants "In what position do you think you are likely to face sexual harassment by guests?" The survey respondents were asked to respond using a five-point Likert scale with 5 = most likely and 1 = most unlikely.

Table 25 Positions most likely to be most harassed

Position	Mean	Std. Dev.
Room Maid	4.08	1.12
Room Service	3.98	1.14
Waiter	3.67	1.10
Reception	2.95	1.32
Bartender	2.59	1.25
Telephone Operator	2.22	1.20
Marketing and Sales	1.69	0.99
Security	1.37	0.79
Technician	1.36	0.75
Human Resources	1.34	0.68

As shown in Table 25, the areas where employees are most likely to be sexually harassed are those of Room Maid (4.08), Room Service (mean 3.98) and Waiters (mean 3.67). On the other end of the scale, the position that would be least harassed is that of Human Resources (mean 1.34).

The last question in this section asked "Which place/location in the hotel do you think sexual harassment by a customer is likely to happen?"

Table 26 Where will Sexual Harassment Happen?

Location	Mean	Std. Dev.
Guest Room	4.58	0.89
Cafe-Restaurant	3.28	1.31
Corridor	3.07	1.33
Stairs	2.68	1.30
Meeting/Conference Room	2.55	1.31
Car Park	2.41	1.38
Hotel Lobby	2.13	1.24
Reception Desk	2.05	1.17
Laundry	1.69	0.96
Kitchen	1.59	0.90

As shown in Table 26, the three most likely places where sexual harassment by guests will be likely to occur are the Guest Room, Cafe-Restaurant, and the Corridor.

5.6 Form of Sexual Harassment – Survey Part 5

Part 5 of the survey asks participants about the forms of sexual harassment, with question 26 specifically asking what form of sexual harassment respondents had experienced in the employment situation. This question asked the participants to rate the level of frequency where 5 = most frequent and 1 = least frequent.

Table 27 Most Prominent Form of Sexual Harassment

Form of SH	Mean	Std. Dev.
Visual – ogling, staring, posters, magazines, hand/body gestures	3.45	1.466
Verbal – whistles, calls, sexual sounds, songs, requests for dates.	2.83	1.477
Written – love letters, love poems, obscene poems, obscene letters.	1.73	1.063
Physical – violating space, patting, grabbing, pinching, kissing, hugging.	1.92	1.3

As shown in Table 27, the most prominent form of sexual harassment, as reported by the survey participants, was the Visual (mean 3.45), followed by Verbal (mean 2.83). It needs to be noted here that these questions were on a five-point scale and that verbal, written, and physical have a low mean on this scale.

Table 28 Severity of Sexual Harassment in Survey Participant's Hotel

	Mean	Std. Dev.
Visual – ogling, staring, posters, magazines, hand/body gestures	3.27	1.276
Verbal – whistles, calls, sexual sounds, songs, requests for dates.	3.21	1.056
Written – love letters, love poems, obscene poems, obscene letters.	2.99	1.262
Physical – violating space, patting, grabbing, pinching, kissing, hugging.	2.36	1.719

Question 27 in the survey asks about the severity of various forms of sexual harassment in the participant's hotel. Note that this question used a five-point scale with 1 = most severe and 5 = least severe. As shown in Table 28, the item indicated as the most severe was physical contact and the least severe was visual.

5.7 Impacts of Sexual Harassment – Survey Part 6

Part 6 of the survey asks the participants about the impacts of sexual harassment.

The first of these questions use a five-point Likert scale to ask about the level of offence that the person takes to sexual harassment. In this question 5 = extremely offended and 1 = not offended. The mean for this question was 4.35 which indicates a high level of offence. When analysing this question using analysis of variance, there was no statistical difference by age, marital status, or level of education, and using independent *t*-test there was no statistical difference by gender.

Questions 29 through to 34 ask the survey participants about the impacts of sexual harassment. Again these questions used a five-point Likert scale with 5 = strongly agree and 1 = extremely disagree. As shown in Table 29, the participants identified "psychological symptoms" (mean 4.25) as the item that they most agreed with. This was followed by "tarnishes hotel's image" (mean 4.04).

Table 29 Impact of Sexual Harassment

Impact of SH	Mean	Std. Dev.
causes psychological symptoms	4.25	.999
tarnishes hotel's image	4.04	1.003
contributes to bad image of the country	4.04	.934
causes physical symptoms	3.93	.951
causes job dissatisfaction	3.93	.977
causes lost income in connection with sickness/ absenteeism/ exit from work	3.87	.981

The data in Table 29 were used along with analysis of variance by age. As shown in Table 30, the major results indicated that those in the age group 45-54 had, on four of the questions, a statistically lower level of agreement than that of other age groups. This implies that those 45-54 age group may have become used to sexual harassment and did not see it as a contributing factor that caused a severe impact on their health and job. They may see it as a normal phenomenon or intrinsic characteristic a of hospitality job and that there was nothing wrong with such behaviours. Therefore, there was no point in trying to deal with sexual harassment. Age therefore plays a role in tolerating sexual harassment where the greater the age, the more the toleration.

Table 30 Impact of Sexual Harassment by Age

Impact of SH	A	B	C	D	E	
	18-24 years	25-34 years	35-44 years	45-54 years	55 + years	
causes physical symptoms	4.58	4.29	4.37	3.33	4.00	D < A, B, C, E.
causes physical symptoms	4.23	3.86	3.92	2.92	3.30	D < A, B, C, E.
causes lost income in connection with sickness/ absenteeism/ exit from work	4.50	4.21	4.33	3.23	4.10	
causes job dissatisfaction	4.07	3.91	3.61	2.62	3.56	D < A, B, C, E.
tarnishes hotel's image	4.21	3.87	3.86	2.85	3.80	D < A, B, C, E.
contributes to bad image of the country	4.21	4.04	3.92	3.46	3.90	

5.8   Employee's Reactions and Coping Strategies - Survey Part 7

The survey participants were asked about the ways in which they cope with sexual harassment. The participants were asked to tick the box next to the response they felt was most appropriate for them. As shown in Table 31, the largest number of responses (68) was for "Asked them to stop/ I refused to play along with him/ her" while the smallest number of responses (5) was for "Threatened him/ her that I would report to spouse/friends."

Table 31 Coping Strategies

Coping strategy	Frequency (n =)	Percent
Enjoyed it / I figured he/ she must really like me/ I played along	7	2.4
Ignored it – didn't do anything	54	18.2
Stayed away from him/her/ took someone with me if I had to see him	65	22.0
Asked them to stop/ I refused to play along with him/her	68	23.0
Talked about it with someone I trusted and asked for advice/ support	32	10.8
Threatened him/her that I would report to spouse/ friends	5	1.7
Reported it to a company official/ made a formal complaint	16	5.4
Waved it off and acted like I didn't care	14	4.7
Have not received sexual advances	35	11.8
Total	296	100.0

This part of the survey also contained a series of questions in relation to the

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effectiveness of the actions. This series of questions used a five-point scale where 1 = makes it worse, 2 = not effective, 3 = somewhat effective, 4 = effective, 5 = very effective. The results are shown by the mean scores in Table 32. None of the strategies was considered to be effective or very effective. However, the most effective (mean 3.63) was "Stayed away from him/her/took someone with me if I had to see him/her".

Table 32 Effectiveness of Strategies

Strategy	Mean	Std. Dev.
Enjoyed it/I figured he/she must really like me/I played along	1.50	.863
Ignored it – didn't do anything	3.10	1.273
Stayed away from him/her/took someone with me if I had to see him/her	3.63	1.003
Asked them to stop/I refused to play along with him/her	3.40	1.025
Talked about it with someone I trusted and asked for advice/ support	3.39	1.013
Threatened him/her that I would report to spouse/friends	2.52	1.308
Reported it to a company official/made a formal complaint	3.18	1.390
Waived it off and acted like I didn't care	2.21	1.386
Have not received sexual advances	1.50	.863

5.9   Reaction of Management – Survey Part 8

Part 8 of the survey asks the respondents about the reaction of management to employee complaints about sexual harassment. The first of the questions asks, "If you are sexually harassed, will you complain/report to your manager. Eighty-two percent indicated that they would report to management. The final question in the survey asks the participants about the action that management take on reporting sexual harassment.

Table 33 What happens when a Complaint is laid

Management's reaction to complaint	Frequency	Percent
Nothing	42	14.2
An investigation would be made, but no actual results obtained	97	32.8
An investigation would be made, and action would be taken to stop it	153	51.7
I would be transferred	3	1.0
I would be fired	1	.3
Total	296	100.0

No statistically significant difference by gender, age, or position,

With 65.4 percent reporting that they had been sexually harassed at work while 34.6 percent reported they had not, it is of particular note that of those reporting that they had been sexually harnessed by guests, 75.3 percent were male and 24.7 percent were female.

5.10   Chapter Conclusion

This chapter presented study findings from quantitative data. It revealed the relationship between the respondents' demographics and the perception on sexual harassment in various aspects, for example, experience, ethics (acceptance of the misconduct), causes, forms/types, impacts, staff's reaction and coping strategies, and the reaction of the hotel. The next chapter discusses the comparative results of quantitative and qualitative data – the study findings integration.

Chapter 6: Comparative Results of Quantitative and Qualitative Data: Study Findings Integration and Discussion

6.1   Chapter Introduction

This chapter integrates the findings of the quantitative and qualitative data analyses. It begins with a review of the objective of the research. A discussion of the findings of the two sets of data (i.e., the survey questionnaire and the interview transcription/note – including observation/journal note,) in relation to hotel staff's experience and perception of sexual harassment follows. As the two sets of data considered the same theoretical frameworks and utilised essentially similar questions but, with different methods of data collection and samples, they are discussed together, factor by factor. The contribution of the present findings to our current understanding of the factors that influence hotel staff's perception and experiences of sexual harassment are then considered. The theoretical implications of the present findings are also discussed.

This research was designed to examine hotel employees' perceptions of sexual harassment in the Thai hotel workplace. Past literature has generally focused on individuals' experiences of sexual harassment, and neglected the role of organisational (hotel) and hospitality industry characteristics from the employee's point of view. Based on the previous literature, several individual factors, namely staff's age, gender, marital status, education, job level, job title (service department), job tenure, income, work shift, and hotel size were evaluated to determine their influence on the way in which staff tolerate sexual harassment and the behaviour they perceived to constitute sexual harassment (Hardman, 2000). In addition, the role of organisational (hotel) factors, namely service department, work shift, hotel size, or hotel location and their relations to sexual harassment were also assessed. The characteristics of the hospitality industry such as the customer focus, the irresponsibility of the guest, working alone, working at night, and the uniqueness of service jobs (such as the room maid, the spa therapist, and the areas where services are also provided (such as the guest's room, the reception

desk, hotel lobby)) were investigated. This research aimed at gaining a broader understanding of these factors and their relationship with hotel staff's perception and experiences of sexual harassment.

To fully investigate the role of these factors, a survey questionnaire was used which was completed by 302 respondents. A series of predefined questions based on the theoretical framework mentioned in the previous literature were asked. However, the in-depth information regarding sexual harassment perception and experience of the staff was limited. As a result, interviews with 70 participants were conducted to collect a description of main incidents, impacts, environment, and factual details. This set of questions aimed at reinforcing the questions being asked in the survey questionnaire, as well as searching for emerging issues that were not identified in the survey questionnaire questions. Details of the information obtained are presented in Figure 16.
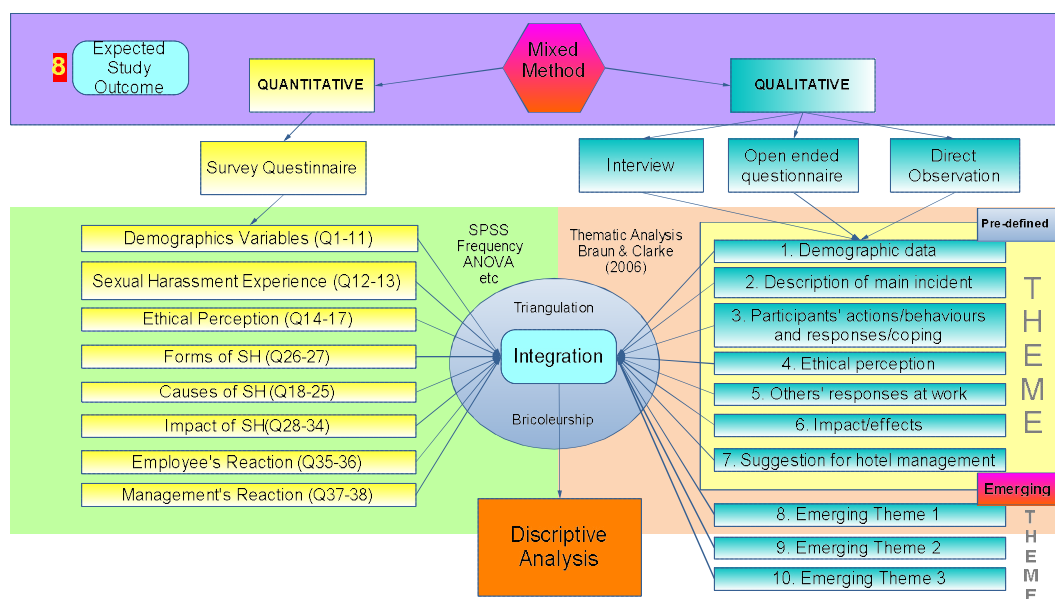
Figure 16 The Integration of Study Findings

Figure 16 shows two major sets of findings obtained from the survey questionnaires and semi-structured interview transcription (including data obtained from direct observation and the personal experience of the researcher) that will be integrated and discussed in the next section.

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6.2 Individual Characteristics and Sexual Harassment

In this section, key findings that reveal factors contributing to sexual harassment are presented. It was found that there was a significant correlation between some individual characteristics of hotel staff and their contribution to the perception on sexual harassment. They are gender, age, marital status, educational background, job position, service department, job tenure, salary, and work shift.

6.2.1 Age

The quantitative findings reveal that age has a significant correlation with staff's ethical perception. Young and new recruits mostly agreed that sexual harassment was neither ethical nor acceptable, while those of older ages were more accepting and tolerated sexual harassment. The interview findings confirm that most young staff were not happy with the sexual harassment experience, compared with older employees.

It is evident from the interview with Mr. Piroj, the Manager of the Bungalow in Cha-Am (123 kilometres from Bangkok), that age is a key factor that caused sexual harassment.

> I used to hire a young and good-looking female room maid. A customer called her and asked her to fix the air conditioner. When she was in the apartment, she got verbally harassed by a customer. The girl reported this to me. After that, I don't allow the room maid to enter the guest's house alone. Later, I hire only a mature female room maid as it is less likely that she will get harassed by the customer.

Similarly, Oy, a bungalow and restaurant in the same area commented that:

> No, our room maids are all over fifty years old. My policy is that 'put the right man to the right job'. Put the old female employees to the house keeping job and put the young girls to the waitress task. I don't think it is appropriate for a young girl to work as a room cleaner because there is a chance for her to get harassed by a customer.

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Saran of Siam Bay View hotel in Pattaya also commented that:

> Most of them (the room maids) have worked here for a long time.
> So, most of them are old. We don't have many young room maids.
> This [employing the older room maids] helps prevent sexual
> harassment from occurring in our hotel.

From above, study results confirm that there is a strong relationship between age
and sexual harassment experience where young staff are more vulnerable to
sexual harassment than older aged staff. The study results are in line with those of
a number of researchers in the field such as Poulston (2007), (Ryan, 1998), Reese
and Lindenberg (2005), and Ohse and Stockdale (2008),

6.2.2 Gender: Male and Female Staff's Perceptions on Sexual Harassment

Gender is another key factor that predicts sexual harassment incidence. Study
findings obtained from the survey and the interview reveal a contradictory
outcome. The survey reveals that male staff experienced more sexual harassment
than the females (which is contradictory to what is reported by most scholars);
whereas the interview results reported that female staff experienced more sexual
harassment than male staff. The contradictory results may stem from the merits
and demerits of each data collection tool and method as well as the sensitivity of
the topic. For example, Ms Kwanchanok, a spa manager in a Pattaya hotel, said
that she would never answer the survey questionnaire because the tool did not
provide a chance for both the interviewer and the participant to discuss the sexual
harassment issue thoroughly. She argued that, in general, Thai female staff did not
want to reveal their (bad) experience to an outsider as they would lose face and
tarnish their image. The interview study results further show that female staff
experienced more frequent and more severe sexual harassment than did their male
counterparts. Although both male and female staff felt offended by sexual
harassment by the customer, some male staff were likely to take sexual
harassment as a compliment (especially when the harasser was a female customer)
and thus it could be tolerated. It was found that female (customer) harassment of
males (staff) was happening but to a lesser degree, compared to male customer
harassment of female staff and male customer harassment of male staff. Most

male staff did not take sexual harassment as seriously as female staff did. This finding is consistent with Rotundo et al. (2001), Quinn (2002), Limpaphayom (2001), and Wayne (1998) who argued that women are more likely to see the misbehaviour as threatening, while men are more likely to view it as complimentary.

Pukkie - a female telephone operator of a hotel in Bangkok states that:

> gender also plays a vital part in this problem. I think men do not mind very much about being sexually harassed by a female customer. I think most of them like it [Laugh]. Really, if the [female] customer is beautiful and sexy, I think they like it. They might think they are lucky to see a figure of a naked beautiful woman. If I was a male room service, watching a naked female guest walking into her room, I would have no fear because I would think I was not the one who was taken advantage of, but I was the one who gained benefit [from watching a naked beautiful female customer]. However, if the guest was a man, and I was a female room service, I wouldn't enter the room because I would be the one who got taken advantage off. As a man, I suppose that he is strong enough to fight or save himself [from female customer sexual harassment] if he does not want to be harassed but, as a woman, I am not capable of fighting with a male Western customer as he is normally much bigger than me. Therefore, it is not safe to go in the room.

The researcher observed that during the interview, Pukkie did not take sexual harassment seriously. She seemed to accept it as part of the job. She thought that male staff seemed to be more comfortable with the misconduct than the female counterpart. Pukkie's view was supported by a number of male staff's opinions. For example, Nop, a male porter, stated that he did not regard any sexual misconduct by a female customer as sexual harassment. Rather, he was honoured by such "making friends" behaviour. He said it was rather a "gain" than a "loss" from such harassment. Most male staff who provided direct service to the customers in the guest's room accepted that sexual harassment by a female

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customer was real, and they seemed to accept it as a "common" practice in hotels. Pukkie and Nop's comments are in line with McChrystal (2004) who states that men may not see themselves as, or relate to a situation in which they are, a victim of sexual harassment and, therefore, may not be able to view the behaviour in the same light as women (McChrystal, 2004). The researcher himself was habitually sexually harassed by a Caucasian customer. This man offered him some money to have sexual intercourse with him but the researcher refused and rushed out of the room as it was not safe to be there. It was unfortunate that the researcher did not ask the sexual orientation of participants (heterosexual or homosexual) as this was considered not appropriate and may trigger an undesired reaction. Therefore, it is difficult to state that they like being sexually harassed or see it as a compliment. Further research may seek to answer these questions.

To sum up, the study finding confirms that gender is a factor that predicts sexual harassment as suggested by Hardman (2000, p. 10), Whaley and Tucker (1998) Rosenthal, Lockwood, and Budjnaovcanin (2008), and EEOC (2008). Female staff are more vulnerable to sexual harassment than their male counterparts, in general. It should be noted that sexual harassment also happened to gay employees as suggested by Berdahl and Moore (2006) who state that lesbians and gays are particularly vulnerable victims of sexual harassment.

6.2.3 Race/Ethnicity

The descriptive statistics show that the majority of the survey respondents (almost 98%) were Thai. It was obvious, therefore, that the population of the hotel workers is almost homogenous. Study findings indicate no relationship between ethnicity and the worker's sexual harassment perception and experience. Therefore, in this study, ethnicity is not identified for use as a factor that contributes to sexual harassment.

6.2.4 Marital Status

Merkin (2008) reveals that "in terms of marital status, reports of actual sexually harassing experiences were greater among single than among married women in the US" (p. 279). Therefore, marital status is a key factor that predicts sexual

harassment incidence. This section discusses how marital status contributes to sexual harassment.

Study findings from both quantitative and qualitative data state that, in general, all staff, no matter what their marital status was, were vulnerable to sexual harassment. There is no significant correlation found between marital status and the sexual harassment experience. The interview findings state that the single, married, divorced, or separated were vulnerable to sexual harassment alike. With regard to the staff reaction to sexual harassment they experienced from a customer, young single staff generally reacted aggressively to the harasser. For example, one female receptionist of a hotel in Bangkok said that she would slap the guest's face if he sexually harassed her outside the hotel. Although she was not happy with sexual harassment, she had to accept and tolerate it, as it was part of the job (ILO, 2003). In contrast, the married women seemed to play along with customers. Even if they were harassed, they were not very scared (compared to their single counterparts). Some married staff thought that the customer was just kidding.

Married female staff were also more calm, less frightened, and tolerated sexual harassment more than their single counterparts. For example, Mrs. YY, a receptionist in a low-class hotel in Pattaya stated that:

> some room maids did not worry [about sexual harassment] because they are married. Some thought the guest was a friend. They thought the customer was just playing with them. Some room maids who had gone through a number of relationships [having many boyfriends], weren't scared at all.

Kieu, a room maid in the same hotel said that:

> I like some of them [the guests]. However, it was like ... I was kidding with him. If you ask whether I would like to have sexual intercourse with him or not? No, sometimes I grabbed his hand and asked to kiss his cheek, and he allowed me to do so ... I just like him [laugh] ... I was only kidding with him ... I can do this [only] when

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my friends were around ... I won't do it if I am with him alone .... I just admire him ... nothing more ... sometimes he asked if he could kiss me. I allowed him to do so ...."as you like" [laugh] … Because I am not ... like a virgin.

This paragraph reflects the real situation where there was the time that a staff played with the customer as a human being who wanted to avoid pressure (by teasing the customer). Sexual harassment in this case is blurred and overlapping between the real sexual harassment and fun making. It also reveals that married staff felt less offended for being sexually harassed than those with single status because they became accustomed to the behaviour. They did not think that such conduct was sexual harassment. They also knew how to control the situation and stop the guest before he crossed the line. Some hotel staff used their marital status as an excuse to refuse or say no if a customer asked her to go out. For example, Ms YY (a receptionist of a no star hotel in Pattaya) stated that "...I am married. I don't go with him, but if I am not married, I may go out with him. [Laugh]. .." This is consistent with Giuffre and Williams' (1994) study.

Being divorced seems to play a significant role, according to Ms. Kwanchanok, the Spaya Spa Manager of Sunbeam Hotel in Pattaya, who mentioned that most spa therapist got divorced "... yes, most of them got divorced. Let's say 90 percent. Most widows came to Pattaya to find a foreign husband, no matter what job they [the girls] do." This comment reflects that those girls are prepared to be sexually harassed since it is part of the goal (to get married to a foreigner). This might be a reason why sexual harassment of spa staff is higher and more prevalent.

In addition, Poulston (2007) examines hospitality workers' comments about sexual behaviour in hospitality to help understand the relationship between their attitudes to sexual behaviour and the nature of harassment. The study reveals that customer contact is found to be a firm predictor of sexual harassment, but the characteristics of staff and the traditions of the industry are also considered important causes. This study supports Poulston's findings as a number of participants confessed that they loved to play along and 'have fun' with the harasser. It should be noted that marital status may have an impact on research

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method, and a researcher should be aware that he may not receive a true answer from those who are married because "... more than 80 percent of our staff … have a family. If they had the relationship with a customer, they must keep it secret. They must not allow that to happen ...” (Nop - a porter of a hotel in Bangkok). Sexual harassment is a very sensitive issue and closely related to another hidden issue, prostitution. The participants may neither accept that they were harassed or that they sexually harassed the customer, as the answer may affect their image, social status, or their job.

The findings reveal that marital status of hotel staff alone does not precisely predict sexual harassment by the customer in the hospitality industry. Past studies on marital status and sexual harassment reveal different findings. Some report that single women are more vulnerable to sexual harassment than married women (Jackson & Newman, 2004; Kamal, 1998; Merkin, 2008a). Hendrix (2000) reported that older women were significantly more likely to receive sexually harassing incidences than younger women. Farrar et al. (2003), Neethling (2005), and Ramsaroop and Parumasur (2007) reported that there were no significant differences in perceptions of sexual harassment across marital status groups. This study concludes that marital status alone is not a factor that contributes to sexual harassment. It must be considered in conjunction with other individual characteristics such as gender, age, job position, and educational level.

6.2.5 Educational Level

The study findings indicate that most Thai hotel staff believed most staff (no matter what their levels of education) were equally vulnerable to sexual harassment. They saw no link between education and experience of sexual harassment. It is possible that those with a higher educational background were less likely to be on the receiving end of a sexual harassment experience, not because the education level factor, but because of their task characteristics, that is less close contact with the harasser. This is contradictory to the findings of scholars such as Di Martino et al. (2003), Merkin (2008), EU (European Commission, 1998), Mooney and Ryan (2009), and Poulston (2008a) who mentioned that women with a lower level of education are more likely to

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experience sexual harassment, because the working conditions for those workers with lower education might be worse than those of workers with higher education. In the interview with participants, nevertheless, it was found that there was a link between educational level and sexual harassment tolerance. It was found that educated employees were less tolerant of sexual harassment than uneducated staff. This is consistent with study results by a number of scholars, for example, Agrusa et al. (2000), Kolkenbeck-Ruh (2003), and Head et al, (1995). It is also possible that those with higher education were managers and older employees (as mentioned in Lee, Heilmann, & Near (2004), and Merkin's (2008) studies).

In a number of interviews with female hotel receptionists who had received a bachelor degree from a university, they said they would not tolerate sexual harassment, while those room maids who attended a college said that they thought it was part of the job that can be tolerated. It was a study limitation that, in the interview, asking for private data about age, salary, and educational level may be considered rude and inappropriate. So, there might be a lack of this data in the interview.

6.2.6 Occupational Status: Job Level in the Hotel

The study findings reveal that, in general, there were two types of staff working in a hotel: the management, and general staff. The hotel staff includes the hotel owner, managing director, general manager, residential manager, and department head. General staff refers to other staff who do not hold a managerial position. Findings from the descriptive statistics reveal that the majority of staff fall in the "general staff" category (81.4%), while less than 20 percent were management. The quantitative analysis states that the minority of those hotel executives reported sexual harassment experience. By contrast, the majority of general workers claimed that they were often harassed by the customer. In addition, no significant correlation between job level and sexual harassment experience was found, although the descriptive statistics indicate that job position has a strong relationship with sexual harassment experience with general workers being more vulnerable to sexual harassment than hotel executives.

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From the interviews, when asked if sexual harassment was prevalent in the hotels around Thailand or not, most executives argued that they believed sexual harassment was rare in the hotel sector. Hotel staff, however, believed that sexual harassment by the customer was real, alive, and prevalent. Some executives argued that they had never heard of any issues concerning sexual harassment in the hospitality industry because their hotel had a different (high-end) target group. Some suggested the data collection for sexual harassment studies should be collected from two-star hotels or lower around Soi Nana or Pattaya (where these areas' image was tarnished by sexual nightlife entertainment). The findings were that most top executives believed that sexual harassment would only happen in a low class hotel. Some hotel executives, such as Mr. Charoen – Vice President of THA, Mr. Saran – Regional Director of Siam Bay View in Pattaya, and Pocky – HR Director of the Hard Rock Hotel in Pattaya, however, accepted that sexual harassment was prevalent in hotels around Thailand. Study findings reveal that hotel executives are split on the prevalence on sexual harassment. Many thought that sexual harassment was rare but some argued that it was prevalent everywhere.

In the case of Pocky, the HR Director of the Hard Rock Hotel in Pattaya, he was on duty (working as a manager on the floor/in charge) and was severely harassed while entering the harasser's premises (function room) late at night. Pokey was sexually harassed because he had direct interaction with the harasser. This case indicates that if top executives are working at night, with intoxicated clients, with no other staff around, it is likely that they may be harassed by the client, just like other workers. In fact, had he not worked in such an environment, he might not have experienced and even realised that sexual harassment was taking place in his hotel. As a result, he might ignore the issue or take no action if a staff member complained because he might think of it as a minor problem.

It is also found from the interview that job position/ function alone does not predict the sexual harassment experience of staff who work in different hotels. For example, a waitress in one hotel may experience sexual harassment occasionally, whereas another waitress in another hotel may be harassed every day. Factors such as the location of the premises, sexual environment, type of customers, types of "add-on" services provided (such as dancing girls, hidden sex sale staff,), or even

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the staff's personal characteristics play a role. One participant – Am, a female receptionist who used to work as a waitress in a number of bars in a hotel – confirmed that she had been sexually harassed frequently when she worked in a bar where dancing girls, alcohol, hidden sex sale, were provided, compared to another restaurant where such services were not provided.

To conclude, job position or level in the organisation is a factor that contributes to sexual harassment of hotel staff. Hotel executives experience less sexual harassment than general staff. These study findings support the findings of the Equal Opportunities Commission (2006), Farrar et al. (2003), Ramsaroop and Parumasur (2007), Poulston (2007), Robinson, McClure Franklin, Tinney, Crow, and Hartman (2005), and Zugelder et al. (2006). Managerial personnel, however, perceived sexual harassment differently (Farrar et al., 2003). Some did not see that sexual harassment existed in the hotel at all, while others believed that sexual harassment is frequently occurring in hotels.

6.2.7 Service Department

This study seeks to investigate how the service department in which a staff member works might contribute to a staff member's sexual harassment experience and perception. Departments under investigation were Room Division (receptionist/ guest relations/ telephone operator/ reservations/ bell boy); Housekeeping (room maid/ room services/ spa); Food and Beverages (waiter/ waitress/ bartender/ bartendee); and Administration (HR/ marketing and sales /Engineer/ technician/ security guard). The quantitative findings reveal that there was no significant correlation between service department and the staff perception. Descriptive statistics, however, reported that those who worked in the Food and Beverages (F&B) division received the highest rate of sexual harassment followed by the Room Division and Housekeeping. The Administration department staff received the least experience of sexual harassment. The quantitative data confirm Poulston's (2007) findings that F&B staff are more vulnerable to sexual harassment than those in other departments.

Findings obtained from the interview reveal slightly different outcomes, that is,

those who worked in the guest's room or a privately assigned location/ area such as the spa therapist, room maid, room service, bell boy, and in guest relations were most vulnerable to sexual harassment, followed by the waitress and receptionist. Service providers who work in the guest's room are distanced from the support and advice they need if faced with a possible situation of sexual harassment. The least likely to be sexually harassed were those executive management people, including the hotel owner, managing director, general manager, regional general manager, resident manager, executive assistant manager, HR director, sales director, and finance manager (because these people did not provide services to the customer in a private room). As for non-executive staff, the laundry staff and the finance administration people were at less risk of sexual harassment than those who provide direct service to the customer.

Mr. Rach, a floor supervisor, revealed that he was sexually harassed when he worked as a room boy (where he had to provide direct services to the customer in the guest's room). After he was promoted a floor supervisor (where he mainly supervised the room boys and room service, and so no longer directly serviced the customer) he was never again sexually harassed. The researcher had the same experience when he worked as a room boy, he was harassed every now and then, but when he moved to the positions of telephone operator and receptionist, he had far less experience of sexual harassment. The qualitative findings conclude that the employee's service department plays a significant role as regards the likelihood of a staff member being harassed: those working in the spa (spa therapists), housekeeping (room maid, room service), F&B (waitress, waiter, bartender), as well as the room division (porter, receptionist) were more vulnerable to sexual harassment by the customer than those working in an administration department. It should be noted that service department alone might not pinpoint staff's potential sexual harassment, but rather the job description of staff working in such departments that can be the predictor. For example, the cashier of F&B or the telephone operator may receive less physical harassment than the laundry delivery boy, because the laundry staff's duty involves bringing the laundry bag to the guest's room, thus, there is a chance for him or her to be harassed.

The study findings partly support previous studies conducted by Poulston (2007), Wong (1998, as cited in Poulston, 2007), and Chung (1993) who reported that the highest levels of sexual harassment were experienced by food and beverage workers followed by the Room Division (receptionists). This study's results also support the finding that front-of-house employees were found to be more tolerant of unethical behaviour than those working back-of-house (Poulston, 2007). Overall, staff from different departments tended to perceive, experience, and react to sexual harassment differently according to their department characteristics/ job description.

The following section was intended to provide more descriptive details of sexual harassment experience of hotel staff by a customer in accordance with their work. The researcher notes the relationship between the job position (its job description and characteristics) and the norms of informality. That is, a particular position may have more or less informality in the service process than the others as this suggests that such process can sometimes enhance the attractiveness of the service (Yagil, 2008). For example, the room boy or cleaner may normally provide service in an environment of more informality and lack of structure than those of the general manager's service context. Their service may be accompanied by job flirtation as part of the service offering (Yagil, 2008). This implies that a particular job position may pose a more potential threat of being sexually harassed by customer than other positions. Sexual harassment experiences of staff/ executives from a different job positions were investigated: Hotel owner, Managing Director, General Manager, Regional General Manager, Resident Manager, Executive Assistant Manager, Human Resource Director, Sales Director, Room Division Manager, Finance Manager, Sales Seminar & Corporate Manager, Front Office Manager, Housekeeping Head, Guest Relations Manager, Restaurant Manager, Spa Manager, Secretary to the MD, F&B supervisor, Receptionist, Telephone operator, Cashier, Floor supervisor, Bartender, Waiter, Room services, Room boy, Room maid, Porter/ Bellboy, Security guard, and Laundry Manager and staff.

Room Maid

The room maid generally has duties and responsibilities to clean the guest's room.

In some hotels, they work in pairs. Lately, in many hotels, they work alone as the hotel becomes short of staff (Jer - the Guest Relations Manager). Mr. Nop, a porter at a hotel in Bangkok, added that the job characteristics of a room maid included:

> ...[working] close to a customer. They can open the guest's room…they can talk with a customer privately in the guest's room. Something can happen in the guest room…. no witness...

Toey. the Sale Director of a hotel in Bangkok, also said that:

> because they work in the guest's room. Some room maids are nice looking. Either male or female room maids may easily be harassed by a guest. Some male customers may have deviant sex behaviours. A room maid can be asked to clean the room by a guest at all times. If she goes to the guest room alone, and she puts on a skirt, when she cleans up the room, she has to bend down or kneel down, and that may turn the guest on. Working in a guest's room allows an opportunity to be harassed by a guest.

Sexual harassment of the room maid was prevalent as told by a number of participants during the interviews. Another case reported by Bass, a waiter of a hotel in Bangkok, that:

> ...in another case, a customer called a room maid because he needed something. He tried to harass her. She ran out of a guest room, crying out loud for help. She almost got successfully harassed...

There were some instances that reveal how potential risk of being sexually harassed that a room maid may experience. One incident was told by Kieu of a low-class hotel in Pattaya. She noted that:

> his [the customer's] plane was just landed. He came straight to the hotel [to check in], and he called me shamelessly 'Come! Come!'...he called me to sleep with him... the room maid [me] to sleep with him. 'Boom! Boom!' That is what he said. He said without shame... he

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didn't ask anything (whether I am OK with his offer or not). When he got to the room...he talked right away...'Boom! Boom! I will give you 500.' He said 'Boom! Boom!' He tried to convince me to have sex with him.

This is not concerned only with sexual harassment of a member of staff by a customer. Rather, it is about buying sex or making a sex offer, which is a prostitution topic, will be discussed in detail later in the theme concerning Thailand in the further section.

Spa Therapist

This section discusses sexual harassment of spa staff who work in a legal spa only. According to Mr. Chareon, THA Vice President:

talking about spa, there are numbers of FAKE [hidden and illegal sex-sale] spas everywhere. If you notice, there is advertisement posted throughout Bangkok, some posters at the bus stop, the electricity pole ... they provide sex service. For example, using hands to perform a sex act on him the client... This kind of service is now provided in the hotels in the form of spa or massage parlour. If you want to find out, simply go to the XXX [the name of a hotel -which is minutes from the SC park hotel]. Only US$ 30-40 [about 1,000 Thai Baht] for one hour. You should try it once. I mean... doing a research, you have to access the service and use the service yourself. You have to observe.

Toey, a sales director, commented that, for Spa therapist, they were surely providing a touching service, and it might arouse the customer's feeling. Anything can happen anytime. If spa woman massages a male customer, she may be harassed by that customer. The harassment behaviour could be staring, talking, or touching.

To conclude, legal spa services were mostly understood that as being related to the sex-sale business, and that causes the misperception of the customer. Most spa girls were harassed by customers to a varying degree. Sexual harassment of the

spa girl was caused by the blurred definition of service, the private location of the service (in the guest room, or in the partitioned areas), the nature of service (physical touching), the environment, the legal issues, and the cultural differences, Obviously, the service image was tarnished by the prostitution (spa hidden sex sale activity).

Porter/ Bell Boy

All porters are male. They help carry the customer's luggage and take it to the room. Normally, he is the one who shows the room location, demonstrates the equipment or facilities in the room to the customer, gives information about hotel services and so on. Porters have a chance to go into the guest room, usually when the guest checks in or checks out. They do not spend much time in the guest room compared to the room maid. However, a few minutes he spends with the guest in the room may pose the unexpected harassment. He can be harassed by either male or female customers. There were many instances where sexual harassment occurred to the porter, as told by a number of hotel staff.

Mr. Nop, a porter of a hotel in Bangkok, said that:

> once, there was a female customer checked in at the hotel. I carried her luggage to the room. After entering the room, I put all luggage on its place. She locked the door and hugged me from behind and tried to kiss me. I was frightened. I told her that I could not do that [having sex]. She said she wanted to have sex with me. I refused and said that I was not for sale. I told her that if I did not get back to my position [the concierge counter] within ten minutes, my boss will come after me. She then let me go. She checked out from the hotel after staying here for a few days. During her stay, I tried to avoid her as much as I can because I felt very offended.

This story reveals that the guest room is a risky place for staff to be harassed by a customer. Moreover, male staff can also be harassed by a female customer. Sexual harassment can happen even in a short period of time. The form of sexual harassment may start by staring and talking and end up with the physical assault

or rape, if the chance (or the staff) allows.

Waiter/Waitress

Waiters or waitresses are also vulnerable to sexual harassment. M.L. Chanchot, ex-GM, GM of several first-class hotels in Bangkok and upcountry, said:

> ...I think waiters are likely to get harassed because of the nature of the job. The opportunity to be harassed increases if they work at night. Some hotels have a night club, and I think it is possible for them to get harassed. I do not think sexual harassment is a big issue, but I admit that there is an opportunity for a customer to touch the waitress's hand...

Another instance told by Mr. Pete, a restaurant Manager of a large hotel in Bangkok, also stated that:

> ...if you asked about sexual harassment in the restaurant, it does not occur very often. But if you ask about sexual harassment in the guest room, yes, they have got some cases there...

What Mr. Pete meant is that sexual harassment of a room maid is more prevalent than of those who work in the restaurant.

It should be noted that the prevalence and severity of a sexual harassment incidents vary according to a number of factors. These include the location of the restaurant or bar, the opening hours (mostly night time), the tourist type, the service (alcohol, dancing girl-coyote, bikini show,), and the characteristics of the waiter/ waitress themself.

Room Service

Mr. Saran, a regional general manager, claimed that in his hotel:

> the difference between a room maid and room service is that the room maid cleans up the room when the guest is not in his room but for room service, every time they provide a service, the guest must

be there. So, it is likely the room services are more vulnerable to being harassed than the room maid.

Although the room maids mostly clean up the room when the guest is not present, there are chances, and in many hotels, the room maid has to clean the room while the guest is there. Moreover, the terms "room boy" and "room services" have a different meaning in each hotel. For example, in many hotels in Bangkok, the room boys are those who clean up the guest's room alongside the room maids, where in a hotel in some areas such as Am, the room boys are those who both clean up the room and bring food or drink to the guest room. In a hotel in Rayong (a beach province about 220 kilometres from Bangkok), the receptionist needs to clean up the room sometimes especially when there is a shortage of staff. In some hotels, the room maid also provides the same services to the customer, that is, serving water, drink, or even condoms. In a large hotel in Bangkok, the room maid has an extra job - selling condoms to the tourists. This is not a clear-cut role of position the hotel staff holds, and it requires clarification in order that further analysis could be made precisely. Toey, the Sales Director, concluded that:

> ...working as a room service also exposes the worker to the chance to be harassed because you have to provide service in the guest room...

Receptionist

In a group discussion with Jo, a restaurant supervisor, Jo, a waitress, and Long, a receptionist of a hotel in Rayong, they said that a receptionist normally has more opportunities to talk and make friends with customers...

> FO staff was sort of the image of the hotel. They must represent the hotel. Their status was high...

According to a number of interviews with participants, it was suggested that the receptionists and guest relations staff were vulnerable to sexual harassment to a certain extent. Both receptionists and Guest Relations normally work at the counter in the lobby area. The receptionist is always stationed behind the reception desk while the guest relations may have his own counter or share the

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reception desk for some hotels. It should be noted that in a very small hotel, the receptionist may have to do all duties to take care customers. Guest relations, therefore, exist in a large hotel with more than 400 rooms, probably. A number of participants agreed that the chance for the receptionists to be harassed by the customer was high. Athi, a receptionist at a hotel in Bangkok, said that:

> a receptionist can be watched, conversed, touched, and written to. To conclude, a receptionist can be harassed by all forms of sexual harassment. For example, a customer grabbed my hand intentionally when handing over a room key to me (or to him). Sometimes, they even tickle my fingers to signal something which I don't like.

In a large chain hotel with more than 700 rooms located around Patpong area, and another hotel in Rayong, a receptionist can go to the guest room in some situations. In other hotels like the one in Khon Kaen, there was no male receptionist working at night. The female staff may be vulnerable to sexual harassment at that time. Most receptionists work behind the front-desk counter and that is a good barrier that prevents the harasser from touching or physical harassment. Unlike the receptionist, the guest relations staff have to escort the VIP customer to the guest's room, and that may contribute to the chances of being harassed.

Guest Relations

In an interview of a group of three hotel staff based in Bangkok, they agreed that the room maid, the receptionist, and guest relations were all vulnerable to sexual harassment.

Researcher:	To my knowledge, sexual harassment of the front office is not that severe… but for the room maid…
Jer:	Yes, I know some room maids… they have been sexually harassed a lot...
Researcher:	A porter told me that he got harassed by a male customer
Joy:	Yes, the front office staff (guest relations) had been harassed by… grabbing hands, ass, especially male staff member
Researcher:	Do you mean he got harassed in the counter area?

Jer:	No, outside the counter, when he accompanied a customer to the guest's room. This often happens to the male staff. The female staff have not experienced that much … the male customers always harass male staff...

From the conversation above, it can be concluded that the room maid and the guest relations were both got harassed by the customer in the guest's room.

On the opposite side, some staff may try to lure the customer. A story told by Jo, an F&B supervisor, was that:

> ...they (receptionists/guest relations staff) tended to lure the customer. Everyone did the same. Normally, we didn't go out with them but the relationship was not …going too far…as we know the limit…we were afraid that whatever we do, will affect our career….our image...

This confirms that hotel staff wanted to have a good relationship with the customer. The question being asked is "Will they tolerate it if they are harassed?" They may, if it is considered acceptable and not going too far or crossing the line. However, this is an unclear area as the line is hard to identify and is differently perceived by each individual. This blurred area will be discussed later in the section concerning sexual harassment definition.

In another more severe instance, Bass reported that:

> … long time ago, a room maid slept with a customer. Recently, a GRO (Guest Relation Office staff)…did the same. There were two female GROs that I know, they like to have a relationship with a European customer... they sold hotel rooms to customers. … They loved taking care of such VIP customers.

There are instances like this, which are beyond sexual harassment studies. It is another story. It is about offering sex to boost the room sales or even for extra money, which is the hidden topic. This topic will later be discussed in the prostitution section.

Telephone Operator

According to a Front Office Manager of a four-star hotel in Pattaya:

> chatting with guests is a common practice. There is no nasty phone
> call...unlike in the old days... there was plenty in the past. Yes, I
> confirm that there were a lot of unpleasant calls in the past... let's say
> ten years ago. I can say...very often, probably the technology was not
> very advanced. Nowadays, I do not hear from my staff that such a
> thing happens.

The manager confirmed that verbal sexual harassment via phone calls was
prevalent in the past ten years, and decreased gradually because of an advanced
(telecommunications) technology.

Similarly, Toey, the Director of Sales of a hotel in Bangkok, confirmed that:

> Yes. I used to be sexually harassed by a number of callers when
> working as a telephone operator. Harassers were both domestic and
> international guests. Long time ago, there were many tourists from
> Arab countries. The customers always called the hotel operator and
> asking to 'have sex' via telephone.

Pukkie, a telephone operator at a hotel in Bangkok, said that she had sexual
harassment experience from many callers. She narrated that:

> once an Indian customer called me. I noticed his accent. He started a
> conversation by asking the room rate, the room availability. He
> asked a question like 'Can I take a girl to my room?' I said, 'Yes' and
> then he continued by saying 'Can I take YOU to my room?' I hung
> up. Sometimes he called back. I recognised his voice, so I cut the
> line.

To sum up, verbal sexual harassment is real for the telephone operators. Their
duties and responsibilities are making phone calls, receiving phone calls, and
providing information about the hotel for the callers. This may open up an

opportunity for anyone who wants to harass the operator both randomly and intentionally.

Secretary to the MD

Those who are less likely to get sexually harassed by a customer include the secretary to the MD. Juh, a secretary, commented that

> ...No, never. I work as an MD secretary. I don't deal directly with the customer. I work in a sort of back office...

Laundry staff

The head of the laundry department of one hotel in Khon Kaen said that she did not experience sexual harassment because:

> ...working as a laundry person, we don't have many opportunities to talk with the customer. Only the housekeeping or the checkout has a chance to talk because they work there (in a guest room).

In contrast, Bass - a waiter at a hotel in Bangkok, said:

> ...in another case, a laundry delivery boy went to a guest room to deliver the cloth. The customer was a female air crew. He knocked on the door and found that a female guest standing naked in front of him...

In general, it should be noted that any staff from any position background could be sexually harassed if they were in a private area that is, not surrounded by witnesses, like a guest room or the toilet.

To wrap up, Chanchot said that:

> ...it is possible that the women who work at a low level [in an organisation] may face this [sexual harassment] issue. For the hotel executives, I don't think they have experienced this kind of behaviour...

In conclusion, the interview results from various participants reveal that some positions are more vulnerable to sexual harassment than others. The most prevalent sexual harassment occurs to those in the positions of room maid, spa therapist, room boy, room service, and porter. Those who experience the least harassment are those who have no direct face-to-face contact or direct service to the customer. This includes the hotel top executives and some laundry staff (who have no chance to get in the guest's room).

6.2.8 Work Location: Risky Locations

The previous section presented study findings and explains how job position/ characteristics contribute to sexual harassment of a member of staff in a hotel. This section presents findings on how job location contributes to guest sexual harassment.

The locations under investigation where services are provided include the reception desk, hotel lobby, on the floor/pathway, guest's room, coffee shop/ restaurant/ lounge, conference room, business lounge, stairs, kitchen, parking, and laundry room. The quantitative findings report no significant correlation between a job location and sexual harassment incidence, except for those in the 18-24 age group who thought that the hotel lobby was more conducive to sexual harassment than those in other age groups. The same questions were asked in interviews with a number of hotel staff. General findings reveal that sexual harassment can happen everywhere in the hotel. Nevertheless, staff stated that there were some specific locations/areas in a hotel that posed risks for sexual harassment of staff: guest room, lift, rest room, and the spa room. Other locations (such as the restaurant and hotel lobby) were also vulnerable to sexual harassment taking place, but to a lesser extent.

The study findings indicate that the location of the service provided has its own implications for sexual harassment occurrence. For example, the guest room is a private area that no one can enter without the guest's permission. Although the staff can access the room (because they have a key), this can only happen when the customer wants them to provide service such as cleaning the room. Hotel staff

must knock at the door every time they want to enter the room. Entering the guest's room without permission (especially when the guest is in the room) is generally considered rude and against the security rules of the hotel, according to the researcher experience. Any activity in the room can happen without any witnesses. The spa room carries a message that a "touching/massaging service" is happening in that room. The prevailing social norms of service jobs as suggested by Hart and Wearing (1995 as cited in Hoel and Einersen, 2003) is that "sexiness" and "flirting" are encouraged as part of the job in the service industries. Several staff agreed that a hotel was seen as a highly sexualised setting with a "message" of satisfying every need of the customers, which may suggest to customers that sexual favours may be included (Guerrier & Adib, 2000).

The study findings confirm that hotel employees' vulnerability to harassment from guests was affected by the way the hotel space is used by guests and staff (Guerrier & Adib, 2000). The hotel space where services are provided is one factor that predicts the likelihood that sexual harassment could happen, as suggested by Routine Activity Theory (RAT). Overall, to a varying degree, sexual harassment can happen everywhere in a hotel.

More in-depth details on the staff's work location and its vulnerability to sexual harassment incident is presented in the following sections.

Guest's room

Most participants agreed that the guest room is probably the riskiest and most dangerous place that sexual harassment is likely to take place. The porter, Nop's case would be an example of a severe case of how a guest's room could be a likely place for sexual harassment conduct to happen. Compared to the public area, the guest may force the staff to have sex with them. The guest can do this by locking the door, and no one would be a witness. The guest room might be the best place for the customer to harass staff because if something goes wrong (like the staff complains about the guest behaviour to hotel), the customer may retaliate by complaining back or make excuses that it is the staff's fault for not providing a good service.

Some porters reported that many times that a customer showed him a pornography magazine or asked the staff to have a beer with him. Sert (a porter of a hotel around Soi Nana) revealed/discussed this in an interview.

Researcher:	What about a customer showing you a pornographic picture?
Sert:	Yes, this happens sometimes. The guest showed me his picture taken with his girlfriend when they were upcountry.
Researcher:	Where did it happen?
Sert:	In the guest's room. Sometime they are impolite; they just want me to see the picture of Pattaya girls. Some were the naked girls. Pornography books were sometimes given to me…. the Playboy magazine…

The guest's room is a space considered vulnerable to sexual harassment. However, the most important thing is the behaviour of customers. For example, Kieu, a room maid in Pattaya, commented that:

> ...Some guest is good. When we enter his room, he leaves the room and waits outside. But some don't. They might be afraid that we might steal something. Something like that....

Reception Counter

Oat, a female receptionist of a hotel in Bangkok, said that she thought the reception counter was a space vulnerable to sexual harassment. However, the most prevalent form would be the verbal (talking), visual (staring), or written (letter) forms. There would be some physical touching but that was not a severe one form.

Goy, a room maid of a hotel around Soi Nana, said that sexual harassment could sometimes occur at the reception desk. She said that:

> ..the most likely incident is grabbing the receptionist's hands. On the other hand, at the reception desk, a customer may be harassed by some receptionists (by grabbing the customers' hands)...

Goy's perception was supported by Jer, a Guest Relation Manager of a hotel in Bangkok, that:

my FO manager…a female… had recently experienced such behaviour. A handsome male customer checked in at the counter. He grabbed her hand and said, 'Nice to meet you."' The FO manager picked up his hand and kissed (his hand) and said, 'Why are you so handsome?' [Laugh]....That was my boss. [Laugh] She made fun of the customer.

In the latter case, this may not be sexual harassment behaviour. Rather it was a greeting or interaction between hotel staff and customer in front of witnesses at the front desk. The intention was clear that the FO did it in a kidding way. This is a blurred/grey area that needs more discussion in the later section.

Spa Room

Many times sexual harassment happened in the spa room. Although it was understood that the room was not for sexual related activity, some customers use this private area to harass the therapist. Ms Pantipa of The City Sriracha revealed that:

before subscribing to the service, we had to talk with our clients about the type of treatment he would require. We had to make an agreement about the service details beforehand. We have to ask our clients that what type of service he really needed, was he hurt or having pain and what part of the body he particularly wanted to get treatment. At [name of the hotel] which is a five-star hotel, we have to check the client's information from the front desk. (The front desk had to inform us about the client's details). We knew that he was a doctor; we knew his check in/out date and time. From his background, we put our trust on him. What happened is that while the massage was going on, the doctor tried to drag the therapist to the bathroom. The therapist was about 30 years old. The therapist knew that something had gone wrong. She ran out of the room. At …[name of a five star hotel], the spa service was designed to be provided in a small cottage, (unlike at the City Sriracha, where the

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service will take place in one large room, where each bed will be separated by a partition). The reason for [the hotel] to have the spa service provided in the cottage is that it is quieter and there is privacy if a guest wants a complete [full course - from head to toe] treatment, which normally takes a long time and has a high price. I was the one who took this doctor to the spa cottage (to meet a therapist). The doctor said that we wanted to have a private treatment with the therapist. I thought it was safe in such environment. I had never seen any issues arising from having massaged in a cottage before, and it was a normal phenomenon.

Pantipa continued the story:

The therapist ran out of the room. It was about getting dark at that time...probably around 6 to 7 pm. She ran to the reception counter and told me that the client tried to rape her. I had to call a security guard and went back to the cottage and told him that 'We apologise that we can no longer provide the service to you because we are not in the position to do so.' He didn't say anything and accepted it. It was good enough that we did not vilify (discredit him/ destroy his image as a doctor) him. Working in a spa can be an opportunity to be harassed by a customer. Here, at the City, we cooperate with spa too. I can conclude that sexual harassment via staring, talking; touching is real, alive, and well.

The paragraph above illustrates that a private spa room is a risky place that sexual harassment could take place although an agreement between the therapist and the customer was made. In this case, the customer was Thai. He was a doctor. He should have realised that what he did is against the therapist's will, and he may be found guilty if this case was brought to court.

Kwanchanok, the spa manager, commented that:

For spa in a hotel, the location naturally controls, limits or restricts the service atmosphere in a way that hidden sexual service is hard to

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provide. It prevents the walk-in guest from entering the premises. If a customer wants to harass the therapist, the hotel has its own mechanism to prevent such incident. To conclude, the guest cannot reach the service [provider] easily. Second, the employee cannot provide such service because it is against the hotel's rules. In my case, our spa is located in a separated building (from the hotel building), so, we can have both walk-in and hotel guests. Our guests are from all over the place such as Amari hotel, Hard Rock hotel, or Royal Cliff Beach hotel. They are here because they like the service. They told us they never imagined that they can find a spa like this (in Pattaya).

Kwanchanok's point of view is that a spa in the guest's room seems to be more secure and safer for the therapist as the hotel is equipped with CCTV or other security devices. However, a number of participants disagreed. Mr. Saran of the Siam Bay View said that:

according to the law, all spas must have no lock. Most spas are situated in a two story building. The first floor is for foot massage. The second floor is for body massage. If a girl provides a special service, no one will go upstairs to interrupt such activity. If a customer wants to have an aroma [oil] body massage, the customer must be naked and this to be done in a private room/space. The law says that while massaging is going on, the door must not be locked. There is a signal that if the girl is providing a 'special massage' the girl will hang the towel on the door, and no one will interrupt. This is a signal for 'This room is occupied and do not disturb.' But this is not the practice of a spa in the first-class hotel.

It is an intrinsic characteristic of spa business that touching is required. Even if the spa room has no lock but if sexual activity is going on in the private partitioned area, it can be signalled by hanging the towel on top of the partition. Overall, if the therapist and the customer agree to have sex, it is possible to make such action happen as everyone there turns the blind eye on such business.

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Restaurant, Bar, and Night Club

Many participants reported that sexual harassment in the restaurant is not very severe nor prevalent. The FO manager of a hotel in Pattaya said that:

> ...it is located in an open area so it is unlikely that sexual harassment
> is taking place here...

The following conversation was between the researcher and Am, a receptionist of a hotel in Khon Kaen, who used to work as a waitress and cashier at a number of restaurants and clubs.

Researcher:	Then you moved to….
Am:	Applied for a waitress at a pub [named suppressed] in a hotel…the pub manager asked me to work as a 'Drink partner' girl. [Sit with male customers, persuade them to buy a drink for her, the more drink sold the more money she gets]. I said, 'I don't know how to do it' so, they turned me to a waitress….then moved to cashier.
Researcher:	What did the waitresses do?
Am:	Make [alcohol] drink for the customer, take orders from customers, provide soda, serve...
Researcher:	Have you ever sexually harassed by a customer?
Am:	Absolutely, it's common there. It's part of the job.
Researcher:	What did the customer do? Can you elaborate more?
Am:	At 'Be First'. ..not very much. It was a restaurant…open air restaurant…But at the PP hotel...it was another type of …business…the bar was in the building…with Karaoke….there were plenty of coyotes (dancing girls with hot pants and brassiere-bikini). The pub was next to the hotel.
Researcher:	What kind of service does this kind of pub provide?
Am:	It was a disco tech. I was a waitress. I served whisky, soda, (food) from the ground floor to the second floor. Normally, it is dark inside and more private.
Am:	Yes, I got harassed very often there
Researcher:	What do you mean by 'getting harassed?' …the less severe is….

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Am:	The less severe was …touching my bum. Grabbing hands were the most common.

This entire sexual harassment incident happened in Khon Kaen. The factors contributing to the misconduct may vary. It depends on a number of factors such as the service provided, the hidden sex sale service, open hours and location of the premises.

It can be concluded that restaurant is a place that sexual harassment might take place. However, this depends on a number of factors at the time. The combination of vulnerable staff, prying customer, type of service, location and other also play a role.

Hotel Lobby

According to Goy, a room maid:

> Sexual harassment can occur in the lobby, especially in the bathroom. I used to get harassed in the lobby's bathroom. Once I was cleaning in the men's toilet. I noticed that there was one customer was peeing. After he finished, he turned to me and asked me some questions while showing his penis. I was shocked and ran out of the bathroom. This happened in the very first I started working here.

The men's room could be a risky place for the room maid as it is a private area, and if there is no witness, sexual harassment may take place, anytime.

Swimming Pool

Some participants reported that some customer used the swimming pool o have sex or doing such activity (YY, a receptionist - Pattaya). Kieu, the room maid working in the same hotel, also commented that:

> arousing each other (in the swimming pool) is seen quite often... mouth kissing....at the pool...everyone sees this...and it seems they want [to show other] people seeing them having a mouth kiss. Normally, they are a European and a Thai girl.

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It should be noted that a typical Thai girl would not normally kiss or touch a member of the opposite sex (her lover, husband) in the public. It makes bystanders felt so ashamed and annoyed as it is against the Thai custom.

Mr. Saran of Siam Bay View Hotel, a five-star hotel in Pattaya, reported a similar incident. He stated that:

> ...once there was a guest from England who complained that two customers were kissing each other. We can do nothing in such as. They are tourists. The swimming pool is closed at 9 pm so no one can use it. Some are exhibitionists...

According to EEOC (2008) cited in Pina et al. (2009) the victim does not have to be the person harassed but it could be anyone affected by the offensive conduct.

Another instance was told by the FO manager of a hotel in Pattaya. She reported that:

> In one case, a single Russian male customer took a Russian girl from the town and made love in the swimming pool. Our staff got to tell them to stop it. The swimming pool is a public area. Their activity can be seen from any guest room. Our staff had to ask them to go to their room.

The latter case may not be the sexual harassment by the customer as it is about the sexual relationship between the customers themselves. However, the swimming pool might be considered a risk area for visual sexual harassment to happen to both hotel staff and other customers.

6.2.9 Job Tenure

One characteristic of the hotel staff that may contribute to sexual harassment is their job tenure. Previous studies state that staff turnover in the hospitality industry is high (Poulston, 2008a; Watt, 2007; Wijesinghe, 2007). New staff are put to work as soon as they are hired, leaving no time to train them for their jobs (Poulston, 2007). Sexual harassment happens for the first time when employees

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are not well accustomed to the new work environment (Cho, 2002). Employees who have worked for a short time at a company are more frequently harassed (Hoel & Einersen, 2003). This study seeks to investigate whether job tenure has a relationship with staff sexual harassment experience.

Study findings obtained from descriptive statistics show that the majority of hospitality staff (about 80%) had worked in a hotel for less than five years. Among this group, most (nearly 70%) of those who had worked in a hotel for less than one year had experienced sexual harassment. Although no significant correlation between job tenure and sexual harassment perception and experience was found, descriptive statistics reveal that staff tenure has a solid relationship with their seniority, income, marital status, and sexual harassment experience. Staff with short tenure were more vulnerable to sexual harassment than those with long tenure (probably because those with long tenure are normally older, married, have a senior position,). In addition, as suggested by Cho (2002), first time sexual harassment mostly happened when employees were not well accustomed to the new work environment. The quantitative findings support what is suggested by the EU (European Commission, 1998) that employees who had worked for a short time at a company were more frequently harassed.

Qualitative data obtained from the interviews reveal that most staff, either with short or long tenure, were equally vulnerable to sexual harassment. However, new staff felt more offended by and less tolerant of the customer's sexual harassment behaviour than those who had worked in a hotel for a longer term. For example, Pukkie, a telephone operator in a hotel in Bangkok, stated

> ...Yes, it affected [me] when I started my job in the first year ... but not anymore. I got used to it ....

When the researcher asked if she thought sexual harassment was a big problem in the hotel business, she replied:

> I think it depends on how long you have been in your career. The longer the tenure, the more tolerant. If you were just graduated, you may be unable to take it. You can't let it go. You will not tolerate ... at

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the very first time I took a nasty phone call, I transferred a line to a [male] colleague. When the harasser realised that he was talking with a male employee, he hung up. At present, I don't need any help from my colleagues. I can manage it myself. I think the impact of sexual harassment depends on how I take it.

What Pukkie clearly states here is that sexual harassment is real and prevalent in any situation when contacting with customer. The longer she had worked in a hotel, the more she had become accustomed to it and equipped with experience and knowledge of how to deal with the misconduct. The long tenure may have a direct relationship with what strategies could be used to deal with the situation in order to lessen the impact of sexual harassment on staff. It also has a relationship with the tolerance of the misbehaviour.

Mr. Netr, who worked as a receptionist in the same hotel, revealed that:

the veteran and a new recruit seem to have a different attitude about this [sexual harassment experience]. Long-time employees are more tolerant to this incidence because they have worked longer and experienced more incidences like this. Some new employees cannot take it.

From these accounts, it can be seen that the new staff generally had less tolerance for the customer's sexual harassment behaviour than those who had worked in a hotel for a longer term. When new staff are harassed for the first time, they normally felt offended and upset. Some of them even yelled at the harasser. They may not know how to react appropriately to the situation if job orientation had not been provided by the hotel. Those staff who had worked in a hotel for quite some time would know how to manage the situation better. They know how to play along.

It should be noted, however, that long tenure alone does not precisely predict the staff's likelihood of sexual harassment. This also depends on a number of factors such as the severity of the incident, the situation at the time, and the job characteristics. Job tenure may not play a role if a staff member is working in a

department that does not require a service that typically involves interaction with the customer (such as the HR, executive's secretary, administrative staff, general manager or managing director) because in those roles they have no chance of being harassed. In this case, job tenure does not play a significant role in the staff sexual harassment experience.

As the hospitality and tourism sector employs a large number of younger workers who work temporarily (Hoel & Einersen, 2003; Poulston, 2007), this increases the chances of these young staff being sexually harassed by a guest. Unfortunately, the official information on the age of the Thai hotel workers cannot be supplied as no information was found. However, a number of studies conducted in Thailand reveal that the majority of the Thai hotel staff were young. For example, Fromthaisong (2010) studied the job motivation of employees at Grand Hyatt Erawan Hotel Bangkok. He found that the majority of staff (70.20%) were aged less than the group 23 and 30 years old. The rest (29.50%) were aged more than 31 years old. Similarly, Chananade Meesang (2004) studied the relationship between personal factors, organizational aspects and climate and job satisfaction of hotel officers in Koh Samui District, Suratthani. The information from a sample of 400 hotel officers indicates that 74.5 percent of staff were aged less than 30 years old. The rest (25.5%) were those aged more than 31 years old. The age of hotel staff has a direct relationship with sexual harassment experience where younger staff were more likely to be sexually harassed than their older colleagues. The figure above also implies that the turnover in Thai hospitality industry is high. The older staff are generally more tolerant of sexual harassment than the young staff.

The study findings confirm that job tenure has a relationship with sexual harassment experience, i.e., new recruits received more sexual harassment than those with long job tenure. They also tolerate it less. Job tenure is, therefore, one factor that can predict the likelihood of sexual harassment happening to hotel staff.

6.2.10   Monthly Income

This study seeks to investigate the relationship between staff income and their sexual harassment experience. One characteristic of the hospitality staff is that,

pay is low; that is, they have a poor hourly rate; overtime is not paid; staff may be under-paid; and there are pay inequities (Gilbert & Guerrier, 1997; Poulston, 2007). Other researchers such as Hoel and Einersen (2003), and Lee (2004) also suggest that among several factors (i.e., unequal opportunities, job instability) lower income and status serve to maintain sexual harassment in the workplace. Those of low income are seen as powerless targets by harassers (Hoel & Einersen, 2003).

Only a non-significant correlation between income and sexual harassment experience has been found so far.

Descriptive statistics reveal that, in general, the majority of hotel staff (about 63%) received a low income (less than US$336/ month). Only two percent (of staff, mostly high ranking executives) were earning more than US$674. It was found that there was no direct relationship between sexual harassment and the staff income. However, it may contribute to sexual harassment in a way that those who received low income were normally young, of lower rank/ seniority, and have less job tenure. These staff seem to be vulnerable to sexual harassment by the customer. On the other hand, those who earned the highest level of income (top management who normally were quite old and had a long tenure) received less harassment compared to those of lower income. Income, therefore, has a relationship with sexual harassment experience, to a certain extent, in that low income indicates the low status and low power of those staff.

To conclude, staff with low incomes may be more vulnerable to sexual harassment than those with high income. However, income alone may not predict sexual harassment of hotel staff. Other factors such as age, marital status, seniority, tenure, job description, and other intrinsic characteristics also play a role.

This section outlined characteristics of the hotel staff, (namely, age, gender, marital status, educational background, job level, service department, location where services are provided, job tenure, monthly income, work shift, and hotel size) and their relationship with sexual harassment perpetrated by hotel guests. The study result found that, in general and to a certain degree, the personal

characteristics of the hotel staff contributed to the prevalence and severity of sexual harassment by the customer. It is recommended that these factors should be used in conjunction with other factors. The next section describes some intrinsic characteristics of the hospitality industry as the factors that contribute to sexual harassment.

6.3   Sexual Harassment Experienced by Hotel Staff

It is the main objective of this thesis to understand the personal experience, opinions, and attitudes towards sexual harassment among Thailand's hotel workers. It also aims to learn whether or not hotel workers in Thailand label their experiences as sexual harassment. For one question asked, 'Have you ever personally experienced sexual harassment by hotel customer(s)?' The staff could choose 'Yes' or 'No' as their answer. Descriptive statistics reveal that, in general, the majority acknowledged that they had experienced sexual harassment from a hotel customer. Male staff experienced more sexual harassment than females, which was not expected. However, the interviews revealed that females experienced similar misconduct to that of their male counterparts (except those who are hotel executives) did. The study findings are consistent with a number of scholars' study results including those of Lin (2006), Yagil (2008), and Poulston (2007) who state that sexual harassment is common and encountered by people in hospitality businesses on a regular basis.

It should be noted that the qualitative data study result reveals more frequent and more severe sexual harassment staff experiences than was reported by the survey questionnaire. In addition, the degree of staff feelings of offence was different for each individual who had received this same treatment. Some saw it as a pleasure; others saw it as a pain. The interpretation of sexual harassment varied for each individual. Interpretation also depended on a number of factors: the harasser, the victim, the environment, and the feelings at the time.   The interview method proved its usefulness for obtaining in-depth information on this type of sensitive topic/research.

One factor that shapes the findings is the interpretation of the definition of sexual

harassment and how this varies among participants. Some staff did not regard verbal or visual forms as sexual harassment (because they may not understand the guest's intention, presumably), and they did not think they experienced sexual harassment. If they regarded verbal and visual forms as sexual harassment, then the findings would be that sexual harassment was prevalent among Thai hotel staff. Sometimes it was difficult to define the term 'visual sexual harassment'. For example, seeing one customer standing naked in the room might offend some staff but it might please others. Some customers had sexual encounters in the swimming pool or even in their room with the curtains pulled back. Those who saw this incident would have a different perception of such an incident. Some would feel ashamed, some would not. Sexual harassment occurring in such a situation suggests that hotel staff must feel offended by the misconduct. However, if they do not feel offended, it is another story. There is a thin line between feeling offended and feeling pleased with what has been defined in this thesis as sexual harassment.

The lack of clarity is in line with Lengnick-Hall (1995) who states that the definition of sexual harassment, and the survey inconsistencies (e.g., in time frame, number of items, wording of items) were among a number of limitations that hinder the research's success.

In an interview with Mr. Stephen, a regular tourist to Thailand, he commented that:

> if he [the customer] is just saying that 'Are you free tonight?'...that just asking the girl out for a date... If they take on 'How much?' that starts falling in that [sexual harassment] category... [that is] the problem for sexual harassment, I mean defining it... it's an unclear concept and depends on an individual interpretation. For instance, if some Poo Ying (women) are walking down the street, and I see her... 'Wowwww baby, baby you know, you are looking fine today' ...that is harassing her. Yes, but if I go to a strip club and the girl's up there dancing... 'Wow girl, you look very fine today.' I don't think she's gonna take it as the sexual harassment... sexual harassment is a very difficult concept that's more of the situational and personal type of

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thing... I mean even the stripper; maybe if she is walking down the street and somebody would, 'Hey, you're looking fine today.' Maybe in that situation, she might feel offended. I don't know... so, it's a really tricky thing. It's not clearly cut and dry...but there are some women who honestly believe that, I mean, they really and sincerely believe that if their husband doesn't beat them, they think their husband does not love them. They honestly believe that because that's the culture, I would say, they're brought up... Another woman, and it's all from the US, but you know, different area, different culture, so, one woman sees a physical violence; the other sees a show of love. Some women think that. They do. Some women if their husband is ogling another girl, they get enraged. Other women, if their husband doesn't have right out fooling around, you know, spending a night with some other women, there is something wrong with my husband. So, I mean we have all these interpretations, one woman sees an offense, one woman sees no offense at all... So, sexual harassment is like that. You get two Poo Ying [women]... housekeeping, let's say; one of them feels she has been sexually harassed every day. The other one, no that was not sexual harassment...

Mr. Stephen's comments were in line with what Fu and Chu (2011) suggested, that staff perceived sexual harassment impacts differently. They argue that some employees experience more positive effects than the others. They suggest that individual difference, such as personality, may be a crucial antecedent in determining the positive or negative perception of the staff. Perception of sexual harassment is also the matter of culture (Hagan, 2007) where in an extreme case in Nigeria, sexual harassment is not only accepted, but it is expected that a male supervisor will have sexual access to female subordinates (Luthar & Luthar, 2002). Therefore, sometimes it is difficult to make clear why the same instance is regarded as sexual harassment or offence in one place (or by one person) but is not regarded so in other places (or by the others).

Mr. Stephen further commented that:

so, this is a good subject... just like I say, it was just a matter of how many marbles can you put in a water glass.... means... there is no point doing any kind of research on that, this kind of thing, because there are wide interpretations. One housekeeper might think she has been sexually harassed. Another house keeper thinks nothing of it. You know. They should be noticed that they got sexually harassed because, you know, it depends on everybody's background, where they come from... So, that is why I say it's good... but it'll be difficult to know what to make out of your information, but it's a great part anyway. How do you give the standard or an idea what the overall perception of sexual harassment is? Like I say, this kind of thing it is not 'cut and dry'.....what constitutes sexual harassment would have changed even at times among the PCers. It really will. So it is that there is no end of what you're doing, actually, which makes it a good project...

Mr. Stephen's point of view supports most staff's perception of the definition of sexual harassment, that there is no clear meaning of the term. Being aware of this limitation, the researcher must ensure that the participant understands the (same) definition of sexual harassment. Overall, the study results conclude that that most staff were sexually harassed by hotel guest. However, male and female staff perceived sexual harassment differently as discussed in the next section.

6.3.1 Female Staff's Perception of Sexual Harassment Experience

When asked whether sexual harassment is good or bad, Taa, a female hotel manager in Cha Am, said:

> ... I think it is bad. The customers who often say, 'You look beautiful today' are normally [those] old friends. The new customer won't dare to say it...

Taa paid much attention to providing the best service to the customer. She believed that the customer is king although she was not happy with some customers' behaviour. She said that:

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it does not matter whether the guest is right or wrong; we have to service them ...

This response reveals her ethical stance and can imply her reaction towards sexual harassment made by some customers.

Taa did not pay much attention to whether sexual harassment is ethical or unethical. Rather, she focused on how to tolerate such incidents, as doing so is better for her business. Taa is a typical Thai girl who always tolerates the customer's bad conduct no matter what.

Similarly, Liam, a female hotel receptionist, who was once harassed by a customer in the guest's room said:

... I think it (sexual harassment) is wrong because we are not their friends, and that behaviour is not acceptable ...

She accepted that the longer she worked (at the hotel), the more tolerant she became. Job tenure helps hotel staff get used to harassment of a sexual nature. She recalled that:

when I was working for the first time, yes, (sexual harassment affected me a lot). I thought, 'What the hell does he want from me?' 'Why he touched/grabbed my ass?' It made me worried at first. Even so, it did not affect my job. [She accepted that sexual harassment made her furious but said] ... we can do nothing because they were customers ...

The comments Liam made above confirm that the slogan that 'the customer is always right or the customer is king' (Mkono, 2010) is alive and well in the Thai hospitality industry.

Pukkie, a female telephone operator, said that to accept or not to accept sexual harassment behaviour depended on the degree or severity. She said she could tolerate it, to a certain extent. However, if it was too much, she would not tolerate it. If a customer admired her or said something good to her, she would take it as a compliment. She concluded that sexual harassment was subject to each individual's interpretation. She said:

> ... I don't really think whether it is right or wrong. I think it is a natural interaction between men and women ...

What Pukkie mentioned is in line with the biological model where sexual harassment is not regarded as such, rather, it is a result of natural attraction between two people (Tangri et al., 1982)

Athi, a female receptionist in a hotel in Bangkok, had a different opinion. When asking her if she thought sexual harassment was ethical or not, her answer was straightforward:

> It is not ethical. It is wrong. Most girls do not like it …. I would cut the conversation by saying, 'See you later' and if the customer kept continuing, [I] would walk away.

She accepted that sexual harassment was acceptable, however. She said:

> Yes, it is [acceptable]. I have to take it as it is part of my job. Frankly speaking, every time I got harassed, I wanted to slap his face. I have to accept it, but I don't want to accept it. If it was happening outside my workplace, I won't tolerate. I will fight back.

There is an interesting point that should be raised here. Athi said "sexual harassment is unethical, it is wrong" but later she said "it is acceptable". Personally, Athi did not want to accept nor tolerate it but she realised that she was in the workplace where sexual harassment was a norm of business. If she wanted to keep her job, she must admit that it was part of the job. Therefore, she had to 'accept' it.

Goy, a female room maid, also said that when she got harassed (by a customer standing naked in his room while she cleaned up the room):

> ...I felt a bit shocked. However, because he did not do anything more to harm me, so, I ignored it and kept working on cleaning the room...

Goy had to tolerate such an incident even she did not want to. She said such behaviour was not good, and she did not like it, but she got to accept it. She said:

> ...It is okay. I can accept it. It is part of the job. And I think that the Thai custom is different from the Westerner's one. The Western custom is the 'free sex' society. So, I have to understand the foreign customer ...

One of Goy's room maid friends said that:

> It's common. You have to face/experience [cannot run away from] it. This girl [one of her colleagues] revealed that sometimes a customer asked her to see his naked figure ... and asked me to persuade my other friends to see him perform a sex act on him... I felt nothing.

Am, a female receptionist at a hotel in Khon Kaen, acknowledged that she got harassed very often. She said:

> ... I got it every day. Touching my hands, my legs … it's common ... I felt annoyed ...

She revealed that other female staff (who worked as a coyote —a dancing girl wearing bikini in a hotel's pub)

> …felt bored, they got harassed more often than us [the waitresses].

In contrast, some females regarded some forms of sexual harassment as a compliment. For example, Zaa (a female ex-receptionist) commented that being kissed (on the hand) by the customer made her feel good. She said:

...I thought it was not a sexual harassment … I thought it was his culture to do that ....

Pukkie had a clear explanation for this. She said that:

It depends on how you see it, as a problem or not, and how you react to it. If you think it is not a serious problem, you won't take it seriously, you can simply ignore it. If you think it is a big thing, you will be unhappy and that causes your depression. Furthermore, I think it depends on how long you have been in your career. The longer the tenure, the more [you] tolerate. If you were just a graduate, you may be unable to take it. You can't let it go. You will not tolerate [it]. In addition, if you are married, you will know the men's habit. You will know that he is joking, or not. If you are single, you may not be happy with such behaviour. The age is also a significant factor. The job position the employee holds may also affect him or her differently.

An interesting point found in female staff's (but not found their male counterparts) perception was that Thai females have a high regard for their dignity. Mrs. Jan, FO manager of a hotel in Pattaya, commented that:

we cannot tolerate it. We cannot let it go. We have to do something. If we don't do anything, he will do the same thing with other people. That behaviour is not acceptable because it does not honour the Thai girls' dignity. You [the customer] should be polite and if you really need a girl then go to a bar, you cannot do that ... you have to honour the place [hotel].

The FO manager's view was supported by Kwanchanok, a female spa manager, who said that:

I tell everyone [the spa therapists] that I will not let them do that [sex sale] because Thai traditional massage is well known around the world. Thai people should be proud of it. The foreigners come to

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Thailand because they want the traditional massage. However, you kill yourself because you need a small amount of money from them. ... You guys don't have a woman's dignity? Where is your [women's] dignity? Where is your morality? Where is your ethic? Are they gone? What do you want? You just want small money from a foreigner? He puts his 200 bucks on your head and asks you to [do] this ... to do that ... and you do it? May I ask that can you still use your mouth to eat? Are your family members happy with such hot [dirty] money? I scolded them ... I am sorry ... but I really scolded them; I talk to them ... and wonder why am I fighting this nasty behaviour alone*?* Why nobody helps support me? Is there anyone sharing the same ideology?

To conclude, most female staff were not happy with customers' sexual harassment but they had to tolerate it no matter whether they liked it or not. The Thai custom may play a significant role in this regard because the old custom focuses on the unequal status of males and females in the society. Men are considered superior to women, and women are not allowed to show their anger or express their feelings. As women, they have to be put up with any undesirable situation. They, therefore, have to take the passive role, which is considered the 'ideal' type of woman in a society. On the contrary, men can do, and be as aggressive, as they like.

The researcher did not ask what the female staff would feel if they were harassed by a female customer. This is the research gap; further research should focus on this type of sexual harassment in order to compare it with male harassment.

6.3.2 Male Staff's Perception of Sexual Harassment Experience

The previous section reveals that female staff were mostly not happy with sexual harassment by the customer because they thought it was bad behaviour. For male staff, they seemed to have a different point of view. They were likely to accept, tolerate, and welcome such behaviour no matter what the gender of the harasser was.

A conversation between the researcher and Mr. Than, a porter at a hotel in Bangkok, may provide some insight concerning the male's perception of sexual harassment of the hotel staff.

Researcher:	Do you think, staring, winking eyes, eye signals…. are sort of sexual harassment behaviour?
Than:	Just looking?
Researcher:	Yes
Than:	I think it's common. It's not sexual harassment
Researcher:	What if a customer asks to have sexual intercourse with you?
Than:	Male or female?
Researcher:	Both. What if a female guest (did it to you)?
Than:	No, I don't think it's sexual harassment.
Researcher:	What about a male (did that to you)? Like what happened to you in the room? Did you feel unhappy or feel nothing?
Than:	I felt nothing. I don't think of it at all.
Researcher:	Was there any case that a customer threatened you that if you don't have sexual intercourse with him/her, he/she will complain to your boss?
Than:	No.
Researcher:	What if a customer gave you a body signal...doing something like… masturbation...do you feel offended?
Than:	I think some customers are playful (he might be kidding with me). I think it's common. It's not sexual harassment.
Researcher:	What if a customer touches you…your hands, legs, bottom.
Than:	Yes, this happens all the time. I think they are kidding. I don't know what their real intention is. I just thought they were kidding with me.
Researcher:	Do you think touching is somehow….severe?
Than:	The touching is quite…severe…
Researcher:	Locking the door and forcing you to have sex with him is…. too much?
Than:	Yes, in this case, we have to talk first.
Researcher:	What about the guest showing you the pornographic book? It is severe or ….common?
Than:	It's common
Researcher:	You don't take it seriously?
Than:	No, I don't.

Mr. Than, a porter, said that being watched or even grabbed (parts of the body) was common. Even if he was asked by a female customer to have sexual

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intercourse with (her), he thought that was not sexual harassment. He thought the customers were playful. He regarded such misbehaviour as a part of his job, and he did not mind if it was ethical or not.

Mr. Nop, another porter at the same hotel, gave a similar view. He said if a female customer sexually harassed him, he would not complain to the hotel. He stated

> ...why complain? If a customer harassed me, as a man, I had gained,
> I didn't lose anything. (So, why complain?) The customers like me,
> they hugged me; they kissed me ... that was what they did to me ...

Mr. Pocky (HR director), on the contrary, told a story of one of his staff, a room boy who was sexually harassed by a European female customer. It happened when the staff walked in the room just after the guest had checked in; the female customer closed the door after him. She hugged him from behind. Her breasts touched him. She tried to forcibly hug him. He said, "No!" He complained about this with Pocky and Pocky (as the HR director) explained that this happened to everyone, even himself. The room boy had worked at the hotel for a few years. Later, he moved to work for a cruise line. Pocky said that the boy got used to it afterwards. He knew how to manage the situation because he had experienced it.

To conclude, findings from the questionnaire and the interview revealed that males and females alike were harassed. However, there are different perceptions between male and female staff concerning sexual harassment. Male staff seem to welcome such misconduct if the harasser is a female customer. They think that they "gain" rather than "lose" from being sexually harassed. Some may think they do not need to pay money to have sex with a girl. They may be looking forward to making a relationship with the female customer. Some male (gay) staff gained benefits from such behaviour. One gay member of staff left the hotel because he received financial support from a male customer (so, he did not need to work anymore). Female staff, they take a more self-defensive position and take precautions against the customer's behaviour. Most do not like to get harassed. They do not want to accept it, but they have no choice. This is different from their male counterparts who sometimes perceive harassment by customers as an

opportunity.   In other words, males were more accepting and tolerant of sexual harassment than females. The females took sexual harassment more seriously than the males did. They felt that the experience made them lose their dignity and face.

6.3.3 Gay Customer Harassing the Male Staff

It was mentioned in the literature section that information on sexual harassment of hotel staff by a gay customer is scarce. The findings of this research, therefore, serve as the pioneer in the field.   Study findings reveal that many times, a gay customer has sexually harassed male staff. For example, Bass, a waiter at a large hotel in Bangkok, told a story about his sexual harassment experience when he was trained to be a room service provider. He recalled that:

> When I took room-service training, I got sexually harassed by a gay customer. I brought food to his room. He was a big guy. He invited me to have a beer with him. I said no. He encouraged me to drink. It was about 7 pm. Firstly, I thought that he needed a friend to talk to. I decided to sit and had a drink with him. After a while, I said, 'Excuse me, I have to go'. He insisted that he wanted me to stay. He opened a can of beer. I was not a beer drinker. I said no. He grabbed my hand and asked me to sit … (Please sit down). He was a black guy. He put on the nightgown.

Bass managed to get out of the room safely. He did not provide details on how he got out, though.

6.3.4 Female Customers Harassing Male Staff

It was found in most of the previous studies that those who harassed were mostly male and most victims were female (Tangri et al 1982; Agrusa, Tanner, & Coats, 2000; Castellon, 2010; Cebrzynski, 2001; Chiang, 2011; Hardman, 2000; Merkin, 2009; Rotundo, Nguyen, & Sackett, 2001). This study found that there were many incidents where a female customer sexually harassed male staff. For example, as told by Pocky, HR Director of Hard Rock hotel, one of his male staff was sexually harassed by a European female customer. He was shocked, however, managed to get away from the room. He had suffered mentally for about a year before being

able to move on. Pocky concluded that the victim later accepted it as part of the job. The impact of sexual harassment of male staff by a female customer was severe for first time staff who was a new recruit, not armed with knowledge of how to cope with the situation. For veterans, sexual harassment by a female customer was regarded as a 'compliment'. Many tolerated it or even welcomed such opportunity. This is a research gap that needs further investigation and explanation for why male staff tolerate sexual harassment by a female customer.

6.3.5 Third Sex (Gay/Lesbian) Staff and Sexual Harassment by the Customer

A previous study indicates that the dominance of bullying (including sexual harassment) research does not address sexual orientation as a possible factor (Mishna, Newman, Daley, & Solomon (2009). The study findings indicate that gay staff were more vulnerable to sexual harassment than the straight male or female staff. For example, Zaa, a receptionist, argued that:

> You have to bear in mind (one factor) that the third sex (gay and lesbian) is now playing a significant role in society. It seems that gay [staff have] been vastly sexually harassed by the hotel's customers.

What Zaa and other hotel staff suggested about sexual harassment of gay staff is consistent with Guerrier and Adib's (2000) and Folgerø and Fjeldstad's (1995) view, that is, in general, staff working in the hospitality industry were perceived as gay, and it was found that lesbians, gays, and bisexuals are particularly vulnerable groups (Hunt et al., 2007). From the interview data, there were many instances to show that gay and lesbian staff were sexually harassed by the customer. For example, Jer, a gay guest relations manager of a four star hotel in the heart of Bangkok, reveals:

> Once, I helped one regular customer to check in at the hotel. We knew each other quite well. [After checking in] he phoned me [from his room], saying that he had a problem with the telephone set. He wanted me to go up and check. I said I would send a technician up there but he said that he was afraid that there might be a

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communication problem with the technician [as the technician might not speak English well]. Therefore, he wanted me there. I went up and stood in front of the door and asked what the problem was. He asked me to get in the room by saying that 'Come check inside.' I didn't think anything at that time. So, I walked in …. He grabbed my bottom and scrubbed my bottom with his penis … he … said he wanted to make love with me, and he would give me 5,000 Baht. I said no.

Jer acknowledges that this type of behaviour happens quite often. The degree of severity varies according to a number of factors, such as the place, time, and harasser himself

Another case, as revealed by Jenny, a male gay restaurant manager (who dressed/talked/behaved like a girl) is quite severe. He was nearly raped in the kitchen where he worked. He reveals that one Arab customer walked past in his restaurant and stopped when he saw her. The customer asked questions about direction and finally asked for her phone number. Jenny refused to give it to him. The guy then walked away.

The next day he came again. He went to the internet cafe located nearby my restaurant. I had a feeling that he wanted to have sex with me. He walked toward me and asked for a handshake. Initially, I thought that it was a way of Western greeting. I let him check my hand. He tickled my palm and told me that 'I want to have sex with you.' He asked me if I could go to the toilet with him. I told him that I could not go with him because I had a boyfriend. He said, 'Give me your boyfriend's telephone number. I will call him and tell him that I like you.' He did not let go my hand. I tried to walk into the back of the restaurant. He followed me and pushed the door to let himself in the back of the restaurant. He tried to take off his pants. If you don't believe me, ask my colleague. [Jenny had two colleagues who were the witnesses, sitting with her in the interview].

It is interesting to note that the incidents happened in a restaurant located in a public area where a number of customers were having lunch. It occurred at noon in front of a number of witnesses. The customer did not want to make friends, but rather to have sex with him, and he did not mind the consequences. What happened to Jenny may reveal the unique characteristics of a gay staff member. He dressed, talked, walked, and behaved like a girl. That might contribute to the customer thinking that it was not severe for a male to harass male. Jenny confessed that if (s)he liked a customer

.. If I like him, I will go out with him or even have sex with him....

Long, a gay receptionist, added:

...I am not a guy, I am not damaged (by such harassment...).

Study findings reveal that gay and lesbian staff are sexually harassed very often, probably more often than the straight male or female staff. It should be noted that gay employees may have a different perception of sexual harassment or having sex with the customer. Many said that if they like a customer, they would be happy to accept his (sexual) offer (by going out or having sexual intercourse with the customer) if (s)he likes him/her. Therefore, the definition of sexual harassment for the gay and lesbian group may be different from that for a straight staff member.

To conclude, male, female, gay, and lesbian staff were sexually harassed alike. Gender does not guarantee that being male, female, or gay would help protect against sexual harassment from the customer. However, the prevalence, severity, strategies, and reaction of staff with different genders were different and varied.

Pocky, who was the HR director of Hard Rock Hotel in Pattaya, concluded that:

Yes. Put it this way; is there any case that a female staff got harassed by a male customer? [The answer is] Yes. A guy also got harassed by a male customer? Yes. A male staff got sexually harassed by a female guest? Yes. A male staff got harassed by a gay customer. Yes. (You name it) All these happen.

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The in-depth, semi-structured interviews conducted with four key informants (Pocky, HR director of Hard Rock hotel, Pattaya; Jer, a guest relation manager of a hotel in Bangkok; Jenny, a restaurant manager in Bangkok; and Long, a receptionist of a hotel in Rayong), reveal that that sexual orientation could be a potential factor that contributes to sexual harassment i.e. being gay (or lesbian) makes them more vulnerable to severe sexual harassment by hotel staff. Further study should investigate and study this factor further.

This section presented sexual harassment experienced as perceived by hotel staff. The next section illustrates the prevalence and severity of sexual harassment by customers as perceived in the Thai hotel industry.

6.4   Prevalence and Severity of Sexual Harassment in Hotels

This thesis seeks to investigate whether sexual harassment is prevalent in Thai hotels. The quantitative options for answering this question were "every day, sometimes, rarely, none, and no answer." The prevalence of sexual harassment might help indicate the severity and serous impact of the misconduct on the staff. It is also useful for the hotel to create strategies to deal with the problem.

Data obtained from the questionnaire survey reveal that the majority of staff (61.4%) reported they believed that sexual harassment is "rarely" occurring in a hotel, which is an astonishing answer. Only 1.4 percent thought that sexual harassment happened every day. This is contradictory to what Malloy and Dwight (2004), and Thaweesit and Boonmongkon (2011a) found as they reported that at least two-thirds of women in the workplace suffered some form of sexual harassment. However, interview data reveal that the majority of hotel staff believed that sexual harassment was happening very often. Many stated that it happened every day. The contradictory research result obtained from the questionnaire and the interview may have stemmed from the relationship between the sensitive nature of the topic and the data collection tools (Yeschke, 2003). Some participants (for example, Ms. Kwanchanok, the Spaya Spa Manager of Sunbeam Hotel in Pattaya) said in the interview that they would never fill out the questionnaire survey or provide any information on sexual harassment incidents

(in the form of a questionnaire) because the tool was useless and the data collected would be very superficial (too shallow) and not cover all hidden issues. Sexual harassment data was best captured via the interview, observation, or real practice (by taking a customer's role and harassing a hotel staff member– as suggested by Mr. Charoen of the THA), according to comments from a number of participants. This comment supports Welman and Kruger (2001) who state that (semi-structured) interviews are useful when the topics are of a sensitive nature and the respondents come from divergent backgrounds.

As mentioned earlier, the data obtained from the hotel executives and general staff were always opposite. The statements shown in Table 34 were made by a number of hotel executives during the interviews.

Table 34 Sexual Harassment Perceptions of Hotel Executives

Executive	Comment
Mr. Amphon - ex HR Director of four five-star hotels in Bangkok	I can say that in the first-class hotel, I found the sexual harassment case is very rare. There might be some case reported to the management if it is a severe one. An employee might get physically harassed by a westerner. But when he/she makes a complaint, a customer might also complain that such [an] employee did not provide a good service. However, the case is rare. I worked in a number of first-class hotels; I have not heard of it very much.
Pat - Finance Director	We are a family hotel. This incident is rare in our hotel. Most of our customers come with families. We are a resort hotel, and we don't take Indian market. They are here to relax or go to swim. Sexual harassment is not happening here because 90 percent of our guests are from Europe.
Somjan -Assistant Executive Manager	Our hotel's staff has never experienced (sexual harassment) issues.
Chanchot - ex General Manager	...I have never heard any issues concerning your study topic, probably because the hotels that I used to manage had a different (high-end) target group... We had never discussed this problem (in the hospitality industry) before...

Table 34 indicates that most top executives did not think that sexual harassment was a prevalent and severe issue in their hotel. This might be because they did not

experience sexual harassment because of their status, and also because their job responsibility did not involve providing face-to-face service delivery to the customer as is the case for front line staff. There could be several reasons that hotel did not realise that sexual harassment existed. For example, the hotel received no complaints about sexual harassment from staff since the staff thought that there was no point to complain as nothing concrete would happen. Staff may think the hotel was not happy with the complaint. The hotel executives may also mistake 'sexual harassment' with 'prostitute'. Accepting that sexual harassment was happening in the hotel may also cause the hotel 'lose face' or contaminate their image.

Most operations staff claimed that they received very frequent and severe sexual harassment. They did not complain because they thought it was a characteristic of the hospitality industry. They may have misunderstood their right to protect themselves or they did not take the harassment seriously, except in severe cases such as physical or forced touching. The most important thing for them is that it is not about how to prevent such misconduct from happening, but rather, about how to live with it safely. Most staff had no prior training on how to deal with sexual harassment. Cultural differences as well as the traditional Thai customs also make them, especially the females, tolerate such misconduct. Overall, most participants, except some hotel's top executives, perceived that sexual harassment of hotel staff by the customer was common in all kinds of hotels. Table 35 gives some quotes, , from the interviews with a number of hotel executives and staff who express their feelings.

Table 35 Staff Sexual Harassment Experience, Implications for its Prevalence and Severity

Speaker	Comment
Researcher:	Have you ever been sexually harassed by a customer?
Pantipa: Receptionist/ The City Sriracha	Me? Yes, in a verbal form. Very often, it's common…I experience it every day. It's a part of my job. It is not a big thing. The matter is that how we cope with it.

Ung: F&B admin/ a hotel in Soi Nana, Bangkok	That is common. …it's normal….
Dao: Bartender/ a hotel in Soi Nana, Bangkok	That is common. Those who grabbed my hands are normally old customers. The newcomers wouldn't dare to do it.
Jak: Room Service/ a hotel in Soi Nana, Bangkok	Yes, a couple made love and called us to watch them….on the fourth floor. They intended to show us.
Pete: Restaurant Manager/ a hotel around Patpong area, Bangkok	You may ask Bass that today his hand got grabbed by a customer or not. If he got, did he complain?
Am: ex-waitress/ currently hotel receptionist/ Tonwa Resort, Khon Kaen	Yes, very often... I got it [harassment] every day... It's part of the job...Touching my hands, my legs…it's common...I saw this happen to the others too. I saw it every day, and I got used to it. What happened to me was really nothing compared to those who much more harassed (the coyote - dancing in bikini).
(no name): Room maid a hotel in Bangkok	It's common. You have to face/experience (cannot run away from it.). Sometimes when we entered the guest's room, they had no clothes on, it's common.
Pocky: HR Director, Hard Rock Hotel/ Pattaya	You know what? Everyone (manager on floor) experiences the same behaviour every day. .... I said, "OK, then it means that somehow you (a male room boy) can accept it (sexual harassment made by a female customer) at a certain level. You just feel bad but not to a level that makes you very regret, right? " He answered, "Yes" I continued, "Why did you feel bad? If that girl was your type, what would you feel?" He knew what I was guiding him. He said, "My point is that why it happened?" I told him, "This is a nature of human. Nature calling is everywhere. Just like you're walking out [of the building] and the wind breezes…the tree leaves fall. The leaves just fall on your head. Did you hurt? If it does not hurt you very much…think [in a way that] it [the sexual harassment behaviour] is just the leaves. You have to brush it away, and that's it."
Ung: FB Admin/ hotel in Soi	Often, the waitress lifted up the curtain and saw them having sexual intercourse. They just don't want to say. They see it

Nana, Bangkok	every day.
Kieu: Room maid/ a hotel in Pattaya	(When a customer grabbed my hand)... I didn't feel anything...I think it's' normal.
Uh, (Ms. Natchanok): Sales, Seminar and Corporate Manager of the Sign Hotel, Pattaya	Yes, I can say if you ask the same question [Is sexual harassment in Pattaya real?] to every hotel in Pattaya, I think the answer is...yes.
Bass: F&B Waiter/ a hotel in Patpong area, Bangkok	This is very prevalent…not only in this hotel, but every hotel. Hotel business is…multi-dimensional….It is common everywhere.
Jo: F&B Supervisor/ a hotel in Patpong area, Bangkok	Yes, I think it happens everywhere…even Oriental [hotel] or Shangri La…it depends on both parties.

The quantitative data do not support most previous study findings, while the qualitative does. The interview data findings confirm that sexual harassment is prevalent everywhere (Fielden et al., 2010; Williams, Giuffre, & Dellinger, 1999; Willness, Steel, & Lee, 2007; International Labour Office (ILO), 2003). It also occurred on a regular basis (Lin, 2006). Poulston (2007) stated that sexual harassment in the hospitality industry is prevalent due to a number of factors including the characteristics of the business as well as the tolerance of sexual harassment in the firm. Top executives, on the contrary, had a different perception. Some thought that sexual harassment was prevalent, while the majority saw that sexual harassment was rare, especially those who worked in a first class hotel.

6.5 Ethical Perception of Hotel Staff concerning Sexual Harassment Experience

In order to investigate hotel staff's ethical perception on sexual harassment, four questions were asked in the survey questionnaire. The survey asked the participants if they thought sexual harassment was unethical; acceptable; neither ethical nor acceptable; and unethical but acceptable.

Quantitative data reveal that gender plays a role in the ethical perception of staff. Although both males and females agreed that sexual harassment is unethical,

females were more likely to agree with the statement "Sexual harassment is unethical" than males were (and there was a statistically significant difference at 0.1). Likewise, results obtained from the interview confirm that the majority of hotel staff regarded sexual harassment as unethical and unacceptable conduct. The female participants felt more offended by sexual harassment than their male counterparts. The data from both quantitative and quantitative sources support each other.

Study findings indicate that staff placed more importance on how to survive the sexual harassment rather than thinking about whether it is ethical or not (or how to get rid of it, as it is part of the job and they cannot run away from it). This means they are more focused on tolerating the incident than trying to correct the customer's behaviour. They thought that it was impossible to change the customer's habits. What they could do was to react properly to the misconduct, and save themselves by avoiding the situation.

It was observed that more female than male staff reacted harshly to the customer's sexual advances. This variation probably comes about because the male staff did not take sexual harassment as seriously as their female counterparts did. Moreover, males tended to accept, tolerate, and welcome such behaviour, regardless of the gender of the harasser. It was found that the perpetrator was mostly a male guest. There were some female customers (who sexually harassed a male member of staff, but the staff might not consider it as harassment but a privilege). Although most females said that they were not happy with sexual harassment, it might be possible that some might think differently (they wanted to be harassed) but no one spoke about it openly because of the role of female dignity in Thai culture.

It should be noted that many staff echoed the difficulty in defining whether or not the customer's behaviour is referred to as sexual harassment. Interpretation of the term is personal and situational according to a number of participants.

Pukkie, a telephone operator, replied to the question 'Do you think SH is acceptable, right or wrong?' by saying that:

It depends on the degree or severity. I think I can tolerate it, to a certain extent, but if he starts something like a dirty joke, I can't take it. If he said, 'You are lovely' or 'I like you' somehow it's like a compliment. It makes me feel good. In that sense, it is okay. It depends on how an individual interprets it. I don't really think whether it is right or wrong. I think it is a natural interaction between men and women.

It can be interpreted from this answer that what made Pukkie feel offended was more about the "impact of such behaviour on her feelings" that made her feel happy or complimented. The same word, if used in a wrong situation, may lead to offence. It simply depended on the situation and individual judgement. Most staff said that sexual harassment did not cause any severe impact on them.

Rach, Floor Supervisor of a hotel in Bangkok, commented that:

I think it is very difficult to define SH in the hotel context. (For example), many times a foreigner customer or his Thai partner walked naked on the floor. We knew that they got drunk or drugged otherwise they won't do it... The question that is being asked is whether a customer walking naked in his room is considered offensive or not. Someone may answer 'No' but for someone else, the answer may be 'Yes.' It is difficult to make a judgement.

Oat, a female receptionist, also felt unsure about seeing the customer walking naked in his room. She said that:

I am not sure that it is sexual harassment or not. I heard from my friends who worked in a housekeeping department. They told me that many times when she knocked the guest's room to clean up, guests stood naked in front of her.

In Oat's friend's case, it is strange for a guest to open the door while he is naked. He should look through the door's cat eye to check who is knocking. It is not clear about the reaction of the room maid, but it seems that she accepted it and do not

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regard it as a visual sexual harassment.

Another instance told by Kieu (Room Maid) was that:

> For some regular customers whom we know well; grabbing hands or part of the body is okay. It's all right (if not too much and in a joking way). There is one old customer who kept coming here for ten years. His name is Ahmed. Sometimes he gives a good tip. One day I was cleaning up his room...bending up and down to make up the room....he suddenly called me....'You come here! May I see your boobs?' ...I got angry [laugh] and said, 'What do you want to see?' Many times when we were cleaning up his room, he patted our ass. Grrrrrrrr! I didn't say anything rude. I thought he was kidding. I know that he did not want to have sex with me but somehow wanted to tease me. I have known him for quite a long time already...If he wanted to kid with me, I'd kid with him too...so, I showed mine as I thought that I could only see he was not capable of doing anything else.... After that day, he didn't dare to ask me anymore. He was merely joking, but sometimes I feel 'Don't you dare, if you dare to ask (to see my boobs), I dare to give (a permission to see my boobs)
> …

The case that Kieu reported is not the sexual harassment as described in the proposed definition because Kieu did not feel offended (for getting harassed) at all. Instead, she played along with the customer. However, it is difficult to identify the customer's real intention. He may do it in a form of kidding/joking style. The question being asked is, what is the line between kidding and sexual harassment? Even if Kieu allows the customer to touch her boobs, it may still not be the sexual harassment because she allows it to happen. Kieu got watched, talked to, and touched, but that may not be considered sexual harassment, according to the definition. What if another room maid got "kidding" the same way but she did not feel happy with it? In this case, the "asking to see boobs" would be considered sexual harassment as the room maid felt offended. So, what is the crossing line between sexual harassment and non-sexual harassment behaviour? It is very

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difficult to interpret or measure such conduct. This might affect the questionnaire survey result as the respondents interpret "sexual harassment definition" differently?

When the researcher probed further that if she did it (played along by showing her boobs), he might react by making more "advances". She accepted that might happen but said that the interaction was dependent on the relationship between her and the customer (as a friend). This can be interpreted that for her, staring, talking, or even touching may not be considered sexual harassment if she did it with the customers she knew well.

Another problem with sexual harassment definition is that who is going to interpret whether or not the meaning of such conduct is sexual harassment. The victim or the harasser could be anyone who works in the hotel. Furthermore, it is important to define "hotel employee" as there are several types of staff: permanent, temporary, and casual. The hotel normally hires its own staff to work in room division, housekeeping, administration, front office or food and beverage. However, there are some other staff hired by the third parties. For example, the hotel contracted out its space for a spa or restaurant. Shall these people be treated as the hotel employees? Even the hotel does not treat or regard these people as its employees but the customer's perception may be otherwise. They might think that the spa, the bar beer girls, the night club girls are all working for the hotel and the activities of those people working in such outlet (such as hidden sex sale) would affect the image of the actual hotel staff, in one way or another.

One example is a hotel around Soi Nana which had its own beer bar in place. There were two types of staff working there. One is those F&B staff working behind the bar counter - making drinks for the customer, and the second group of staff - the bar girl (or the receptionist/ waitress) who serviced the drinks for the customer. These latter waitresses were employed by the bar owner (not F&B, which belonged to the hotel). These two kinds of staff worked alongside each other. The conversation between the researcher and Ung, the female F&B staff, shows the overlapping of the girl's duties.

Researcher:	Are these girls [waitresses] the bar's employees?
Ung: (F&B)	Yes, they are. If a customer wants to take her out, he must pay the bar...he has to talk with the girl about how much he has to pay (buy) her…the girl's duties here are…taking orders, taking care of the customer, talking with the customer, entertaining them, ….if a customer wants her out, he will pay the bar…it is safe for the customer because the bar holds the information of the girl…ID card, house address, if a customer has problems with a girl, the bar can go after her. …. Taking a girl from this bar would guarantee that no stealing would happen. Taking a girl from road side would be risky….
Researcher:	What about the girls behind the counter…ones who mix the drink, the cashier…can a customer buy her a drink?
Ung: (F&B)	Yes, he can but these girls are not for sale. They won't go out with the customer.
Researcher:	What if she likes a customer?
Ung: (F&B)	In that case, she can. But (she can go out with a customer) after she finishes her job. Actually, the rule doesn't allow her to do so, but…some break the rule. It's her business. For the girls behind the counter, their lives depend on the salary…but for the waitress girls, most money is from selling sex. These girls have to work every day. If they don't come to work, their money will be deducted by the bar. While on duty, they cannot leave the bar until it closes (or the customer pays the bar to get her out).

This conversation illustrates how there is no clear cut about the definition of "hotel staff." The job of hotel staff also overlaps with the bar girl hired from outside. The type of service is mixed between hotel selling drinks and food and selling sex. The image of prostitution would tarnish hotel staff, in one way or another; not to mention about other "hidden services" like the spa, the barber, and the night clubs that are provided by the third parties from outside the hotel. This is quite a blurred area of sexual harassment that requires further research.

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A simple example would be "asking for a telephone number". Most hotel staff does not regard the customer asking for a staff's telephone number as sexual harassment. Jer, guest relations manager, stated that:

I don't think asking for a telephone is sexual harassment...

however, a number of staff offer opposite views. Jo, FB supervisor, said that:

for the verbal form, sexual harassment does not occur right away; the customer may start by general greetings/conversation and if the staff play along, the harasser will ask for the telephone number and go on.

Jer, guest relations manager, said that:

once, a Japanese customer, he could speak Thai, asked for my friend's telephone number. She didn't give it to him. She asked her boss to take care of that guy…in case the situation turned worse; the boss would ask that receptionist to be away from the customer, and the boss would deal with such customer herself. That is the way to prevent the confrontation between the customer and the staff. One customer made friends with a staff member by buying sweets…and sometime he crossed the line…the way he behaved was too much... to tolerate, the boss had to ask the staff member to do another job (not to deal directly with such customer)...

Bass, waiter, states that:

Yes, many times the customer asked for a telephone number of our female staff. A Thai customer used to ask a waitress to go out with him. Recently, he asked for a telephone number from a female staff, but she didn't give it to him. So, he asked another staff member to find out that girl's number for him. I think he is a psycho. Normally, he took a girl with him. If he didn't take any girl with him, he would look for a female staff member to harass. He never talks to a male employee. He always talks with the female staff.

Jenny, restaurant manager, who was harassed in her own restaurant said that:

> the guy then said that he did not believe that I had a boyfriend. He tried to ask for my telephone number. I denied his request. At that time, I was very scared and panicked . While he was trying to enter the kitchen, I told him that we had CCTV that recorded his activity... If a male customer asked me, I would think that he just wanted to make friends. I don't think that he wants something else. But if the female customer asked me, I would think that she needs a special relationship. Sometimes I give them my telephone number without them asking.

In can be concluded that "asking for a staff member's telephone number" may or may not be regarded as "sexual harassment." It depends on a number of factors such as the motivation of the parties and the environment. There are both those who see "asking for a telephone number" as sexual harassment and those for seeing nothing except making friendship. Therefore, defining the term "sexual harassment" is difficult as it is context dependent.

In a more severe case, Jo, FB supervisor, asked the following question:

> If you (male staff) get raped by a female customer, would you cry out for help? The incident occurs in the customer's room. If the customer complains that it was you who harassed her, what would happen to you? You may have to respond to her desire [laugh]... only one thing is unacceptable; you must have no problem at all (when you are) in the guest room. (You can do whatever you or the customer wants as long as it does not cause any problem to the hotel). The hotel won't accept any issues (between you and the customer), and complaints…any issue that must be reported to the police...

> Bass (receptionist) confirmed that

> ...this (incident) is very prevalent…not only in this hotel, but every

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hotel. Hotel business is… multi-dimensional... it is common everywhere.

These comments illustrate that the hotel staff are vulnerable to sexual harassment. They show the blurred area of sexual harassment definition in the real situation. The hotel staff must react to a situation wisely. Otherwise he might lose his job or end up in jail easily. The issue of hotel policy will be discussed in the relevant section later.

Another problem of sexual harassment definition is who is going to interpret the meaning; the customer or the staff? The customer may have no intention to harass, but the staff see it otherwise. For example, Thai hotel staff understands that the Western way of greeting is shaking hand, hugging, and sometimes kissing. The Thai way of greeting is "*Wai* - putting the palms together and raising it at one's chin level." Thai custom does not allow physical touching between opposite sexes. So, some female staff may feel offended if a male customer wants to shake hands. Shaking hands is a minor thing compared to hugging or kissing, which are strictly prohibited in the public. Some hotel staff may feel very much offended to get hugged or kissed by a stranger (accept the misunderstanding for some - like Kieu and her room maid friends at a Pattaya hotel, who truly believe that touching or grabbing is a normal way of Western greeting).

Another problem of defining sexual harassment is that the term is closely related and overlaps with "prostitution" in Thailand's hotel context. The difference between "sexual harassment" and "prostitution" is the agreement or consent made between the harasser and the victim. If both agree to "harass" and "get harassed" for money, it might fall into the prostitution category. However, if one does not agree, that is sexual harassment. The field research reveals that in many instances, hotel staff, such as the room boy, slept with the female customer (just for fun, not for money). This would not be considered as "sexual harassment" as the employee gave their consent or allowed such an opportunity. There also were instances where a female customer harassed a porter or room boy. If the room boy did not like the female harasser, that would be sexual harassment. However, if he liked the harasser, that would fall into another category. This is a big problem with sexual

harassment studies as it is difficult to make it cut and dry or define the "crossing line" between the three (sex for fun, sex for money, and sexual harassment).

Mr. Sompote, hotel manager, commented that:

> I think it is very difficult to define sexual harassment. My opinion is that it is the nature of a man to sexually harass a woman. The point I would like to make is that there is a thin line between sexual harassment and sexual consent. It may start as sexual harassment, but it may end up with a mutual consent (either to harass or to get harassed).

Another story was told by Joy, female receptionist, that:

> there was a function…a wedding party (held at the hotel)…a Thai guy asked for an envelope [to put money in and give to the bride/groom as a present]... after I gave him one, he said something like 'Would you like to (share with him by) putting some money in the envelope?' I said, If it was to make a merit (donation to the monk), I would love to.' He then said, 'I don't like to walk alone. Can you accompany me to the party?' It is kind of teasing… (I would) not (take it) seriously.

Toey, a sales director, gave a clear comment that:

> ...sexual harassment does not happen in a vacuum. It has its own causes. A customer may want to give a signal (that he wants to make friends) by touching the receptionist's hand. If the receptionist does not play along, then nothing happens. However, what if the receptionist laughs in the way that she has no objection to his request (to make friend), then, it is not the sexual harassment, but it is the mutual agreement...

That explains why where one receptionist sees sexual harassment, another sees nothing except making a friendship (or maybe courtship). As a result, eliminating sexual harassment from the workplace is difficult because there is no clear

definition of all the behaviours that may be interpreted as sexual harassment (O'Leary-Kelly et al., 2000).

This section investigated the ethical perception of hotel staff, whether they see sexual harassment as a harmful misconduct or not. It was found that although most staff perceived sexual harassment as the misconduct, the unclear definition of sexual harassment made them reluctant about the clear answer. Moreover, most female staff were not happy with sexual harassment by the customer, when compared to their male counterparts. Gender difference made men and women see sexual harassment differently. The study results support the suggestion made by a number of scholars (such as Quinn, 2002; Wayne, 1998; McCabe & Hardman, 2005; Limpaphayom, 2001; Sabitha, 2008; Gerrity, 2000; Dougherty 1999) that women tend to see harassment where men see harmless fun or normal gendered interaction and that men are more tolerant of sexual harassment (McCabe & Hardman, 2005; O'Leary-Kelly et al., 2009). Overall, the characteristics of the hospitality industry contribute to some staff accepting sexual harassment as part of the job (Poulston, 2007). The next section discusses the characteristics of service industries as the factors contributing to sexual harassment.

6.6 Service Industry and Hospitality Intrinsic Characteristics as the Factors that contribute to Sexual Harassment

It was mentioned in the literature review that sexual harassment of staff by the customer is higher in the hospitality industry than other service industry (Poulston, 2007). A number of researchers argue that the hotel is a sexualised environment (ILO, 2003), and that there is an implicit power imbalance in the staff/guest relationship (Yagil, 2008). These hotel workplace characteristics shape the way in which hotel staff and customers interact and contribute to the particular vulnerability of the hotel work to harassment by guests (Agrusa et al., 2000; Alagappar et al., 2011; Guerrier & Adib, 2000; Watt, 2007; Wijesinghe, 2007; Yagil, 2008).

The study findings confirm that sexual harassment of hotel staff by the customer is prevalent and severe in the hotels around Thailand. This research did not

investigate sexual harassment by the customer in other service industries as it is beyond the study objectives and because the information on such incidents in the Thai context is scarce (probably because of the difficulty of collecting data from the customers themselves). Further research should extend the research area to cover other service industries such as airline, healthcare, call centre and so on in order to compare the study results and identify why sexual harassment happens. The characteristics of the industry as well as the service role may be the answer.

The next section seeks to identify hospitality industry characteristics as the factors that contribute to the causes of sexual harassment by the customer of hotel staff in Thailand. These include the beliefs that the guest can do no wrong; the customer has more power than the staff; the customer's temporary stay makes them irresponsible for sexual harassment of hotel staff; hotels pay more attention to the demands of the customers than those of the staff; working alone causes vulnerability to sexual harassment; working at a particular shift (such as night or afternoon) makes staff more vulnerable to sexual harassment than working in other shifts (morning); staff working in a particular job (such as room maids) are more vulnerable to sexual harassment than those in other jobs (such as the laundry staff); working or providing services in a particular space or area (such as the guest's room) makes these staff more vulnerable to sexual harassment than working in other hotel locations (such as the lobby).

6.6.1 Power Difference Hotel's Ideology - The Customer is King/ Customer has more Power than Staff

As mentioned earlier, in the hospitality industry, the employee is considered to have a poor social status compared to the guest (Poulston, 2007). This inequality may lead to the belief that staff have less power than the guest and if the guest harasses them, they must tolerate it, thus making sexual harassment prevalent in the hospitality industry. Although descriptive statistics report that most staff disagree that the customer had more power than them, there is a significant correlation between gender and the perception of the guest's power where males thought that the customers had more power than the employee, while females did not believe so. This difference in opinion may explain the result that men were

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more tolerant of sexual harassment than female staff. **Age** is also found to have a significant correlation with the perception of the guest's power, i.e., most young staff thought that hotel customers had more power than they did, while those in the older age groups did not think so. In addition, staff's ***educational level*** was found to have a relationship with the perception of the customer's power, where those with lower education were more accepting of the customer's power than were those with a higher educational level. A significant relationship between hotel size and staff perception of guest's power was also found, i.e., staff from the large hotels (with over 100 staff) were more in disagreement with the idea that the customer has more power than the staff, compared to employees in the smaller hotels (10-99 staff). A statistically significant difference was found in this relationship.

Findings from the interviews showed a mixed result. The hotel executives were mostly in agreement that their hotels trained staff to provide the best service and respond to the needs of every guest. The hotel wants to secure the guests' satisfaction and wants them to come back. They, therefore, mostly accepted that the customer had the power and the hotel should treat them well. The following are an example of answers supplied by the hotel executives.

Mr. Amphon, an ex HR Director with experience of working at four first-class hotels in Bangkok, said that:

> the general principle of hotel ethics does not allow hotel people to do harm or be impolite to the customer. We train our hotel staff to take care of him/herself in such situation[s] [sexual harassment] ... we told them that the guest is very important. We also teach how, [as] the employee, to get out of the situation.

Similarly, Chay, the Head of Housekeeping at a hotel in Bangkok, said

> ... We have training. OK. We train our people that 'the guest is the king', but if sexual harassment occurs, the employee must do this and this ...

Both Amphon and Chay's comments reveal that the hotel place restrictions on staff's responses to sexual harassment by the customer.

General staff had mixed feelings on this topic. Some agreed with the idea that "the customer is king". Some did not. Taa, a resort hotel manager in Cha Am, said:

> Yes, I agree. We may not be happy with the guest's behaviours. Sometimes, it [the problem] was not (caused by us, or it's not) our fault, or we did not make a mistake; however, we have to hide our feelings. Be polite and quiet. We are not allowed to show our anger. Our policy is that it does not matter [if] the guest is right or wrong; we have to service them.

However, Oat, a receptionist, Goy, a room maid, and Athi, a receptionist who worked at a hotel in the Soi Nana area in Bangkok, did not agree with Taa. Athi said:

> Personally, I don't agree with it. Sometimes a guest can be stupid or crazy. I think that slogans are outdated. It may be appropriate for the hotel employees in the old days. New (hotel) generation will not accept it. If the customer does something wrong, I will directly tell him that his behaviour is wrong and unacceptable ... the guest might think they have more power than the employee because they pay money to the hotel. He can do anything he wants to.

HR directors and general managers were more likely to accept that "the customer is king" philosophy. They taught the staff how to politely react and get out of the situation smoothly (without making a customer complain). They believed that the staff should be kind to the guest. The staff, in contrast, reported that the hotel did not provide such training for staff at all. The new recruits had to observe how the veterans solved the sexual harassment problem and then they copied such techniques. They argued that many times the customers were crazy, especially when they got drunk. Staff were looked down on and harassed. Dao –a bartender , for example, added that

> ... you have money .... you have everything here. That's why the
> foreigners look down on the Thai people. Money is God...

In this regard, hotel staff thought that they were of lower status than the customer (Yagil, 2008). The customers may feel that they have more buying power, therefore, they did not care for the staff's feelings if they harassed them. This perception made the staff likely to tolerate sexual harassment and other misconduct. It can be said that the low status service provider, as well as the excessive organisational tolerance displayed toward customers, is a major cause of sexual harassment (Poulston, 2007, 2008b; Yagil, 2008).

Study findings support the ethos that "the customer is king", and thus workers may be increasingly exposed to abusive behaviour and excessive demands from clients and customers, as suggested by a number of scholars (Cho, 2002; Di Martino et al., 2003; Fan & Kleiner 2000; Gettman & Gelfand, 2007; Gilbert et al., 1998; Guerrier & Adib, 2000; Hunt et al., 2007; Yagil, 2008), Overall, the unequal power between the staff and the customer is certainly a contributory factor to sexual harassment of hotel staff. The power difference gap has led to the excessive organisation tolerance displayed toward customer (Yagil, 2008) However, there are many other hospitality characteristics that boost the misconduct of the hotel customer; these will be discussed in the next sections.

6.6.2 Customers' Lack of Responsibility for their Behaviour

According to Poulston (2008b), the hospitality industry is vulnerable to sexual harassment for a number of reasons including the nature and traditions of the industry where travellers have a sense of anonymity when away from home (Hayner, 1928, p. 784 cited in Poulston, 2008a). The guests are free to come and go and behave as they please. Poulston claims that "...this freedom has implications for standards of customer conduct, resulting in behaviours such as sexual harassment, and coupled with the service emphasis on pleasing customers, renders hospitality employees particularly vulnerable" (p. 235). In line with Poulston's claim here, this study aims to investigate how this lack of responsibility contributes to guest sexual harassment of hotel staff.

The quantitative findings reveal that gender plays a key role in this regard. There was a statistically significant difference between the females and male i.e., females were not convinced that sexual harassment was caused by the customer's reduced sense of responsibility, whereas male staff thought otherwise. The size of the hotel is also found to be associated with staff perception in this regard i.e., staff in a small hotel mostly agreed with the statement while those from a large hotel did not. This difference may reveal that staff in a small hotel were more sexually harassed or mistreated by irresponsible customers than were their counterparts in larger hotels (as suggested by Poulston (2007), and Hsheh (2002)).

The interview results indicated that the customer's freedom to come and go contributed to sexual harassment, as illustrated in the following comment from Liam - a receptionist at a hotel in Cha Am, Petchaburi province. She said that

> ... (if a customer harassed a staff member), I think the hotel will do nothing. Because the customer comes and goes, the problem will disappear when the customer is gone ...

Liam revealed that she is most likely to be sexually harassed by a customer who was about to check out. It had happened in the guest room where the customer grabbed her bottom while his wife and children were waiting at the door outside the room. Dao, a bartender at a hotel near to Soi Nana in Bangkok, said that

> ...they are the visitor. They are here to relax. …. They go every place they like …

Kieu, a room maid, confided that:

> ... long time ago, one female room maid got sexually harassed by a client. The guy grabbed her bottom, the hotel owner told her to call the police. That customer might know what would happen ... so ... he checked out immediately before the police arrived ...

The hotel staff may have no right or authority to detain the customer at the hotel (because they are not the police).

This characteristic that the customer has the freedom to come and go makes hotel realise it must provide the best services to retain their customers. Taa, a hotel manager, stated that even when the customer was in the wrong, the hotelier was afraid that (if she did not take care of a customer well), the hotel might lose the customer forever.

> ... (The owner) seems to be very worried about providing a good service to the western customers...

Pukkie, a telephone operator, commented:

> I see no means to solve this problem because it is an intrinsic characteristic of this kind of business. New customers keep coming. It is a circle of behaviour. You may be able to solve sexual harassment problems caused by one particular customer, but then a new customer comes, and they will create the same problem. The customers come and go. The problems also come and go as well.

In addition to the customer's freedom to come and go, Mr. Amphon, an ex-HR director at four first-class hotels in Bangkok, commented that the nature of the issue makes it difficult to prove who was right or wrong, as the misconduct mostly occurred in a private area such as a guest's room and where there was no witness at the time.

Data obtained from both the questionnaire survey and the interview conclude that it is an intrinsic characteristic of the hotel business that the customer comes and goes, as mentioned in Poulston, (2007). They do not need to be responsible for their misbehaviour while staying at the hotel. Most hotel staff accepted this reality. They perceived that this characteristic has caused a problem (and healed it, probably) to a certain extent. The freedom and lack of responsibility, coupled with the anonymity of being away from home, meant that the customers could leave their misconduct behind them when they checked out, but that staff could not so easily shrug off the effects of the harassment on them.

6.6.3 Hotel is more concerned with the Customers' Satisfaction

This section focuses on the hotel staff's perception of the management reaction to guest sexual harassment of staff. The hotel plays a significant role in establishing the ethical climate in the workplace (Poulston, 2007). Poulston argues that hospitality's poor ethical climate and ineffective management are largely caused by the management's lack of commitment and a clear statement of the required ethical standards as well as ethical enforcement. Guerrier and Adib (2000) also argued that hotel employees may apparently subordinate themselves to the power of the harassing guest, because they are told by their managers that this is what they should do. Moreover, the management control exercised over staff increasingly emphasises the need for them to manage their emotions and retain a consistently positive attitude to guests. This position may cause the staff to feel that, if sexual harassment occurs, the management would be more likely to protect the customer rather than its staff.

Findings from the descriptive statistics reveal that the majority of staff believed that the hotel was more interested in responding to the customer's demands than to those of the employee. Only a small number believed otherwise. There was a significant correlation found between the size of the hotel and the belief that hotel would take the side of the staff. When compared to those working in a 51-100 staff hotel, staff working in a small hotel (under 10 - 50 staff) perceived that the hotel tended to respond to the customer's interest rather than that of the staff. Moreover, staff working in a small hotel tended to believe that in the case of a sexual harassment complaint made by staff, it is likely that the management would reject it. Staff in a large hotel mostly believed that the management would protect staff rather than take the side of the customer. They also believed in the effectiveness of the complaint handling system. This finding reflects that staff in a small hotel have less trust in the hotel (as well as a complaint handling system) when compared to those who work in a larger hotel.

The interviews with hotel staff reveal three groups of opinions on this topic. Some staff believed that the hotel would take the customer's side and ignore or even punish staff if found guilty. The second group believed that the hotel would take

serious action against the customer and protect the staff. The last group thought that hotel would do nothing to solve the problem, as sexual harassment was an intrinsic characteristic of the hospitality industry, and that the problem would automatically vanish after the customer left the hotel.

For the first group, the staff believed that the hotel would investigate the case, but in the end they would take the customer's side. The member of staff who had raised a complaint might be punished, as suggested by Kung, an F&B administrator, when he said:

> ...the hotel seems to listen more to the guest than the employee...

Such comments mostly came from staff working in small and low grade hotels. The second group believed that the hotel would protect the staff more than a customer. Ms. Natchanok, Sales, Seminar and Corporate Manager of the Sign Hotel in Pattaya, said:

> ... we protect our staff first. We have to make the customer responsible for what he did. We will listen to the staff...

Similarly, Chay, the Head Housekeeper of a hotel in Bangkok, believed that:

> ...they (hotel) will have to make an investigation. They have to know the facts, for example, the behaviour of the customer, the employee (and the employee's reaction), place, time, and the circumstances. The possibilities are, did the employee intentionally complain?

Other hotels, such as Mr. Narong of City Sriracha, and Mr. Saran of Siam Bay Shore also confirmed that the hotel had a policy to protect staff against sexual harassment by the customer. The hotel would not allow such a thing to happen, but if it did happen, the hotel would do its best to protect its staff and demand that the customer took responsibility for what he or she had done. These comments came mostly from hotel executives (of a high-grade hotel), rather than general staff.

The third group believed that hotel would do nothing to either protect the

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customer or the staff because sexual harassment is an intrinsic characteristic of the hospitality industry. For example, Netr, a receptionist in a hotel in Bangkok, said:

> ... the hotel will not pay any attention because it's a common interaction between hotel employees and the customers. The hotel does not take it seriously ...

Liam, a receptionist of a resort hotel in Cha Am, also said, …

> I think the hotel will do nothing. Because the customer comes and goes, the problem will disappear when the customer is gone ...

These types of comments came mostly from general staff working in small and low star hotels.

The study findings indicate that the hotel grade is a key factor that contributes to how hotels react to a complaint lodged by staff. Executives of four and five star hotels were more likely to react in favour of the staff in a case of guest sexual harassment than were those of a small hotel. However, it should be noted that the answer to this question depends on the person the question was directed to that is, if the question was put to the hotel executives, the answer was likely to be that the hotel would take serious action against the harasser. However, if it was asked of operation staff like a waitress or room maid, these interviewees said that they believed that the hotel preferred to take care of the customer rather than staff.

6.6.4 Working alone and working in pairs

As mentioned in previous studies, working alone (and working at night) is particularly common in certain occupations and jobs including those in the hospitality industry (Gettman, 2003). Working in isolation is a particular, aggravating factor for harassment of a sexual nature (Hoel & Einersen, 2003; International Labour Organization (ILO), 2003; National Institute for Occupational Safety and Health (NIOSH), 1997).

Data obtained from the questionnaire survey reveal that, in general, the majority of hotel staff (76.7%) believe that working alone was a cause of sexual harassment.

The independent-sample t-test statistics reveal that there was a perception difference between male and female staff on this issue. Males were more in agreement with the idea that working alone makes the staff member more vulnerable to sexual harassment than working in pairs/group than females were. There was a statistically significant difference at the level of $p<0.05$. It was also found that those who had completed their bachelor's degree tended to be more in agreement with the idea that working alone was a cause of sexual harassment (than were those of in the "other" educational category).

Qualitative data analysis indicates that in general, staff who work alone are spa therapists, room maids, room boys, room services providers, porters, or those in guest relations. In her interview Athi, a receptionist at a hotel in Bangkok, stated:

> I think working alone would [make a worker]be more vulnerable to being sexually harassed than working in pairs. I can get support from my colleague when needed if [I] work in [a] pair or group. However, sometimes working in pairs does not help. I still get harassed because the customer does not care for the employees' feeling. One good thing about working in pairs is that I don't get harassed for a long time. My friend has a chance to interrupt, and that helps me.

Similarly, Goy, a room maid in a hotel in Bangkok, said:

> No, it can happen even [if] you work in pairs. However, I do agree that working alone would [make someone] more vulnerable to sexual harassment by a customer. Once, a customer asked for a glass of water, when I brought (bottle of) water to him, he shut the door. I think that working in pairs would make the customer more careful if he plans to do a bad thing (but it can't help prevent sexual harassment if a customer really wants to harass staff).

Goy gave the following example:

> Once I was cleaning a guest room with my female co-worker (who was cleaning the bathroom). The guest was in the room at that time.

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> He called me and when I was turning to him, I was shocked because
> he was standing naked in front of me. Sure, he wanted me to see his
> figure ... I felt a bit shocked. However, because he did not do
> anything more to harm me, so, I ignored it and kept working on
> cleaning the room.

Goy said that working in pairs does not mean that the room maids do the same task at the same time. One room maid may make the bed while the other does the bathroom. The job's nature leaves an opportunity open for the harasser to commit the misconduct. A number of incidents mentioned above reveal that the harasser intended to harass the staff, although his family members were around. The harasser may feel certain that the staff would not complain and if the staff did so, he may refer to his family members as witnesses. Given that they were about to check out and may never come back, the customer did not need to take responsibility for what he did to the staff.

The study result concludes that working alone makes staff more vulnerable to sexual harassment than working in pairs. As argued by Deadrick and McAfee, (2001):

> Whenever employees are required to act cheerful, friendly, and
> helpful toward customers, the possibility of them being sexually
> harassed by customers is enhanced. Indeed, the more friendly an
> employee becomes, the greater the risk. This is particularly true for
> employees who work in isolation, such as those who telecommute or
> are otherwise required to engage in self-management. (p. 256)

A number of comments made by hotel staff reveal that nothing can guarantee that working in pairs will totally help prevent the staff harassment. Most staff believe that if the harasser intends to harass, he/she will look for all possible opportunities to do so. This points to one important factor – the harasser, who is missing in this study (because collecting data from the customer is not allowed by most hotels). Working alone may be a contributing cause to sexual harassment in a certain situation. However, it is not the sole cause of sexual harassment. It was noticed

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that the characteristics of the service being provided (such as the place where service is delivered) also plays a role. If the service must be delivered in the guest's room, the chance for sexual harassment is high. In addition, a typical type of service (such as that provided by the telephone operator) requires a special tactic to cope with (verbal) sexual harassment. Although the telephone operator has neither direct physical contact with the customer, nor works in pairs, she/he is still vulnerable to another type of sexual harassment –verbal harassment.

Sexual harassment in the Thai hospitality industry is prevalent. The following comment made by Pocky, HR Director of Hard Rock Hotel, Pattaya revealed the general overview of sexual harassment in a hotel context.

> Firstly, our business is ... (providing) accommodation, F&B ... selling spirits, cafe closes at 1 o'clock ... (we provide) live music. This is the nature of our business. We have to teach our people how to deal with the situation ... if a male is intoxicated. Some of them may lose their mind ... for a while and this thing (sexual desire) may cause a problem ... let's say 70 percent of males will go that way (have a sexual desire when getting drunk). So, the best solution for that situation is trying to protect yourself rather than forcing a customer to comply with the (hotel rules) ... which is impossible. We cannot put up a poster or .... indicate in the hotel directory that 'For male guests, please be aware that sexual harassment is not tolerated' (or something like bringing the bar girls to the hotel is not acceptable). No, it is not; we're not; we can't do that. What we have to do [know] is how to survive in such situation[s]. For example, I will have to train the young female employees who have to deal with the customer … you [they] have to read (the situation) ... reading the guest and identify his trait/characteristics ... those who want to harass you must send some signal (to you) such as eye contact ... there must be something that shows his intention. If you are in such [a] situation, or he is showing more signs ... by getting drunk, more aggressive, say something openly, having physical contact ... touching... that is a little too much. What and how much you can

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accept. If it is too much, (you must know to) whom you have to report ... how to react without being look[ing] rude. If they consider you are impolite, they will complain [about] you.

Dealing with sexual harassment is not easy as staff must be polite but protect themselves at the same time. Sexual harassment is a complicated phenomenon that requires staff to learn how to adjust to the situation and distance themselves from a harassing guest, if necessary.

6.6.5 Work Shift

One quantitative objective of this study is to investigate the relationship between the staff's sexual harassment experience and perception and hospitality characteristics (work shift). As indicated by scholars such as Mackay (2009), Hoel and Einersen (2003), Romito (2004), and Verdugo and Ver (2003), sexual harassment mostly occurs during a week of night shift work. This research aims to establish if there is such a contributing relationship. Although no significant correlation between the staff's work shift and their sexual harassment experience was found, descriptive statistics as well as the qualitative data reveal a different outcome that is, most staff working on the afternoon shift were harassed more than staff working on other shifts.

In the interviews, most participants agreed that the work shift played an important role in the sexual harassment incident. The majority said the night and afternoon shifts were the most vulnerable time for staff to be harassed by a customer. Athi at a Soi Nana hotel in Bangkok stated:

>...I think working at night is quite dangerous because of the 'atmosphere' ...

Similarly, Chanchot, ex-GM of a number of first class hotels around Thailand, also said

>... I think this happens to those who work at night shift (because the club opens at night, they sell drinks at this time) , I can conclude that it is more likely for people to get harassed at night than in the

daytime ....

By the same token, Am, a receptionist of a small hotel in Khon Kaen, noted that all sexual harassment she experienced was happening at night. Taa, from a small hotel in Cha Am, said

> ... the afternoon shift. We don't have a lot of customers in the morning. Normally, most tourists will spend their travelling time in the morning. Morning is the time for a tour/ sightseeing. Most customers come (to our restaurant) in the afternoon ...

In terms of the experience of the researcher, night time was the prime time for hotel staff to be harassed because customers were drunk. They had a party and brought in girls from outside. They ordered food and drink. Many times the parties could go wild. They were noisy and had sexual activities. If staff entered the room at that moment, they could easily get sexually harassed. Some hotels did not allow female waitresses to work the night shift to prevent such incidents. Male staff, therefore, were vulnerable to the misconduct mostly at night.

The study findings conclude that it is most probable that sexual harassment will occur in the evening or at night in a hotel or restaurant. This finding is consistent with study results of other researchers (Chappell & Di Martino, 2000; Di Martino et al., 2003; Di Martino & Musri, 2001; Hoel & Einersen, 2003; Romito, 2004; Verdugo & Vere, 2003) who state that long shifts, irregular and unusual working hours are the working conditions that may be conducive to violence, sexual harassment, and stress at work.

It should be noted that, although the staff insisted that most sexual harassment incidents occurred at night, a number of cases were reported of sexual harassment happening in the morning or at noon. The case of Jenny (who was sexually harassed in the kitchen of the restaurant she(he) managed) and that of a member of the reservation staff at The Sign Hotel who was dragged to the men's room which both happened during the daytime and in front of a number of witnesses, are clear examples that daytime harassment also occurs. The time of the day is, however, a key factor that can predict the prevalence of sexual harassment incidence, with the

night staff being more vulnerable to sexual harassment. However, the shift alone cannot precisely determine the sexual harassment behaviour of the customer. The combination of the contributing factors such as the victim, the harasser, the time, the place, the witness, all play their role.

6.6.6 Hotel Size

This section shows how the size of a hotel contributes to sexual harassment. Wijesinghe (2007) states that hotels are differentiated in terms of size, volume of business, location, target market, variety of services, quality of service and price, as well as a star rating. The size of the hotel may have a relationship with sexual harassment by the customer. The Human Rights Commission (HRC) (2000), Poulston (2007), and Hsheh (2002) indicate that the sexual harassment incidence are frequent in smaller organisations (with no sexual harassment policy) than in larger organisations where such policies often exist.

Data obtained from the interviews reveal two sides to this issue. Some hotels' senior executives commented that the large size (as well as the hotel grade/ star rating) of a hotel played a crucial role in preventing sexual harassment from occurring in such hotels, that is, staff working in a large hotel would experience less sexual harassment than those working in a smaller hotel. Similarly, some general staff thought that sexual harassment was less likely to occur in a five-star hotel or a large hotel because they were equipped with tight security devices and procedures. They reflected that sexual harassment in the first class/ large hotel was very rare. However, interview comments made by a large number of both hotel executives and staff revealed contradictory perceptions. They argued that the size of the hotel did not affect sexual harassment incidence, because sexual harassment mostly took place between two parties in a private area (such as the guest's room). The staff may not want to tell anyone about such shameful experiences. No one, it would appear, was willing to provide the true answer to this kind of question, as admitting to the existence of sexual harassment tarnished the respondent or the participant's image. In addition, no complaint does not mean no issue is existing. Most of them believed that sexual harassment was happening, but also that the hotel executives might not hear of it, because no complaint was

raised with them. Moreover, the severity of sexual harassment varies in each hotel. The type of sexual harassment also differs from one hotel to another. Some hotel executives even believed that sexual harassment was more prevalent in first class hotels than in low class hotels (for example, Mr Charoen of THA). Some concluded that the size or the grade of the hotel does not guarantee that sexual harassment will not occur more or less frequently in one hotel type compared to others. The incident may be hidden as no one wants to reveal it to outsiders. It also depends on other factors such as the customer, the victims, the intention of both parties, the type of service, (for example, one spa manager commented that the therapist in all grade/size of hotels is equally at risk of being sexually harassed because of the physical touching nature of service).

As mentioned earlier, this study's finding partly support Poulston (2007), and Boulard (date, cited in Carbery et al., 2003) that larger hotels are likely to invest substantially more in training and provide managerial career development plans. Greater investment in training resulted in a concomitant reduction in the hotels' staff turnover rate. Moreover, larger hotels tend to utilise the best tools and practices which may help prevent misconduct (Price, 2008). A large business generally has a Human Resource department taking care of staff well-being, as well as legal and industry regulatory compliance issues. As the researcher had observed, sexual harassment happens in both large and small hotels alike. It is prevalent everywhere. It is likely that the most severe and most frequent cases may happen in small hotels, as their security procedure, compared to that of the large hotel, is less tight and effective. However, sexual harassment in the large hotels may also be severe, but kept strictly secret by the hotel.

Overall, this section presented some hospitality characteristics as the factors that contributes to sexual harassment. These inherent characteristics include the perception of hotel staff regarding the superiority of the customer, the power difference, short term visits, hotel taking sides with the customer, working alone, different work shifts, and different service roles. These factors, according to the interviews, were found to have a significant relationship with sexual harassment by the customer. The study findings conclude that sexual harassment in Thai hotels was pervasive and accepted as a social norm and even attained legitimacy

in the workplace (Luthar & Luthar, 2007). The hospitality industry characteristics especially the service role by its very nature; a range of organizational and situational factors; as well as the notion that the customer is always right place hotel staff in a vulnerable position for sexual harassment of hotel staff by customer.

The next section presents study findings on sexual harassment experiences of hotel staff.

6.7   Forms of Sexual Harassment

One objective of this study is to identify the types of sexual harassment in the hotel. It aims to answer a research question on how staff are sexually harassed; and how staff felt about each form of sexual harassment. It also discusses the perception of hotel staff of the prevalence and severity of such forms. As stated earlier, there are four forms of sexual harassment: physical, verbal, visual, and written.

In general, all four forms of sexual harassment were found in the Thai hotel. The most prevalent were the verbal and visual forms. Physical forms were also prevalent, while written forms were rare. The following section details each form of sexual harassment as described by staff in the interviews.

6.7.1 Visual Conduct

Visual conduct is probably the most prevalent and least severe form of sexual harassment behaviour, according to the interview. Liam (a receptionist) said

> ...yes, everyone stares me. [Laugh] ...

Pocky of Hard Rock Hotel in Pattaya explained the visual misconduct of some customers in more detail:

> [Normally] men from other countries...when they see a woman...
> they just glance at her ... and will try to cover ... with manners. But
> Indian guys are not like that ... if they see someone beautiful ... they

will stare at that woman ... and they stare at a particular part of the girl.... her booby ... intentionally. I see this very often ... any guy from Indian or Arab regions ... We have experienced cases like this [visual sexual harassment] very often, and we get used to it. They did this with girls, gays ... whoever looks like a girl.

The weird forms of visual sexual harassment (that were not discussed in the previous studies irrespective of whether they were regarded as sexual harassment behaviour or not) can include a guest showing his naked figure in his room (or in the hotel floor) to having sexual intercourse in a public area. Customers standing naked in front of the hotel staff while they were providing services was prevalent. Those who provided services in the guest's room, such as the room maid and room service, seemed to experience these types of harassment more than others did. Mr. Rach, a floor supervisor, said

... many times, the customer walked naked to me when signing the food bill. It was a common practice in a hotel. It happens regularly ...

Mr. Veer, another floor supervisor, also said:

... I saw this happen in front of my eyes many times. There is one particular guest of the hotel. His name is Mr. XXX. He always walks naked on his floor (not his room).

Long, a receptionist, revealed that;

...some customers walked undressed from their room to dry the towel...

Several room maids also reported the same experiences.

Mrs. Jan, FO manager, said that some customers made love in the swimming pool or in their room without shutting the curtain. Mr. Jak, from room service, said:

...a couple were having sexual intercourse and called us to watch them … on the fourth floor. They intended to show us ... some made love in the swimming pool...

Similarly, Mrs. Jan said that once she got called by a Russian customer who informed her that he had a problem with a safety box in his room. When she got to the room in which the door was left open, she found that the couple were "having sexual intercourse under the blanket." She said to the customer:

> ... you asked me to open the safety box ... they laughed ... I feel ashamed to see that .... I should have been there a bit earlier (to see what they did without blanket... [Laugh] ..

The problem of this type of visual behaviour is that it is difficult to define whether it is sexual harassment or not. For example, Mr. Saran, Regional General Manager of two five-star hotels in Pattaya, said:

> ...it may not be a sexual harassment case. Sometimes a female customer was topless in the swimming pool ... (and another customer complained about this).

According to the sexual harassment definition, a sexual harassment victim can be a third party who is affected by such behaviour. But the impact of this kind of impact does not seem severe. Many hotel staff do not consider it as sexual harassment at all.

This visual form of sexual harassment is very prevalent in the hotel. One staff member, Mr. Nop, a porter, said:

> ... I would say 50 percent (of the customers) would be naked in their room … walked naked ...

However, it is less severe than the verbal and the physical form, according to most of the comments made by the participants. Most staff may feel offended, but the offensiveness can be tolerated. This is a grey area of sexual harassment study because it might fall into the realm of customer deviant behaviour, which would need to be studied through another psychological theoretical framework.

In can be concluded that a number of staff and hotel executives did not see visual conduct as sexual harassment behaviour. Most staff thought it could simply be

ignored and tolerated as it was part of the job. Both quantitative and qualitative data reveal that the written form of sexual harassment was rarely found. In the interviews with 70 hotel staff, only one receptionist reported that she had been harassed by a "love letter".

Mr. Amphon, the ex-HR Director of a number of first class hotels in Bangkok, concluded that:

> in my opinion ... Thai people do not regard visual harassment as sexual harassment. Most think that it is a common behaviour that can be tolerated. They [the girls] do not feel very much offended at being visually harassed as they can manage it ... the most severe form of sexual harassment is a physical touch. I think we should focus on this type of harassment, in particular. It is interesting to investigate the ratio of the sexual harassment incidents caused by the physical, nonverbal means, as well as the verbal ones. How often do they feel offended by being looked at or spoken of? Thai girls might not feel offended when being harassed by the verbal harassment ... in the western culture, verbal sexual harassment is unacceptable in any situation. This might be the difference of the culture of the nation ... I can say that sexual harassment is not a big issue in the first class hotel. The [female] hotel staff must have some knowledge about how to protect herself in such situations. I think sexual harassment is existing but to a minimum scale.

From Mr Amphon's point of view, most Thai hotel staff tolerated visual sexual harassment and simply ignored it. Therefore, it is not seen as a major problem in the hotel industry. Could this conclusion be interpreted to mean that a sexual harassment study in the context of Thailand should exclude the visual form from sexual harassment's definition?

6.7.2 Verbal Conduct

The verbal form of sexual harassment was found to be prevalent and common everywhere in hotels. Quantitative data analysis reveals that males reported

experiencing a significantly higher rate of visual sexual harassment than females. It was also found that those aged 45-54 experienced verbal forms of sexual harassment more than those aged 18-24. Qualitative data partly support this finding. The severity of this verbal form (its impact) was found to vary from individual to individual, according to the interpretation of the meaning conveyed in the message. Verbal conduct could range from saying something about the staff's appearance (like "You look good today ... can you go out with me tonight?) to "Can you find a girl for me?" Staff's feeling offended depends on the circumstances and the interpretation of the listener. Some staff commented that sometimes it was hard to make a judgement whether or not such behaviour was the misconduct. Some customers may say something in his question that conveys sexual desire that can offend some staff. For example, many times that hotel staff got asked, "Do you provide that (sex sale – prostitution) service?"

Ms. Pantipa, a receptionist of the City Sriracha, said:

> ... [I got it] every day... nasty words, every day...all the time...

Ms. Kwanchanok gave a clear picture of verbal sexual harassment in Pattaya. She said that:

> at our spa, there were some European visitors having an intention to have sex with our therapist. He started by touching her hands and tried to negotiate the price. Some asked, 'Are you free tonight.' I can say this kind of verbal harassment is very minor. Here a customer asked the therapist directly (like, How much?). So, visual sexual harassment is nothing (not a big issue) here. Here, it is common for a man looking at a woman or vice versa. Some therapist might tease among themselves like 'How lucky am I today to meet (massage) a young man!!' They were kidding ...

As illustrated above, verbal sexual harassment, especially in a spa, is very prevalent. Pattaya has a tarnished image of prostitution. Sexual harassment in a spa, and in Pattaya, may not represent the sexual harassment cases of hotel staff in general.

As mentioned earlier, the severity and prevalence of verbal forms of sexual harassment depend very much on the personal interpretation of both parties, that is, the customer and the hotel staff. Mr. Stephen, a regular visitor to Thailand for more than thirty years and now living in Thailand, commented that it was difficult to clarify whether such verbal behaviour was sexual harassment or not. It mostly depended on a number of factors. He gave an example of a girl who worked in a strip club. If a customer commented "Wow girl, you look fine today", this could not be taken as verbal sexual harassment as the place she worked, the dress she wore, were inviting that sort of comment. He said there was a line for sexual harassment. He argued that talking may not be easily defined as a means of sexual harassment, but grabbing or touching was. He said that "Wow girl, you look fine today" could be interpreted as verbal sexual harassment if the comment was made in a public area, not the strip club. Therefore, sexual harassment involves a situational interpretation. The wording itself may not be as important as the intention interpreted, the place, or the relationship between the parties. The severity of verbal sexual harassment is, therefore, situational.

As noted earlier, verbal harassment was common and often hotel staff were asked whether the hotel provided a prostitute service to the customer or not; this generally annoyed and offended staff as it reveals that the customer shows no respect for the hotel, and also reflects the image of the hotel in connection with the sexual service. Although most hotels do not provide sexual services, staff can get harassed by those who asked the question. The interview results indicated that the spa therapists, as well as the telephone operators, were vulnerable to this kind of verbal harassment.

The study results support Cho (2002) who states that the verbal type of sexual harassment was more common than others. The behaviour range from criticising the staff's figure or appearance to asking them to make love. However, it is difficult to draw the line between sexual harassment and flattery or flirtation. It depends on a number of factors such as the interpretation of each individual, the wording itself, the intent of the customer (which unfortunately cannot be ascertained from the results of this research), and the situation at the time. If the staff felt offended, they can simply ignore it. Verbal harassment can simply be

tolerated by hotel staff, to a certain extent. It is prevalent everywhere. Its severity depends on each individual interpretation.

6.7.3 Physical Conduct

Physical forms of sexual harassment can range from normal touching (such as shaking hands as a greeting), hugging, kissing, and, grabbing, to rape. The interview results revealed that the hotel staff had mixed feelings about physical harassment. Some staff did not mind being hugged or kissed. But for some, shaking hands with a male customer could make someone feel very offended. Culture played a role in this regard. In general, the physical form of sexual harassment was less prevalent compared to the visual and verbal forms. However, its impact on the victim is severe.

Shaking hands is the most prevalent form of physical contact between staff and customers that can be found in any hotel. Most staff get used to this form of behaviour. Some regard it as a normal way of greeting, and it does not signal any sexual harassment intention at all. Most Thai hotel staff seemed to get confused about the customers' ways of greeting them. The Thai style of greeting is different from the Western style. Thai greetings do not allow physical touching between the two parties. Some hotel encourage the staff to *wai* (put the palms of their hands together and raise the hands to the chin level with head down) as a way to greet the customer. Some customers took advantage of cultural difference by tickling, grabbing, hugging, or kissing hotel staff. Some staff were confused about how to react to such Western greeting styles. They did not know how to react politely in such a situation. This confusion may cause some visitors to do harm to staff by taking advantage of such cultural misunderstanding.

Kieu, a room maid, said:

> ... touching ... yes ... absolutely ... they grabbed my ass ... forgive me
> for being rude ... after he grabbed my ass, I automatically punched
> him ... Some customers .... one always moved his body forward and
> backward in front of me ...

Sometimes, it was difficult to identify the customer's real attention. They may do it intentionally (to harass) in a kidding or joking way. Even the hotel staff did not feel comfortable with it but as a good host, they must make the visitor happy, probably, by playing along and thus may cause misunderstanding or misinterpretation by the customer. Doing so may develop more aggressive and severe behaviour in the customer afterwards. In many cases, visual or verbal harassment is just a starting point for a more severe, physical form of sexual harassment that follows. In one case reported by Mr. Saran of the Siam Bay View in Pattaya:

> ... once, a room boy used to be sexually harassed by a customer. He told me that when he knocked the door, a customer stood naked in his room. He tried to harass him ...

In another case, one room maid of a hotel in Bangkok also said that a customer had stood naked in his room when the room maid opened the door to clean up the room (that is visual harassment). He then asked the room maid to help perform a sex act on him (verbal harassment). And if he forced her to do so, that would be a physical harassment.

One senior staff hotel member, Tan, said that he got touched by the customers all the time. He seemed to enjoy such touching. He said that if the customer forced him to have sex with them, he would prefer to 'talk first'. This can imply that if 'the talking is mutually agreed,' he may accept such harassment, and if it is so, it is not sexual harassment because he consents to the behaviour. This is the blurred area of sexual harassment definition. If a staff member does not regard such behaviour as sexual harassment, then he is happy to be harassed, whether for fun or for money, it is another story.

6.7.4 Written Form of Sexual Harassment

Written forms of sexual harassment are the least frequently occurring misconduct, according to most hotel staff. Most hotels use email as a means of communication to confirm a booking or provide hotel information. Written sexual harassment is rarely found, probably, because of the nature of the misconduct itself. The emails

or letter can be published and circulated to a third party easily. It is also evidence in itself (in terms of legal action). If a customer wants to harass hotel staff, expressing his feeling via email may not be a wise idea.

6.7.5 Severe and Non-severe Forms of Sexual Harassment

In general, each form of sexual harassment has its own inherent severity. Visual and some verbal forms of sexual harassment were not regarded as misconduct by most Thai hotel staff, or if they were, it generally did not have a severe impact on the staff. Physical touching such as hugging, kissing, and touching were considered the most severe forms and could not be accepted and tolerated by most staff. However, this tolerance depends on a number of factors such as the intention and the relationship between the staff and the guest. For long-time friends, hugging and kissing are normal and accepted. One expert suggested that further research should focus on comparing the (severity of the) physical form of sexual harassment with other forms. Although the visual form (and some verbal forms) can be ignored and tolerated by most hotel staff, physical harassment is hard to tolerate, especially for those in reception or guest relations, compared to the room maids who were more tolerant of such incidents. For the verbal form, the severity depends on the interpretation of the victim and the harassment's context. The same word spoken to a different person, at a different place, in different circumstances yielded different reactions. The interpretation depends on each individual's perception, situation, and background. For example, saying "wow" might be interpreted as an "admiration" or "verbal sexual harassment" depending on the judgement of each individual. The reaction of each individual can be totally different.

In conclusion, Thai hotel staff experienced all forms of sexual harassment ranging from looking, speaking, writing, and touching. The difficulty of this study is that staff had different perceptions and interpretations of such as forms of sexual harassment. Some female staff had their hands or parts of their body grabbed but they did not think of such behaviour a sexual harassment. Many thought it was an interaction between staff and a guest at work. Others thought it was nature calling which was not a big thing, that it is a norm of the hospitality industry, and hotel

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staff should not take it seriously.

This section described the hotel staff's perception on forms of sexual harassment, their prevalence and their severity as staff had experienced them.

6.8   Impact of Sexual Harassment

One objective of this study is to identify the impact of sexual harassment on hotel staff in order to answer the research question about the type of impact the staff perceived. Understanding the impact caused by sexual harassment by hotel guests would help the hotel create and maintain a safe working environment and reduce the risk of employees' emotional burnout and job stress (Deadrick & McAfee, 2001; Grandey et al., 2004). The first question asked whether staff feel offended or not. The second asked about the six aspects of the impact: physical, psychological, income, job satisfaction, hotel's image, and the country's image.

6.8.1 Feeling Offended

Data obtained from the questionnaire survey and interview indicated that staff felt offended by sexual harassment. This finding was in line with the outcomes of studies by Gilbert et al. (1998), and Hunt et al. (2007), that is, the majority of hotel staff did not feel happy with this misconduct. The evidence from the questionnaire and interview also reveal that age plays a role in this regard. Young staff, especially those aged 18-24, reported feeling more offended than their older counterparts. This difference of perception is statistically significant. The study result confirmed that the older staff did not feel as offended as their younger counterparts. In addition, job tenure also plays a role in the perception of the staff on this issue that is, new recruits felt more offended by sexual harassment than those staff with long tenure. Interview results reported that the new and young were not adjusting well to the new environment. It took some time for them to get used to the misbehaviour. The feeling of offence largely depended on the forms, the severity of the sexual harassment, and the individual's interpretation of the term sexual harassment. Visual harassment can be simply ignored and tolerated by most staff. Some verbal harassment can be tolerated. It partly depended on the wording, and other signalling that came along with such verbal misconduct. The

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most offensive form is physical. A written form of sexual harassment was reportedly rarely experienced in a hotel. Most staff did not feel offended by it.

6.8.2 Impact in general

The survey questionnaire and the interview data reported that most staff were not happy with sexual harassment by the customer. However, there was no severe physical and psychological impact reported by most staff, as suggested by Chan et al. (2008), Hunt et al. (2007), Lin (2006), and Rospenda et al. (2009). However, it was found any psychological impact occurred mostly with the new staff, especially the first time they were harassed, because they felt frightened and worried. The study result supports previous studies by Kelly et al. (2005), and DeSouza and Cerqueira (2009). Cho (2002) concluded that the most negative effect of sexual harassment was on the psychological health of victims. However, the study findings reveal that the mental impact did not last long. After working in a hotel for a while, most staff got used to this harassment.

Sexual harassment causes physical symptoms

To better understand more on the physical impact of sexual harassment on the victim, the following section presents the qualitative data elicited from a number of hotel staff's experience. Most of them said that sexual harassment did not cause any severe physical impact at all. Athi (female receptionist), for example, said that because "... I just completely ignore it..." Many staff got hugged, hugged, or forced rape. There was no incident where a staff got hurt or brutally tortured. In all cases, they managed to escape from the situation. In most cases, the customer was touching to probe whether or not the staff would agree to his advances. If the staff do not grant permission, most customers would stop harassing. It is hard to obtain in-depth information from those who allowed such opportunity as no one would be happy to reveal this truth because she will fall into the prostitute category, and it would affect her image or her job.

In contrast, Chanchot, ex-GM of a number of hotels around Thailand, said that:

If you look at another point of view, some female hotel employees may like to get harassed because she feels that she is liked by a customer. Being liked or loved by a customer might make her happy (or feel proud of herself), and she does not feel it as sexual harassment at all. One who feels this way would play along and know how to get herself out of any trouble.

In the case mentioned above, it is difficult to define such incident as sexual harassment because the staff does not feel offended for being harassed. If the participants answered that they had never experienced sexual harassment because they saw the customer misconduct as a compliment, then, how can we balance the answers "Yes" and "No" and conclude the study? The next section presents how sexual harassment psychologically impacts the victim.

Sexual harassment causes psychological symptoms

Study findings from the interview reveal that sexual harassment causes a new staff recruit to worry. Those who have no previous sexual harassment experiences would feel shocked. The impact of sexual harassment on the victim's psychological was real. However, it depends on the severity of the incident. Usually, the severity would relate to the forms of sexual harassment. Visual forms such as staring, watching, ogling, are normally acceptable and can be easily ignored by most staff. Verbal harassment is generally posited a more severe impact on staff. It depends on the message conveyed, the intention of the offender, and the interpretation by the victim. Written sexual harassment is hardly ever found. It is not a popular form of sexual harassment by the customer. Physical sexual harassment is the most severe form that greatly impacts the hotel employee.

Nop, a male porter, reported that when he got sexually harassed for the first time by a female customer:

.... I was frightened and told her that I could not do that. She said she wanted to have sex with me. I refused and said that I was not for sale...

He felt very offended as he knew that she intended to harass him, and if he did not do anything to protect himself it may cause an unexpected outcome. He felt uncertain of whether it might have an impact on his career, such as job loss. One important factor is that he was harassed in the guest's room. He may not have been able to control the situation. However, when he got hugged and kissed by another female customer in front of the hotel, which is the public area, he felt less offended as he understood that it was just a "good bye" style of the Westerners.

Kieu, a female room maid, stated that:

> Once there was a room cleaner got harassed by a customer, she got her skirt lifted up or sometime hugged... she could do nothing. She tried many things to stop him such as scolding him, but it was not successful. Some did not want to clean up that room anymore. Sometime she had to call her friend to help clean up the room. She did not want to work there alone

From the above, sexual harassment obviously has a psychological impact on the hotel staff. Those who were harassed would feel upset and try to stay away from the harasser. They do not want to clean up the harasser's room. If it is unavoidable, they need someone to be around.

Those staff who had experienced sexual harassment before seemed to know how to cope with the situation. Some may not be scared, especially those who were married. They tried to ignore it.

The following story told by Pocky is useful as it describes the impact of sexual harassment on a newly recruited room boy. This guy was sexually harassed by a female customer while providing service in the guest's room. Here are the details.

> One day he provided service to a female European customer in her room. When he walked in, the girl closed the door after him. She hugged him from behind…her booby touched him. She tried to force hug him. He said, "'No!' He knew that no matter whether he liked the girl or not, there was a log book which recorded the time he

spent on the floor…all details about the time the customer made an order…the time he got to the floor. The CCTV was also right there. It recorded the time he went in and out. With these protective mechanisms, even if he wanted to have sex with the customer; he couldn't do it. However, in that situation, he did not want (to have a relationship) because the female customer was not his type. He did not like her. He walked down and told his supervisor. He walked to my office and told me that 'I got harassed, what should I do?' I talked with him and asked him that 'How serious (with this) are you?' He asked, 'What do you mean... how serious am I?' I replied, 'Could you consider how much of an impact this experience had on your mental health? You cannot take it at all? Or it is acceptable? Or it is just nothing, and you can let it go? He said, 'I am serious.' I said, 'Okay, you are serious. How serious are you? What level? Are you hurt? Tortured? It affects your feeling; you can't sleep, or can't eat?' He said, 'Not that much, but I am (not happy with it).' I said, 'OK, then it means that somehow you can accept it at a certain level. You just feel bad but not to a level that makes you very regret, right?' He answered, 'Yes.' I continued, 'Why did you feel bad? If that girl was your type, what would you feel?' He knew what I was guiding him. He said, 'My point is that why it happened?' I told him, 'This is human nature. Nature calling is everywhere. Just like you're walking out (of the building) and the wind breezes…the tree leaves fall. The leaves just fall on your head. Did you hurt? If it does not hurt you very much…think (in a way that) it (the sexual harassment behaviour) is just the leaves. You have to brush it away, and that's it.' That is the end....

As HR director, Pocky did his duty by explaining to the new recruit that sexual harassment was part of the hospitality job. Therefore, the staff should accept it. Sooner or later, he or she would get used to it. It did not matter that it happened or not but it was necessary that staff knew how to live with it.

The literature shows that sexual harassment has a number of direct and indirect impacts (Chan et al., 2008; Hoel et al., 2001; Hunt et al., 2007; Prekel, 2001). The next section discusses such impacts.

6.8.3 Impact on the Job: Turnover Intention

The previous study results reveal that the turnover rate in the hospitality industry is high (Poulston, 2007; Brown, 2000; Gilbert et al., 1998). Sexual harassment might contribute to such staff losses. However, this study's results reveal that that sexual harassment is not the major cause for staff leaving the company. For example, Pukkie, a telephone operator, said that:

> ...yes, it affected me when I started my job in the first year. But not anymore. I got used to it...

Athi, a female receptionist, said that:

> ...yes, it is (can be tolerated). I have to take it as it is part of my job...
> I just completely ignore it...

Similarly, Goy, a room maid, said that:

> ...It is okay. I can accept it. It is part of the job. And I think that Thai custom is different from the Western ones. The Western custom is the 'free sex' society. So, I have to understand the foreign custom...

Goy insisted, "...not at all..."when being asked if sexual harassment caused any impact on her health, sickness and job.

The hotel staff did not feel happy with the sexual harassment behaviour or the harasser but, from the interviews, it seemed that no one felt unhappy with the job. For example, Pocky, an HR director of Hard Rock Hotel, revealed that:

> Another case, our staff was a hostess in the hotel's café. She was beautiful, very lovely. When we (HR staff) saw her (for the first time when she applied for a job), we discuss among ourselves that if we

put her there (in the café), would she survive? She was fresh, kind of modern, with big eyes,…this girl has been sexually harassed very often; she had all that until she felt she couldn't take it anymore. She said, 'I had it again and again…that guy...' I told her that 'I told you before that working there (as a hostess), you have to accept such nature…night life people involve drinks, whisky, alcohol, smoke, music, feelings make all this (happen), If you couldn't stand it anymore, do you want to move to another section?' She said no.

Liam, a receptionist, said that she was furious when she got harassed. She was wondering:

> ...'What the hell does he want from me?' 'Why he touched/ grabbed my ass?' It made me worry at first. Even so, if it does not affect my job...

Pukkie, a telephone operator, said that the nasty phone calls made her feel bad, but later:

> ...I am not afraid of (picking up) any nasty phone calls (anymore)...

It was found that the turnover rate of the hotel staff was high. This is an intrinsic characteristic of the hospitality industry. The reasons for staff leaving the hotels are normally to get a better job and a better life. Take a case of spa staff as an example, Kwanchanok, a female spa manager, said that:

> the therapists who work in a five-star hotel have their own objectives... they don't want to stay there for a long time... they work there for six months or a year... and apply for a job certificate and contact a job agent to go overseas. The second objective is to find a foreigner to get married to. They have their own objectives. They don't want to work there so long. Some want to have their own spa business. Some take an exam to get a certificate from the Ministry of Health... some want to get promoted in a higher-grade hotel... or wanting to be a spa manager. These are good people.

Sexual harassment in a spa may impact the therapist's job satisfaction, according to their career objectives, in one way or another. The spa business has its own unique characteristics. Researchers need to be careful as the business seems to relate to hidden sex sale, compared to most hotel businesses in general.

In conclusion, the study result supports the notion that staff are likely to suffer and face an unfavourable working environment which may cause negative emotional reactions, as is suggested by Boyd (2002), and Harris and Reynolds (2003). It also reduces work group productivity (Hunt et al., 2007). However, there was no evidence that the turnover of staff was because sexual harassment had affected company performance due to the legal costs, employee absenteeism, turnover, and lack of production, as found by Croney and Kleiner (1995) and Kolkenbeck-Ruh (2003). This lack of evidence is probably because the research did not obtain such information from the hotels because it was a sensitive issue that impacts on the hotel image. Further study should focus on the staff turnover intention. It may, as suggested by Merkin (2008), help indicate the impact of sexual harassment on the firm.

6.8.4 Impact on Income

With regard to the association between sexual harassment and loss of income, it was found that there is no direct relationship between them, as argued by Hoel et al (2001). According to the interview data, with the exception of a few female staff who were harassed by a customer, no one left the job. The case was reported to the police. It ended up with the customer having to pay a fine or face being put in jail. It is not clear, however, why those staff left the hotel, as there was no further information. Sexual harassment may have no direct relationship with the staff income. However, some staff may use hidden sexual related (prostitution) activity to earn extra money from the hotel guest.

The findings indicate that there was a belief that some hotel staff were involved in prostitution to earn more money. They may act as an agent who provided services from outside the hotel, or they may have sexual intercourse with the customer for the financial reasons. In this case, those people were not harassed because they

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agreed to have sex with the customer, and therefore it is not related to the objective of this study. However, the researcher found that, to a certain extent, prostitution contributed to the sexual harassment behaviour of hotel customer. This prostitution behaviour of the hotel staff was spread by word of mouth by the customer and affected the image of the hotel staff. Some customers believe that they can buy sex from the Thai hotel staff and this may cause the (foreign) customer perceive or believe that the hotel staff can be approached (for sex sale) and thus cause sexual harassment of hotel staff. This hidden problem will be discussed in detail in the Thailand section later.

6.8.5 Impact on the Firm

Regarding the impact of sexual harassment on the firm, there was no clear evidence to support the contention that sexual harassment had lowered organisational commitment and performance, as stated by Chan et al. (2008), Hunt et al. (2007), Laband and Lentz (1998), Hoel et al. (2001), Antecol and Cobb-Clark (2006), Glomb et al. (1999), Sims et al. (2005), and Kieseker and Marchant (1999). In addition, there is no strong evidence to show that sexual harassment increases the cost of compensation awards to sufferers who have taken a claim to an employment tribunal (Hunt et al.,2007; Elkins & Velez-Castrillon, 2008), or that sexual harassment increases replacement costs (such as training cost), and additional retirement costs (Hoel et al., 2001), further costs due to damage in production or equipment, as well as costs in connection with grievance and litigation, e.g., investigation and mediation costs (Hoel, Sparks, & Cooper, 2001; Coats et al., 2004; Agrusa et al., 2002; Stedham & Mitchell,1998). Further studies should aim to obtain this information from the management. However, it is unlikely that the management or the HR personnel will give this sensitive information to a researcher.

6.8.6 Impact on the Image of the Hotel and the Country

Quantitative and qualitative data solidly reveal that the majority of staff agreed that sexual harassment tarnished the hotel's image, as stated by Prekel (2001) and Hunt et al. (2007). It was found that hotels in a particular area like Pattaya

(Chonburi), Patpong (Bangkok), Soi Nana (Bangkok), Soi Cowboy (Bangkok), and Patong Beach (Phuket) were strongly associated with prostitution activities. Most interview participants from hotels in Pattaya accepted that Pattaya's bad image had contributed to sexual harassment and prostitution. They said that the image of Pattaya had created a bad impression of the society and tarnished the country's reputation as a whole.

Siam Bay View hotel is an example, Mr. Saran, Regional General Manager, said that:

> Hotels in our group are Siam Bay View, Siam Bay Shore, and Siam City Bangkok. Sexual harassment is prohibited in our hotel. Every employee must have orientation training. Sex service provision is one of the topics of training. Sexual harassment relates to underage child abuse. We published a brochure on this and put it in every guest room. We also televise (the programme) via our cable TV. We teach our staff that if a guest asks where to find such service, the answer must be 'I don't know.' Providing sex-related services to a customer is strictly prohibited. If we find it, we fire the one who did it. It is our obligation to save the country's image/ reputation. When I was overseas, I talked with a number of tourists. I found that the image of Pattaya is very awful. Overseas tourists have a bad impression and see Pattaya as a sex sale city. No one does anything to correct the problem... the hotel has tried to develop a good image and hotel reputation by supporting human rights activities. We have tried to promote the image of 'green leave' and 'smoking free' hotel to the world. The objectives of doing this are twofold: promoting the hotel image and brand as well as gaining more money for this marketing campaign.

It can be concluded that most first-class hotels were aware that the impact of sexual harassment and sexual related activity would inevitably damage the hotel image if they let such thing happen in the hotel. So, the hotels tried to prevent sexual harassment from occurring in the workplace.

Toey, a Sales Director, said that:

> ...the hotel has tried to develop a good image and hotel reputation by supporting human right activities...

Similarly, Taa, a female hotel manager, said that:

> I think to get harassed depends on a number of factors. First, our hotel is small, and we don't provide that (sex related) service. The guest realises that our restaurant is not the place to find an escort (or sex for sale) girl. (While servicing) we don't approach our guest. We keep distance in order to let them know that we are not involved in such business. Most customers don't dare to harass us because we position our image in the way that we don't involve in the prostitute-related activity...

Taa emphasised the importance of the hotel image. She insisted that the perception of the customer was vital for the survival of hotel business.

Mr. Charoen, THA Vice President, said he accepted that if sexual harassment was occurring in the hotel, it would definitely tarnish the hotel image, and the hotel could not let that happen, especially those five-star chain hotels. Mr. Charoen said that:

> even if there are some (sexual harassment cases in the first-class hotel), they won't tell you, because they would feel ashamed of it. In reality, the situation might be worse in the first-class chain hotel. If you ask me, I believe that sexual harassment is real.

It can be assumed from Mr. Charoen's comments that either the executives do not know that sexual harassment is occurring in their hotel, or they know what is happening, but they simply ignore (or try to hide it).

Mr. Charoen explained that the image of the hotel was crucial to the business success:

> For us, the most impact is the hotel image. If the public sees us that

we have (provided) prostitutes at our place, the customer will no longer use the hotel towel. They might feel reluctant to use it because it might have been used in a sex service before. I recommend that if the hotel wants to survive in the long run, the hotel should not provide such service or involved in any kind of such activities.

Kwanchanok, a spa manager in a hotel, said that the sexual harassment by the customer or hidden sex sale in her spa was prohibited. She said that the hotel image would be completely destroyed if she allowed such sexual harassment behaviour to happen in the hotel:

I told everyone that the hotel's owner did not build a hotel to let bad behaviour happen in his premises. The good image of the hotel which has been accumulating for more than twenty years will be destroyed. I do not let any customer say that 'Let's go to Sunbeam hotel, they provide such service.' I won't let that happen here. I want our customer to say something that praises us. Something like 'Sunbeam is very good and clean.'

To sum up, almost all participants accepted that sexual harassment caused a bad image of the hotel. This may be the reason most staff did not say that sexual harassment occurred in their hotels, especially those answers in the questionnaire.

Sexual harassment contributes to the bad image of the country

Mr. Saran, Regional General Manager of Siam Bay View, acknowledged that:

...we have to accept that Pattaya has a bad image about the nasty (sexual) thing. It is a fact that we have to accept it...

Toey, a sales director, said that:

...I think the overseas tourists might think that Thailand is the land of the free sex. We have a bad image of the child prostitutes.

Another comment made by Ms Natchanok of The Sign Hotel is that:

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...I think one root cause is that the image of Pattaya has played a large role in the customer's perception. They might think that they can sexually harass hotel staff. The media might influence their perception in the way that suggests there is sex for sale everywhere here...

Ms. Kwanchanok of Spaya said that the behaviour of Thai girls as well as the (bad) perception of overseas travellers also played a role in destroying the country's image. She said that:

I think we cannot blame only the tourists themselves; I think the Thai women's attitude/ behaviour plays a significant part of fuelling/ accelerating the issue. The first problem is the attitude. Money seeking is the second cause. This causes a bad impression to the customer, and they spread this perception by word of mouth. I can say in the spa business, it is alive and well, either in Pattaya, Bangkok, or Phuket. The tourists tell their friends that 'You go there for yourself, buy them a meal. Thai girl is easy, just buy her a drink, and you'll get her.' I can say that the (attitude and behaviour of the) Thai girl is the cause of the bad image of the country...

Wan, another spa manager at The City Sriracha, said that sexual harassment by the customer may relate to, or caused by, (and have the impact on) the country's image. She said that:

Why does a customer sexually harass the therapist? Some therapist does not look good at all. It may be because of the physical touching. It arouses the feeling or men's sexual desire. Alternatively, some therapists are good looking. I think the touching is the root cause. The image of the country may play a role in the client's perception. Customers from overseas may have heard or understood that money can buy anything in Thailand. Some might have prior experience or have been told by friends that they can buy sex at spas. I think it

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depends on the behaviour of the therapists as well. If they behave well, sexual harassment might not happen. Some hotel employers may have an intention to get harassed; I don't know.

The overall image of Pattaya is bad. The news broadcast overseas has caused the bad reputation of the place. Some said it was a plan to destroy Thailand's tourism industry originated by our neighbouring country.

Pocky of Hard Rock Hotel admitted that:

most of them are male...and men coming to Pattaya for a specific reason...we have to accept that the branding of the city is in the way that we don't want it to be. We have to accept it. I didn't say that I was against.... I just say that we have to accept that the image of the city....that image is very strong...stronger than other places.

Natchanok of the Sign hotel also accepted that sex-related activities of the customer tarnished Thailand's image. She said that:

... it caused a bad reputation. However, it might be a plus side in terms of doing a hotel business. Tourists are here because of such an image...

Concerning sexual harassment (in Pattaya) in general, she concluded that:

...yes, I can say if you ask the same question to every hotel in Pattaya, I think the answer is...yes...

As noted above, the hidden sex-sale offered by some hotel staff had a devastating effect on the image of the hotel too. Several interviews with all levels of hotel staff concluded that some hotel staff (such as those in reception, guest relations, marketing, portering, room service, and chambermaiding) provided sex-related services to the customer. Some customers provided any sexual service they wanted themselves. Some arranged the services through outsiders. Such activities created the misunderstanding and misperception on the part of customers who spread the word to their networks around the world. As a result, Thailand has a

bad image tarnished by prostitution. According to one spa manager, this convinces overseas customers to believe that all Thai girls are for sale. This is not to blame only the tourists, but the parties involved (staff, hotel, authorities, tourism agents, government) are partly supporting this image.

Sexual harassment is part of the hospitality industry's jobs. It impacts the staff's physical and psychological health to a certain extent. It was found to have a certain impact on the staff's job dissatisfaction. It tarnished the hotel's image and the country's image as a whole.

This section discussed the impact of sexual harassment on hotel staff, the hotel, the society, as well as the country. In general, data obtained from both the questionnaire survey and interview support each other, that is, most male and female staff alike felt offended by sexual harassment. Age and job tenure played a role in this regard, that is younger staff reported being more offended and having more severe impacts than older staff. The new recruits reported the highest levels of offence and a higher impact from sexual harassment than those of long tenure. The longer the tenure, the less impact the staff perceived. Visual and verbal sexual harassment did not cause any severe impact on staff, as it could be ignored and tolerated (except for the first time experience where staff were not immune to it or aware of how to deal with it). Most staff understood that sexual harassment was a characteristic of the hotel industry. It did have an impact on staff health (especially for those who experienced extreme cases of harassment), as suggested by Gilbert et al. (1998) and Hunt et al. (2007). Sexual harassment did not affect income (Leong, 2000: Cho, 2002). However, sexual harassment had created job dissatisfaction and negative emotional reactions (Boyd, 2002; Harris & Reynolds, 2003). It also developed negative attitudes towards work and behaviours designed to withdraw from the aversive contact with customers (Gettman & Gelfand, 2007). Sexual harassment, in some cases, engendered physical harm (Boyd, 2002; Yagil, 2008). Most participants perceived that sexual harassment tarnished the hotel's image and the country's image as a whole. Sexual harassment was recognised as a part of the job. The physical touching was considered rude and unacceptable, as such behaviour is generally against Thai culture. This culture difference may play a role in the staff's perception. It should be noted that the

impact of sexual harassment depends on the severity and the forms of the misconduct. Each individual seems to have a different perception in this regard.

6.9   Staff's Reaction and Coping Strategies

It is the objective of this study to identify the hotel staff's reaction to sexual harassment, as well as strategies they used to cope with the problem, in order to answer the research question about how hotel employees react to the harassment and how they see the effectiveness of such a reaction.

6.9.1 Staff's Reaction

Findings from the descriptive statistics reveal that most staff preferred to use "ask[ing] them to stop" "and "stay[ing] away from him" strategies. The least used strategy was to "report it to a company/make a formal complaint." The younger staff were more willing than the older group to report the incident to the hotel. It was also found that those who chose to "blow it off and act like I don't care" were young (18-34 years). The result for this age group was 78.5 percent. It was also found that 42.9 percent of those males who chose the "enjoy it" response method were aged 45-54 years. The interview results also support the finding that older employees seem to accept sexual harassment as part of the job (more so than the younger group).

In contrast, the qualitative findings reveal that most staff preferred to "ignore it" (rather than "ask them to stop" or "stay away from them") as reported in the quantitative finding. It was found that staff's reaction to sexual harassment varied in a number of factors: gender and other individual characteristics of the harasser and the victim; the form of sexual harassment; the severity of the impact; the witness(es); the job description; the hotel policy. Staff mostly used multi-strategies (such as ignoring, asking the harasser to desist, staying away, asking for friends' support) as deemed appropriate at the time. Although the quantitative data reveal that most female staff chose the "enjoyed it" option as their preferred answer, the interviews reveal a contradictory outcome, that is, most chose "ignore it" as the best option. One quantitative finding reports that male staff saw the "Enjoy/ play along" option as a less effective method to cope with sexual

harassment (than did their female counterparts). Female respondents also reported that using "report it to a company official" would be more effective to cope with sexual harassment than was indicated by males' scores. This finding shows female staff believed that the management would help solve the problem. Similarly, those who chose the "enjoy it" strategy were mostly in the older age group.

The interview result indicates that the older age group, as well as those with long tenure, were more likely to accept sexual harassment as part of the job when compared with those of a younger age and new recruits. They liked to play along with the harasser.

According to the literature review, hotel workers employed various techniques to deal with the harassment Cho (2002). These techniques cover a range of physical reactions such as confronting the guest, detaching themselves from the situation, and ignoring the problem (Guerrier & Adib, 2000a). There are a number of factors that contribute to the strategies used by staff. For example, the age of the staff member is found to relate to their reaction to sexual harassment initiated by the customer (Hardman, 2000, Reese & Lindenberg, 2005); that is, young women were least tolerant of sexual harassment and young men were the most accepting of sexual harassment. Ford and Donis (l996, as cited in Hardman, 2000) noted that women became gradually more accepting of sexual harassment as they aged, until reaching age 50, but their acceptance decreased thereafter. However, they found the opposite age-effect in men, who became less accepting of sexual harassment up to age 50, but subsequently their acceptance increased.

The quantitative data report that the "reported it to a company official/made a formal complaint" option was mostly chosen by those aged 18-34 (73.3%) and those working on the morning shift (73.3%). The interview data produced a similar outcome. Young staff were obviously exhibiting less tolerance of sexual harassment than their older colleagues. It was possible that the young staff were not capitulating to sexual harassment. It can also be assumed that sexual harassment may not occur frequently in the morning. If it happens, staff can complain to the boss who works at that time. For staff working at night, there might be no manager on shift.

In one way or another, how staff react to sexual harassment is partly controlled by the hotel policy and industry norm. Most hotels' regulations and policies state that hotel staff must react to the customer properly, nicely, and politely. Staff, therefore, try to be polite even when they do not feel like doing so. Most chose not to do anything because they were afraid that if the customer complained back, they would be in trouble, as the hotel tended to take the side of the customer. Many staff chose to play safe by playing along with the customer even if they felt offended. In terms of the effectiveness of the strategy used, staff have different ideas on this topic. The most effective strategy, confronting the customer, may help solve the problem; but such confrontation runs counter to hotel policy and the hotel's business goal. Staff, therefore, chose to protect themselves by staying quiet in order to keep their jobs.

Natchanok, Sales Seminar and Corporate Manager of the Sign Hotel in Pattaya, said:

> (If I was harassed), I would feel shocked. However, you are on duty. You cannot react in the impolite way as it is not appropriate. What I would do is that I will report [it to] my boss in order that he could convey the message to everyone.

Air, a female room maid, when she was harassed by a male guest standing naked in front of her said:

> ... I was frightened but managed to continue making up the room as fast as I can … and left the room soonest after that ...

Similarly, Liam, a receptionist, said when she was harassed for the first time (a customer grabbed her bottom in his room), her first reaction was:

> (I was stunned by his behaviour), I did nothing. I just stared at him ... I only simply ignored it. Sometime later, I told my friends about the incident just to let them know and to be aware, but I never asked for a suggestion.

This reveals that most employees seem to avoid direct confrontation with customers and keep the bad impression within them. Probably, they do not know how to react properly as they have never been told about what to do. It should be noted that there was no incident that the Thai customer was standing naked in the room before the eyes of the room maid. They may realise that it is against the law and may put in jail. However, other (verbal and physical) types of sexual harassment were occasionally found.

Taa, a female hotel and restaurant manager, said:

> many times, it (the problem) was not (caused by us, or it's not) our fault, or we did not make a mistake; however, we have to hide our feelings. Be polite and quiet (at all times). We are not allowed to show our anger. Our policy is that, it does not matter whether the guest is right or wrong; we have to service them.

As a hospitality business firm, Taa said that:

> I don't use the aggressive (reacting) means. I won't scold him because they are our customers. We must be polite with them. For example, if a guest asked what my name is, I would give him my name, or if he asks about my address, I may give him my address. I have no problem with such questions. However, I will keep my distance. I do not put myself very close to him. Working in a hotel, you cannot ignore the customer. You have to please them, make them happy. What we have to do is that ... being not too far and not too close. Many times, a customer asked about my name, or age. I think it is a common (question) in the hotel business. However, if he comes too close, I will tell him that I am married, and I have a daughter. I will use an indirect means to imply that I will not get involved in whatever he wants anyway. Running a hotel business, you could not jeopardise your image with the complaints. I have to bear in mind all the time that the customer must come first in all cases, at all times. They come, and they go. Never mind, the problem will end soon. Sometime, I have to play along (only by talking) as

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long as no physical touching occurs.

Taa's comments show that she focused on providing the best service to the customer. The customer is king. It is an intrinsic characteristic of the hospitality industry that the tourists come and go. It is difficult to control the customer's behaviour. According to Taa, what the hotel staff should do is react properly and soundly as the situation demands. She encouraged hotel staff to keep an appropriate distance, not too far and not too close. The staff should welcome all kinds of questions as the customer has a right to ask them, she believed. However, if the situation escalates, the staff should back off from the customer, and if he keeps approaching, saying "No" is the best strategy. Taa's suggestion, that being direct with the customer by telling them that she does not play along if the customer keeps insisting, might be the best strategy. This method helps prevent the customer from misinterpreting that the staff would accept his offer.

Taa said that, in the worst case, if the customer persisted in his behaviour, she would inform the hotel's owner (which is her aunt), and the owner would take care of the rest.

Some staff, especially new recruits, may not be able to control them self when getting sexually harassed. Pukkie, a telephone operator, is an example. She recalled that the very first time she was sexually harassed by one caller:

> I yelled back at him very loudly. [Laugh]. However, sometimes I got to play along with him first (before hitting him back). For example, a Thai guy called me. He called me repeatedly just like a psycho. He asked if I wanted to have sex with him. I replied 'Go 'f***' your mum' [laugh] ... I then hung up. Sometimes he called back, but I knew it was him; I replied that 'You dialled the wrong number; this is Lumpini Police Station.' That guy cut the line immediately. [Laugh].

A summary of strategies used by hotel staff to cope with sexual harassment are shown in Table 36.

Table 36 Strategies employed by hotel staff to cope with sexual harassment by the customer

	Strategy	Details	Sample	Advantages & Disadvantages
1.	Playing along	Focus on making the customer happy by going along with the conversation without showing any dissatisfaction	*"Being friendly at all times. Greet them with smile."*	• The customer may misinterpret/ misunderstand the staff's intention • May not be suitable for female staff as it may lead to more sexual advances by the customer
2.	Ignoring sexual harassment behaviour	Staff disregard, do not pay attention, or respond to sexual harassment by the customer	*"...I just ignored it. I did not pay attention..."*	• Most frequent tactic used by hotel staff in general situations • May not be useful in cases of severe harassment such as kissing, hugging, touching • Does not help stop sexual harassment
3.	Cutting off conversation	Staff changes the topic of conversation or simply saying "good bye"	*"... I would cut the conversation by saying "see you later..."* *"...I will tell him that I am married and I have a daughter"*	• Useful for telephone operators but may trigger revenge if she reacts impolitely
4.	Asking to stop/ Refusing to play along	Staff directly asks the harasser to stop his harassing behaviour as she is not comfortable with his conduct or manner	*"...I would ask him to stop. I would tell him directly that I don't like it."*	• This tactic needs careful consideration and appropriate wording as it can be interpreted as a rude or impolite reaction • Most useful to be used with an aggressive harasser whose intention and behaviour is highly offensive (such as asking a nasty question, or physical touching,) • Useful to prevent/stop advancing further to severe harassment
5.	Reporting the incident to the boss, asking for help	Informing the boss to take care of the issue	*"...Next morning, I told my boss what happened to me and asked what to do."*	• The boss needs to take responsibility • Help spread the misbehaviour/ information to other staff

	Strategy	Details	Sample	Advantages & Disadvantages
6.	Keeping distance, walking away	Staff keep herself/himself away from the deviant guest	*"...I would rather stay away from him"*	• Most useful practice in general
7.	Running away	Staff needs this tactic if severe sexual harassment is taking place	*"I must say no and run away."*	• Useful in the case of severe harassment that mostly requires emergency help
8.	Fighting back	Staff use verbal and physical means to protect her/himself stop harassment (such as scolding, pushing away)	*"...if he is very rude, I will scold him."* *"...she yelled " 'f***'.. I didn't do that (provide sexual service)"* *"...I hit and covered his head with the ice-bucket"*	• The most effective strategy to be used in a severe or emergency situation that harms the staff's health, life, or dignity, • Must be used with extreme caution as it is against hospitality norm/policy • It may trigger customer's retaliation • The last tactic to be chosen if all other tactics used are not effective
9.	Making a formal complaint to the hotel	Staff seek help from the hotel by reporting the customer's severe sexual harassment behaviour	*"...If it is too much, I have to report my boss."*	• A useful strategy for hotels, staff, and customer as investigation can be made to solve the problem. However, it was found that this least strategy is the used by hotel staff
10.	Reporting to the police	Staff/hotel reports to the police about the customer's misconduct, mostly in severe cases where negotiation between the parties cannot be made	*"We may have to call police if the case is severe."* *"...Sometimes we have to call the police but such case is very rare."*	• Mostly used in a severe case that involves physical harassment • Most hotels try to avoid this strategy as they may lose the customer and risk the hotel's image/reputation

In the interview, Um, a bar girl in a hotel in Bangkok discusses the strategies that a victim uses to cope with sexual harassment by the customer:

I would rather talk to him first. If he still used bad words, I'd forgive. If he did it for a second time, I'd forgive him...third times…forgive him…fourth time…I'd warn him not to say that again…I would use the elbow to hit him. If he did not stop, I would use my (high) heel shoes to step on his feet, and 'I'd say, I am sorry, I didn't mean to do that…' This is our workplace, we cannot hurt our customer, but we have to know how to protect ourselves.

For a therapist, using self-defence had sometimes helped deter sexual harassment behaviour of the customers. For example, Wan, a female hotel spa manager, said that:

...we use the combination of fists, elbows, knees on a particular part of his body. However, we use this technique in a severe case only. The therapists know what to do in such situation....

These techniques would calm down the customer and reduce his sexual desire as the result of the pain.

Reporting to the police

There are many cases where the customer's behaviour is very severe. This could involve the physical touch, such as grabbing, hugging, kissing, dragging or even raping. A number of instances show that staff may not tolerate such misconduct. In that case, staff normally complain to his or her boss and insist that he or she would not let it go. The manager will talk with the customer and see if the customer pleads guilty or not. This depends upon the staff, whether to proceed or stop there. If a staff member does not accept the apologies, they may report it to the police. In that situation, most customers normally agree to pay a fine for such misconduct, or he will be put in jail.

Reporting to a third party to sanction the case was not popular because the majority of the victims were female. According to Zaa, a tour guide :

female staff would feel ashamed and do not want to let anyone know that such thing was happening. It is not a good news. Thai people

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tend to tolerate sexual harassment and let it go because they feel ashamed to talk about it…they feel they lose their dignity.

Ignoring the customer's misconduct

Athi, a female receptionist, said that once she received a "love letter" with content that made her worried. Although she did not reveal the letter's content, it was assumed that it was very offensive. She said:

> I did not reply. I just did like nothing happened. When he came back to the hotel, I just did not mention it, and he seemed to understand. He did not persist to ask me again. I think he also liked to keep that secret.

Dress Properly/ Behave Properly

Visual sexual harassment was the most prevalent form of sexual harassment as reported by hotel staff. It happened everywhere and all the time.

Toey, a female sales director, commented that:

> Many times, I went out to the customer's premises. I have not experienced such incidents. This might be because of the way I behave, dress, and talk; or how well you manage your image. Normally, a man would not harass a girl if he is not very certain about her reaction. The way you dress is very important. You are selling a room/ accommodation. You are not selling yourself (prostitution). You have to dress properly. Many saleswomen dress improperly. They show their skin. All that happens to a girl is a feedback of the way she acts. The girl wears shorts because she wants to draw a man's attention, and she gets harassed because she wears shorts.

Toey suggested that the best way to prevent hotel staff being harassed was to dress properly and behave well.

Customer's visual sexual harassment could be irritating. In a more severe case, it was found that customers standing naked when the room maid making up the room was prevalent. In this case, it was suggested by Ms. Chay that the room maid should leave the room immediately. If that room maid was working alone, she needed to get another room maid to help make up the room. Chay's last suggestion was:

> ...the room maid can call the house keeping office for any assistance at any time. We have learned that this sort of problem happened. So, we have to protect ourselves. The room maid will learn from those veterans who had experience and from those who have worked here for years...

To conclude, there is no one way of reacting to sexual harassment initiated by the customer. In general, female staff members prefer to ignore the misbehaviour; but if they cannot tolerate it they may report it to the manager. In the worst case, the hotel may report the incident to the police.

6.9.2 Staff's Perception of the Effectiveness of Coping Strategies

As mentioned earlier, hotel staff used multi-strategies to cope with sexual harassment; some of these strategies have not been revealed in any previous studies. For example, some staff use "running away" and "reporting to the police" in order to protect themselves and get themselves out of the situation. Each strategy has its own merits, in terms of its usefulness in a specific context. The interview data was useful to unearth ideas that cannot be defined in advance. It was noted that none of the incidences of sexual harassment reported led to litigious action by the victim. No case was found where staff sued the hotel or demanded the hotel to take responsibility for sexual harassment by the customer. Lack of data in this area could be that hotel managers chose not to reveal this information as it affected the hotel image, or it could be against the hotel policy to reveal such sensitive data to an outsider. It could be possible that staff saw no point in raising this issue with the authorities because no such specific law exists or they might not be aware that sexual harassment constituted an offence that

could be punished by law (Mkono, 2010). Besides, staff may lack knowledge about how to go about it, or even if they do know, they may decide that it is not worthwhile as it takes time and cost.

Cho (2002) and Calvasina (2005) stated that the reaction to sexual harassment of workers was not an effective protection against sexual harassment. Staff, therefore, need to have the skills to be assertive and knowledgeable about sexual harassment, such as how to avoid direct interaction with the customer, keep their distance, dress professionally and not provocatively (O'Hare & Donohue, 1998). There is no one best way to react to sexual harassment caused by the customer. It is difficult to predict which strategy to use and how effective it will be. Further investigation in this regard could be undertaken and additional data obtained (probably via the interview with the harasser (hotel customer)).

Kieu, a room maid in a low class hotel in Pattaya-Chonburi province, made an interesting comment on how to react to the situation and what effective strategy should be used. She said:

> The first method is simply doing nothing ... just ignore it (and if it does not work), the second is ... telling him directly that you are not happy with his behaviour. You must be polite ... don't yell at him. Just tell him ... this is not good ... I cannot ... no good for me ... I have a family ... I don't like it ... I like Thai man ... I have only one man (in my life) ..... bla bla bla. This technique works with some customers. But for some, it does not work ... he might say ...'Never mind, never mind'... in this case, I have to yell him in my (Thai) language ... 'Grrrrrrr I baa Nii' (You are crazy!!) ... I never scold him (like 'F*** you). Most of them (the harassers) would understand .... Just tell him directly, but if he doesn't listen, I will tell him ...'Go far far ... boxing na' (Go far away from me or I will punch you) ... and make your face look serious ... Normally, it works. Some guests changed the topic after that.

Each strategy has its own implications, outcomes, and consequences. The same strategy used with one customer may not work with another or it may yield a different reaction from another customer. Staff must carefully decide their strategy with a particular guest in a particular situation.

In can be concluded that the way to react to sexual harassment and its effectiveness is very situational. Ignoring the customer's bad behaviour is the most frequent course of action that most staff use to deal with the harasser. However, the strategy chosen depends on the severity, the appropriateness, the impact, and the circumstances at the time. In the worst case, a physical reaction like pushing the customer away, and running away might be unavoidable. Reporting to the management seems to be the last choice that hotel staff make. If the behaviour is very severe, and it causes great impact on staff both mentally and physically, calling the police is a necessity.

The next section explains staff intentions to complain about sexual harassment to the hotel, as gaining such understanding is one of the objectives of this study. It also reveals the perception of staff on how hotel react to such complaints.

6.9.3 Staff's Complaint Intention

Sexual harassment stems from a number of factors. Despite the pervasive nature of the misconduct, only 1-7 percent of victims file formal complaints (Charney & Russell, 1994; Juban & Wallace, 2005). In the hotel context, in spite of being viewed as an intrinsic part of the job, the issue of harassment was not talked about openly with management (Guerrier & Adib, 2000). As a result, most hotel managers many not be aware of the problem. Wijesinghe (2007) recommends that staff working in a consumer environment, where the guest is always right, should have good back-up from management. Management, therefore, plays a significant role in coping with this problem (Kincaid et al., 2008; Wong & Wang, 2009),

The following sections summarise the study findings concerning hotel staff's intention to complain if they were sexually harassed by a guest.

Descriptive statistics, in general, reveal that if staff were sexually harassed by the customer, they (around 83%) would complain to the customer. However, the qualitative findings stated that most staff would never complain except for an extreme and severe case. There is a contradictory study outcome.

Quantitative findings reveal, on the one hand, that if staff raise a sexual harassment complaint with the hotel, they believed that "An investigation would be made, and action would be taken to stop it." There was no significant difference between the two gender groups. On the other hand, the interview results contradicted this, showing that the majority did not want to complain, and if they did, they did not believe that the hotel would take serious action to solve the problem. The study findings from the quantitative and qualitative data contradicted each other.

Gender: cross tabulation analysis showed that female staff were likely to complain to the hotel about guest sexual harassment while male staff had less intention to do so. However, the difference was not significant. Qualitative data analysis supports the quantitative findings, that female staff were more likely to complain than the male staff. However, they would complain only in a severe situation such as physical touching, and forced sexual harassment. One factor is that some female staff mentioned their 'dignity' as the main reason to complain. No male staff in the interview mentioned his 'dignity' as a factor in making a complaint.

Age: The quantitative data analysis reported that age had a strong relationship with a participant's intention to complain. Young staff would lodge a complaint if they were sexually harassed, while the older age group would not. In addition, those younger staff believed that if they complained, the management would take serious action. The older group believed otherwise. They thought nothing would happen or, if an investigation were made, no real action would be taken. Obviously, the desire to complain gradually declined with age. The qualitative findings partly support this finding, that most staff ,no matter how old they were ,did not want to complain to the hotel.

Educational Level: Education level was also found to have a relationship with the staff's intention to complain. Those with postgraduate degrees had the highest intention to complain compared to the rest. Those respondents with a higher educational background would report to the hotel if they experienced sexual harassment by the customer, while those with a lower educational background would not. Educational level may have a relationship with those who hold a high position such as manager or senior staff who were less likely to tolerate sexual harassment.

Job Level: Quantitative data revealed no significant difference in complaint intention between the executives and other staff . However, higher positions such as GM, manager, and supervisor had a strong intention to complain compared to employees. Also, they believed that the hotel would investigate the incident and take serious action. In contrast, the other lower rank staff thought that the hotel would investigate the case but no actual result might be obtained. The qualitative analysis revealed that general staff had less intention to complain than the executives. This finding is in line with Vijayasiri (2007), and Knapp et al.'s (1997) study results, which state that the occupational status of the victim may influence the filing of a formal complaint, as individuals with greater occupational status (and thus with more official power) are more likely to file a complaint.

Service Department: Data obtained from the questionnaire survey revealed that those who worked in the housekeeping department were more likely to complain than those in any other department. The results obtained from the interview reveal that room maids and room service personnel were more often harassed by the customer, compared to those in any other department. It is possible that they would like to complain, especially in severe cases of harassment.

Job Tenure: It was found that job tenure had a strong relationship with intention to complain; that is, the longer the respondents had worked in a hotel, the less intention they had to complain. Respondents who had worked in a hotel for less than a year had the highest intention to raise a complaint (88.8%), gradually reducing to 33.3 percent for those who had worked in the hotel industry for more than 20 years. The qualitative data also supported the supposition that those with

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short tenure (such as the new recruits) had a stronger intention to complain than those with long tenure.

As mentioned earlier, the interview data reported that most staff did not want to complain. Liam, a receptionist, said:

> ... if it is not very serious, we don't complain ...

Athi, a female receptionist, said that she would not complain. Rather, she would try to cope with the situation by herself by telling the harasser that she did not like it and she would not tolerate it. She said:

> ...No, I will not. First, it is just the characteristics of the hotel business, which I have to accept. Second, after I told him that I didn't like it, and he stopped harassing me, there is no further action/ complaint required ...

However, Pukkie, a female hotel operator, said:

> ... if I did not do anything wrong (if it is not my fault), I won't take it; I will argue. [Laugh] If I can't protect myself, I will turn to my boss and ask for help ...

Oat, a room maid, also said:

> ... If it is too much, I have to report my boss ...

To conclude, the study results obtained from the questionnaire and the interview are mostly contradictory. In the questionnaire, the majority said that they would definitely complain, while in the interview, the majority said that they would not complain because they perceived that sexual harassment was an intrinsic characteristic of the hospitality industry. They believed that the management did not take it seriously. The problem would vanish after the customer had gone and then it would come back again. In addition, a number of participants revealed that while they saw the benefit of complaining they did not know from whom to get help, as mentioned by Lin (2006). The qualitative data analysis supports most previous study results that the target of sexual harassment is less likely to report

the behaviour (if the initiator is her/his superior) (Kamal, 1998; Knapp et al., 1997).

6.10 Reaction of Management

The previous section presented findings on the complaint intention of hotel staff if sexually harassed by a guest. This research also aims to explore how staff perceive the feedback or reaction of hotel on any complaint lodged. It is assumed that if a member of staff perceives that the hotel will not take the complaint seriously, he or she may not raise the complaint, as there is no point in complaining. However, if the staff think that their complaints will be taken seriously, it is likely that the complaint will be raised (Prekel, 2001; Zachary, 1996;Pickerill, Jackson, & Newman, 2006; Salin, 2006, 2009;Cho, 2002; Stokes, Stewart-Belle, & Barnes, 2000; Alexander et al., 2005; Kieseker & Marchant, 1999; Vijayasiri, 2008). One question was asked about how the management would react to the staff complaint, and the answer options were: 1) Nothing; 2) An investigation would be made, but no actual results obtained; 3) An investigation would be made, and action would be taken to stop it; 4) I would be transferred; 5) I would be fired; and 6) Not sure.

Study results obtained from the descriptive analysis reveal that the majority (about 52%) thought the hotel would investigate the claim, and action would be taken to stop such incidents. About 32.8 percent thought that no actual result would be obtained. Gender does not play a role in this regard, as male and female staff (about 50%) thought that the hotel would investigate the case and take serious action with the harasser. However, age plays a role. The younger staff believed that the hotel would take serious action while older age group thought the hotel would do nothing. Single staff also believed that hotel would take the case seriously and actively solve the problem, while those who were married did not believe so. Senior staff, like the hotel executives, had a different perception of the hotel feedback from general staff. Hotel executives were more confident that the hotel would take serious action and find a way to stop it, while general staff were not. Tenure also plays a role. New recruits believed that the hotel would investigate the case and stop the harassment, but those with long service did not believe so. Staff of a large hotel also believed that the hotel would take serious

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action on the case, while staff from a small hotel did not think the hotel would take the case seriously.

As shown above, quantitative data reveal the relationship between some personal staff factors and the perception of how hotel would react to their complaint. Data obtained from the interview revealed an opposite opinion. Most staff believed that sexual harassment was an intrinsic characteristic of the hospitality industry. Therefore, it was not the problem of the hotel. Some believed sexual harassment was part of the job (ILO, 2003). They thought management did not regard sexual harassment as a big issue. They did not pay much attention to it. Most staff believed that staff had to take care of themselves. The problem occurred as a result of both customer and staff's interaction. They saw no point in raising a complaint or, if they wanted to, where to start with one. It was found that most hotels did not have a complaints handling section. Some thought that making a complaint would do more harm than good, and that they might be laughed at by their co-workers or the boss. Moreover, there was a belief that the boss tended to please the customer rather than the staff.

Some comments from the interviews are quoted below which support these findings.

Liam, a receptionist, believed that if she complained about the customer's sexual harassment behaviour, the hotel would do nothing. She said:

> … the customer comes and goes. The problem would disappear when the customer left the hotel.

Pukkie, a female hotel operator, said:

> ... I won't (complain). I don't think it is the managements problem. I think it is the nature of the hotel business (and a nature of a man) ...

Athi, a female receptionist, said the same:

> ... I guess they (the hotel) will do nothing ...

Yuyee, a receptionist in a hotel in Pattaya, said:

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No, I won't [complain]. I think it is part of my job. I also think that the management does not pay any attention to this small issue. The management does not take it seriously because they think this is not a serious problem.

Netr, a receptionist, also answered:

No, I think sexual harassment is a common phenomenon. Why bother complaining to the hotel? We have to manage it our self ... the hotel will not pay any attention because it's a common interaction between hotel employees and the customers. The hotel does not take it seriously.

Similarly, Jak - a room service, said

No, we don't have that [Complaint Handling Section]. We think it's funny. And if you complain, what will you get? Nothing. Our hotel is not a five-star hotel. Who will complain? If I report this (incident) to the boss, he will laugh at me and say, 'You're unlucky.'

In another instance, Jo, a male F&B supervisor, said:

[Normally] the boss would apologise to the customer. Like one case, a room maid got harassed by a customer. The room maid reported to her boss and insisted that she won't tolerate it. I didn't know what happened but the case … was over. [Nothing happened].

Some staff, for example, Long, a gay receptionist, said:

... If he touched my bottom, I would touch him back. [Laugh].)

However, the interview with Mr. Narong, The City Sriracha hotel's general manager, reveals that:

we have a clear policy that sexual harassment is unacceptable. If it happens, we don't compromise. We will take both parties to the police station and hand the case over to the police. We tell our

employees that we accept that the guest is very important for our business, but we cannot accept this kind of behaviour. We don't take sides with the customer. There is a case that a customer [who] harassed one receptionist. We have to blacklist him. We don't let him check in at our hotel anymore. To conclude, we have a clear policy that sexual harassment is not acceptable in our hotel.

Some experts commented on the difficulty of how management deals with the problem. For example, Chanchot said:

... the important thing is that one who gets harassed may not speak out or make a complaint. We, therefore, have a little information on this issue. Moreover, it is difficult to find an evidence to support the claim ...

Mr. Amphon, an ex-HR Director for a number of first class hotels in Bangkok, acknowledged that:

I have never faced such complaint. If it happened, I would like to talk with the customer to find out the facts and see how severe the case is. Normally, I think the customer would not accept it as his fault. The customer may retaliate by complaining that it was the fault of the employee who did not provide a good service. I think what we have to do is we have to make our employees feel good that the hotel protects them [and does not leave them alone].

Mr. Amphon said that he had never heard of any sexual harassment complaint raised by hotel staff. In order to deal with the issue, Mr. Amphon suggested that:

HR (department) has to raise this issue and do something. [That is] The most efficient way is to prevent sexual harassment from happening. I would like to focus on how to use wording in such situations. I think it is a good idea to have a training course about how to say no if a customer approaches a staff. I think it states in the staff handbook that sexual harassment by management is not

accepted. The labour law forces us to do so. However, sexual harassment [by the customer] is not mentioned in the staff handbook. We cannot involve the customer in the process because the customer will claim that the hotel looks down upon them.

It was suggested by Ms Natchanok of The Sign Hotel that the hotel should set up a sound strategy to protect both the staff and the customer because:

...who knows? Sexual harassment cannot only happen with our staff, but we have to take a precaution to prevent our staff form doing the same thing to our guest too ...

This statement is in line with Yagil (2008) who commented that the staff and customers can both be the source and the target of sexual harassment.

The study findings suggest that the hotel should realise that staff would prefer to stay silent. The majority thought the hotel seemed to listen more to the customer than to the employee (Kung, F&B cashier). It is possible that sometimes the customer may not be mentally stable. The hotel should improve its security procedures by upgrading its security devices such as CCTV, log book, or security guard, to detect the incident. The hotel should make a clear policy and set a complaints procedure and have the staff sign such documents, maybe at the orientation or on-the-job training.

Obviously, if staff keep their mouths shut, the hotel will never know that sexual harassment exists in the hotel. Silence hinders the hotel's ability to set up a policy to deal with the problem properly.

This section discussed the relationship between the hotel staff's individual characteristics and its contributions to sexual harassment as suggested by the individual differences model (Whaley & Tucker, 1998). The next section discusses the sociocultural perspective. It focuses on how the Thai culture as a factor contributes to sexual harassment.

6. 11 Emerging Theme (1): The Sociocultural Perspective: Thailand's Characteristics

The sociocultural approach is that sexual harassment is a product of a larger patriarchal system with culturally legitimated power and status differences between men and women (Farley, 1978), and MacKinnon (1979, as cited in Cogin & Fish, 2007). Sexual harassment is also a product of a society which generally delineates male dominance over females by perpetuating beliefs, attitudes, and actions that devalue women because of their sex (Pina et al., 2009). The main idea of this approach emphasises gender as a key predictor of who is at risk of harassment. The imbalance of power between perpetrators (hotel guests) and victims (hotel staff) may be reflected in the victim's dependence on the perpetrator, which could be of a social, physical, economic or psychological nature (Einarsen et al., 2003). The specific national culture, such as blaming women as a cause of sexual harassment, and anti-women prejudices (Soonthornpasuch, 2007), or cultural and societal sanctions of women (Li & Leung, 2001), as well as the image of the prostitution industry of the country (Erik, 2003) were found as emerging themes that arose in the interview with a number of hotel participants. The Thai sociocultural aspect was not predefined in the survey questionnaire questions. This section discusses data obtained from the interviews and the field observations. It aims to investigate how the Thai sociocultural characteristics contribute to sexual harassment of staff by the hotel guest.

Three key emerging themes arise from the interview data: first, the unique characteristics of Thailand, patriarchal society, respect for superiors/being a good host, Buddhism, exercising rights/ conflict avoidance, Thai style of greetings, women's dignity, prostitution in hotels, the role of law and sexual harassment; secondly, the harasser's individual characteristics, and the customer's reaction to his/her misconduct; and thirdly, the hotel's unique characteristics.

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The next section discusses the Thai culture as a factor that contributes to sexual harassment.

6.11.1   Thai Culture as a Factor contributing to Sexual Harassment

Interview data reveal a number of Thai cultural factors that were found to support the occurrence of sexual harassment in the hotel context.

Patriarchal society and gender roles

It was commented by a number of hotel people that the Thais accepted and expected that power was unequally distributed, that Thai society put men above women. Chanchot noted that:

> The Thai guys are mostly selfish and take advantage of girls. Thai men play a crucial part in making Thai girls look bad because they are not faithful [they have several relationships with many girls]. Thai men can go out at night, enjoy their lives in the night club, and do whatever they want to. But they don't allow their women to do the same thing.

In addition, Kwanchanok, the spa manager of Spaya, confirmed that:

> ...Thai men do not take care of the family very well. They hurt the girls. Compared with the foreigners, no matter if they are good or bad; they give the girl some money...

Similarly, Kung, a female F&B cashier, said that:

> ...Thai men love to be a leader or a dictator. ... In the past, the girl must stay home. The men do the job to get money...

This statement is supported by the studies of Singsuriya (2005), Prommin (2006), Santanaprasit (2000), Churnprajukgul (2005), and Soonmthornpasuch (2008) who argue that men are expected and brought up to be the leader and women as the follower and weaker. These perceptions may cause Thai people to tolerate sexual

harassment conducted by their superior (including the hotel guests as they are considered to have more power and wealth). As the norm, the guest was regarded as the boss, and staff "...do not question the boss's opinions and orders simply because he or she is the boss" (Wijesinghe, 2007, p. 345). In addition, staff sell their labour "under the scrutiny of the customer who is paying to be served, obeyed and entertained" (Gabriel, 1990, p. 3; as cited in Poulston, 2007).

In addition, it is argued that "...it can be reiterated here that sexual harassment in Thailand is widespread and its root causes are embedded in Thai patriarchal culture...." (Asian-Pacific Resource & Research Centre for Women (ARROW), p. 65). Thai people are accustomed to being ordered about by their superiors and never contest such an order. According to Hofstede (1991, 2001, as cited in Wijesinghe, 2007), Thailand ranks high on the power distance scale. Thai people see inequality as an inevitable fact of life. Relationships are seen in terms of superiors and subordinates. The customers, as the superiors, are believed by the Thais to be entitled to privileges. Hotel staff readily accept that the customer has more power than they have, and they do not question the customer's demands. Hofstede states that employees from these cultures expect to be told what to do by their superiors. This may influence the way Thai hotel staff react to sexual harassment. They prefer to keep silent, tolerate sexual harassment, and accept their fate.

The high power distance culture also makes the Thai staff respect the boss or the customer. It also creates a non-participative culture in the organisation. One participant commented that most organisations (including hotels) have the top-down rather than bottom-up structure. The boss's decision seems to be absolute. This belief makes staff feel that they have no right to protest, and that it is better for them not to make a sexual harassment complaint as it may make the hotel unhappy.

To sum up, qualitative data obtained from the interview and the observation reveal that Thailand is a hierarchical society in which privilege and power are given to males, seniors, and the rich. Thai people are accustomed to such norms and thus have the perception that those who are rich (including the tourists) are superior.

This belief, together with the nature of the business, requires staff to have a good relationship with the customer, making sexual harassment tolerated and accepted. Thus, the customer comes to the conclusion that his harassing behaviour is accepted or liked. This perception could cause the visitor to harass more or make more advances. The study results support such argument made by scholars (for example, Sripichyakan, Thungpunkum, & Supavititpatana, 2003) as mentioned above.

Respecting the superior/ being a good host

According to Jer, a guest relations manager, Thai people were good at taking care of foreigners as they regarded them as a guest. The hotel staff were considered as a host and the customers (mostly from overseas) were regarded as a visitor. Jer said:

> Yes, we don't make people lose face. This can be simply done by .... being tolerant. It's strange that Thai people would not tolerate the misconduct initiated by the Thais. However, they are tolerant of the foreigners ... it is like we know that we are from the same culture/ background. We are from the same society (and we know that sexual harassment is not accepted among the Thais but the foreigner may not realise this fact). We regard the foreigners as our guest. There is a Thai phrase, Whenever a guest comes to our place, we have to welcome them. Whatever the guest wants, if we can provide it, we will do it.

The norm of not making the guest lose face may contribute to sexual harassment tolerance. Staff may not want to talk about it as it is against the cultural norm. Thus, the harasser may harass again and again.

Buddhism

In general, about 93 percent of Thai people are Buddhist (Statistical Forecasting Bureau & National Statistical Office, 2010). It is argued that Buddhism endorses the male's higher status in the society. Chanchot (ex-general manager for a

number of first class hotels), stated that:

> One of the Buddha's teaching/principle is that we should take a middle way or the moderate practice. We don't take the most extreme stance. We can ignore things and go through them. We can adjust our attitude, accept new ideas, and take the sufficient stance. However, these characteristics could be a drawback. We don't fight for what we should fight for. I can say, though, on average the plus side [of the Buddha's teachings] outweighs the minus one.

The comment made above illustrates that most Thais would take the middle way, which could be misinterpreted as tolerating anything in life, or that ignoring the problem would help solve the problem. In addition, a number of scholars, for example, Berger (2007), Thisa (1980), and Truong (1990, as cited in Ryan & Kinder, 1996) argued that Buddhism puts women below men. Buddhism supports gender difference and encourages prostitution (and hence sexual harassment). In addition, Ng and Othman (2002), Thitsa (1980), and Truong (1993) state that sexual harassment, buttressed by religious ideology, reflects the unequal power relations between women and men in society with sexuality being used as a part of this control. They claim that the problem of sexual harassment is utilised as a tool to control female sexuality, dressing, and behaviour. In Thailand, women can become a nun but cannot enter monkhood (except for some female monk monasteries that were self-established without the acknowledgement of Sangha Supreme Council of Thailand) and that it is considered that there is a gender-related bias in this regard in the society. As a result, men have more power than women. The inequality may cause men to perceive that they have the right to harass.

In contrast, several scholars (such as Andrews, 1999; Prapapornpipat, 2002; Charoensukmongkol, 2008; Seeger,,2007; Kabilsingh, 1991, as cited in Veena, 2002) argued that the Buddha's teachings do not mention any differences between men and women in their ability to reach the same levels of enlightenment, and he believed that gender does not matter in spirituality (Veena, 2002).

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The study results found that misinterpretation of the Buddha's teachings can contribute both advantages and disadvantages to sexual harassment incidents. The advantages are that the Thai can accept and ignore the undesired effect of bad behaviour, so, the people can move on without getting stuck in the bad experience. However, this principle can be a hindrance as someone can interpret it as not encouraging the people to fight for the right things.

Although Buddhist beliefs could have a huge impact on sexuality, law, and culture in modern Thailand (Truong, 1990 as cited in Phongpaichit, 1991), it should be noted that the perception of the influence of the religion on sexual harassment is varied and subject to each individual's opinion.

Exercising rights / conflict avoidance

It was commented by Mr Chanchot, an ex-general manager of a number of first class hotels around Thailand, that:

> Thai people always be patient and tolerate anything. They do not want to fight in the court as it tarnishes the family image/ dignity. Thai people seem to lack an attitude of demanding. They see no benefit of taking the [sexual harassment] case into court ... another thing is that Thai people are good at surviving and avoiding an obstacle if such behaviour does not cause huge damage or great trouble. The Thais would take [an] offensive stance. We are good at protecting ourselves and keen on avoiding trouble.

Chanchot's comment is in line with those of Hofstede and colleagues' (Hofstede, 1980, 2001; Hofstede & Bond, 1988) notion as mentioned in the previous section. In the case of sexual harassment, they do not want to complain. They perceive that bringing the case to the authorities (the boss or the courts) does not cause any good feedback to them. They try to avoid the problem and let the problem vanish without doing anything. This is a reason why sexual harassment is pervasive and prevalent because no one wants to raise this issue by bringing it to the public's attention. It is also possible that Thai culture, like the Chinese culture, emphasises harmony and does not promote conflict, thus minimising the chance of reporting

harassment (Leong, 2000).

Cultural aspect: Thai style of greetings

It was commented by a number of participants that the style of Western and Thai greetings was different. This difference may cause the misperception of what causes sexual harassment by the Thai hotel staff. The normal forms of the Western style of greetings are shaking hands, hugging, or kissing (depending how close their friendship is). If they are close friends, they may hug or kiss each other. Many Thai hotel (female) staff felt uncomfortable having their hand shaken, or being hugged, or kissed. The Thai style of greeting is *Wai* (putting the palms together and raising the palms to the chest or chin level while nodding the head down). A physical touching between the opposite genders is not a norm of Thai greeting style. Kung, an F&B cashier, added that:

> The culture plays an important part. Thai people do not hug, kiss, touch other Thais [of the opposite – or even the same sex], especially in public. It's against the Thai culture. However, some Thai girls welcome such a touch from a foreigner as they see it as a way of western greeting style. They don't mind such a touch [but they do not do such practice with a Thai man]. Thai style of greeting does not allow any kind of touching or physical contact.

Pukkie, a female operator, also said:

> I think one big factor that contributes to this problem is the different tradition/ custom/ social thoughts between the Westerners and the Thais. The Western society is a "free sex" type or liberal, but the Thais are much more conservative about sex issues. For example, kissing in public is common in Western countries, but such behaviour is strictly prohibited and unacceptable by the Thais. If you want to kiss your girl/boyfriend, you have to do it in a private area where no one sees it.

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Thai people may feel they are being visually harassed by seeing such intimacy. Touching parts of the body is also prohibited. Some hotel staff (for example, Nop, a porter, had his bottom grabbed several times when providing services (serving food,) in the guest's room. He thought it was a common way of showing a friendship, or a guest just played with him. He did not feel offended at all. In Thailand, touching the bottom is a common way of teasing among friends. Touching the other's head is not acceptable. The head is regarded as a highest praised part of the body. Touching a stranger's head could easily end up with a fight as it is interpreted as challenging (to fight). In sum, cultural differences could create misunderstanding among hotel staff and the overseas customer concerning what constitute sexual harassment.

Another aspect that was found to relate to the reaction of hotel staff to sexual harassment by the customer is the conflict avoidance tendency of the Thais.

Women's dignity

The study findings reveal that female staff were less tolerant of sexual harassment than their male counterparts. The female dignity was found to be an important factor for such intolerance. According to Dao, a female receptionist, most females were offended by sexual harassment. They felt ashamed and did not want to let anyone know about such incidents as the misconduct made them lose face and dignity. Some staff (for example, Kieu, a room maid at a low grade hotel in Pattaya) revealed that she was not happy to see the Thai prostitutes behave in a way that tarnished the Thai girl's dignity. Other female staff said that they would never let any customer harass them. They would fight to death if such a thing happened to them. This specific characteristic of the Thai women may play a role in preventing the staff from responding to the customer's sexual demands and explain why female staff reacted more harshly to the incident than male staff. However, it should be noted that staff have different points of view on this issue. Some may die for dignity, some may die for money.

Prostitution in hotels

This study does not aim to investigate prostitution activity in hotels. However, it was found from a number of interviews with both general staff and hotel executives that prostitution may have a connection with sexual harassment by the customer. Study findings reveal that staff working in a hotel in Pattaya, Phuket, or Bangkok where prostitute activity was prevalent, were more vulnerable to sexual harassment than those working in upcountry or resort hotels. Truong (1993) argued that prostitution was encouraged by small hotels as a means of competing with larger, new hotels. In general, from the field observation and the comments made by hotel staff, prostitution was found everywhere, in various forms, and was considered part of the hospitality industry. In a hotel, prostitution services can be provided by a number of means, as suggested by Mr. Charoen, Vice President of THA who said that:

> We don't provide that kind of [prostitute] service at our hotel. Our employees might have some experiences [of sexual harassment], but it is not that severe. If a guest really wants a girl, he can simply ask for that service from the bell boy. They can provide all sorts of such service to him. In general, there are four categories of [sexual and]prostitute-related services provided in a hotel. The first type includes those [hotels] that do not provide the prostitution/ spa service at all [and have a strict policy that the service is not acceptable]. In this type of hotel, sexual harassment occurs when a customer harasses employees by standing naked or using a verbal form. The second group are those who do not provide prostitute/ spa service themselves, but they allow the service to be provided from outside [such as massage girls, spa therapists, escort girls, and joiners]. In most cases, the bell boy acts as an agent for such services; the third group are those who have the service in place. [They have spa, massage, or barber, in the hotel]. The last group is those who allow someone to lease their premises to run a [spa, or massage] business ... most employees of the last group are those young pretty women. [Another category] can be a 4-5 star hotel that

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has a public area [such as night club or cocktail lounge] to provide space for the customers and the girls to meet ... [sometimes] they subcontract the pretty girls to work there. The girls enjoy free drinks here ... these hotels hold a party called a 'ladies' night' in which they promote 'buy one [drink] get one free.' Many Thai girls marry a foreigner because they meet in a place like this. This is the way to lure the tourists to use their services. Some hotels provide 'escort direct' services. They provide information on the escort service, but the customer has to contact the escort agent by himself.

Mr. Charoen's information relates to "special services" provided by a hotel. The range of special services includes a real spa/ genuine spa – owned and operated by the hotel; a hidden sex sale spa owned and operated by the hotel; a spa service provided by an outsider, in space contracted out by the hotel; a night club, bar, or similar type of entertainment entity that promotes a ladies' night with free drinks for the girls, to attract the girls from outside to sit and sell sex for hotel guests; call girls from outside service providers with contact made by the bell boy, or other hotel staff; and some hotels provide an 'escort direct' information and get commission.

In addition, one hotel staff member recalled that:

A long time ago, if we want to provide a prostitute service for a guest, we got to call an [outside] agent - ask him to provide one for us. Today, you don't need an agent ... you simply go to the girl [who waits for the customer on the street outside the hotel] ... ask her if she likes to go to the guest's room. Just tell her how much the guest can pay. Today, the guest doesn't contact us anymore. They just go straight to the girl and ask for the price. If the price is okay, the deal is done.

This statement showed that in the past, some Thai hotel's staff had provided prostitution services for the customers. The customers would spread the word to their friends and networks. They perceived that hotel staff could provide anything

for them in exchange of money. Some hotel staff may do business [have sexual intercourse with the customer for money] themselves; and this would make the customer assume that all hotel staff can be for sale. The customer may believe that they can harass the hotel staff as long as they have money to pay. The situation became worse when prostitutes from other countries such as Russia, and Nigeria, came to stay at the hotel and provided such services in a hotel. The hotel would get directly or indirectly involved with the prostitution activity, in one way or another. That is the perception of the customer, based on the researcher's conversations with some hotel customers in the past.

Some hotels provide special services such as the spa, barber, karaoke, bar beer, cocktail lounge, or night club with coyote-dancing girls (in bikinis) for the customer. These additional special services may have the characteristic that they signal to the guest that sexual harassment is accepted, thus making staff vulnerable to sexual harassment. Sexual harassment in this type of hotel is higher than for those without such sex-related services. According to Poulston (2008b), sexual favours have persisted as a customer expectation, thus, the special service would enhance such perception.

Mr. Charoen of THA said that there are many sex-hidden services in the spa in some hotels. He said that:

> They provide sex service ... for example, using hands to perform a sex act on the client. This kind of service is now provided in the hotels in the form of spa or massage parlour ... if you want to know more, go to [name] hotel, go to the massage and spa section. They provide many kinds of massage services. Thai traditional, one-stop sexual service, you name it. If you want a private room, simply contact the hotel, all [you want] will be provided.

It is possible that a number of hotels intend to provide hidden services by having a spa in situ. Some hotels may not provide such a service and the management has to do something to cope the expectation of such service. Here there is a research gap as no previous studies on how hidden sex sale service and sexual harassment

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might relate to each other have been undertaken.. The hotel may have to set a clear policy to prohibit staff from providing such service. For example, in the interview, Pocky of Hard Rock hotel said:

> ... we have to stop that (behaviour). We don't sell sex service here ...

For staff who secretly provide their own prostitution service or call in prostitutes from outside, this should not be considered as a sexual harassment case as the staff do not feel offended about being sexually harassed. Staff who provide this type of prostitution service must keep their business secret as it is normally against the hotel policy. Most hotels do not allow staff to have sexual intercourse with the customer [in their hotel] because it affects the hotel image and it may involve security issues such as robbery, drugging, intoxicating, cheating, stealing, or abuse. It is difficult to differentiate this type of staff from the normal staff. Thus, the answers provided in the questionnaire or the interview by these staff may be different from the answers provided by a normal" respondent, and probably cannot be used because they perceive the definition of sexual harassment differently from that of normal staff.

In spas (whether they provide sex-related service or not) sexual harassment of the therapist is prevalent, as described by Wan, a spa manager of The City Sriracha Hotel, who said of one customer staying at the hotel:

> He just only wants to have sex with our staff. He wants our spa people to service him in his room. If he comes down to the spa room, we simply tell him that everyone is busy, we are fully booked. We try our best to be polite and wise. Here in this room, it is an open floor. We have the partition, but it is easy for anyone to access the service space [by lifting up the curtain]. If you ask me that, whether it is risky for the therapist to get harassed in the guest's room or not, yes, it is, but the chance is slim. We train them well.

It is difficult to protect staff from sexual harassment because the intent of the guest is sometimes not clearly shown. Pocky, the HR director of the world-class Hard Rock Hotel in Pattaya, added that:

Yes, this customer went to the spa [located in the hotel] and had an aroma oil [body] massage. The therapist will normally ask the customer to put on the paper underpants. Some [customers] argue that they don't want to put it on. Each therapist has her own technique to cover some parts of the guest's body [to prevent nakedness/nudity]. She has a towel to cover up [that part] when turning over the guest's body. These guys do not want their bodies to be covered by the towel. He removed the towel [in order to show their naked part before the eyes of the therapist]. That is the way to get him seduced ... when his penis grows hard/strong because of the touching; he'd ask the therapist, "Please help me, and I will give you extra money." This occurs quite often to our therapists. They [the therapists] have to take precautions with this kind of customer.

Another instance, is described by Mr. Narong, GM of The City Sriracha:

Yes, we have one case. Our spa girl complained that she got sexually harassed by a customer. We provide spa service here at our hotel. A customer can either go to a spa or call a spa girl [to provide the service] in his room. Normally, there are many kinds of spa services, such as, sole [of foot] massage, body massage, and Thai traditional massage. Sometimes a hotel guest who's just come back from a golfing trip might not want to come to the spa room because he is very tired. So, he can call a spa girl to his room. Sometimes the customer, I am not sure if he intentionally sexually harassed the spa girl or not. The girl ran out of the room ... and ... that case ... if I am not wrong, we did not report the police. After the incident, we put the customer on the blacklist, meaning that, he is not allowed to use a spa service anymore. The guest may misunderstand [that a spa girl is like a bar girl] ... by assuming that he can buy sex from the spa girl. I have to tell him that spa service does not include any kind of sex-related activity. Some guest might think that if he pays money, he can have sex with the girl. The hotel has to inform our customers that we don't provide or sell sex service in our hotel [spa].

Both spas mentioned above were legally provided in these high star hotels. The term "spa" is often misunderstood for its association with sex-sale business, and that causes the misperception of the customer. Most spa girls were harassed by customers to varying degrees. Sexual harassment of the spa girls was caused by the blurred definition of service, the private location of the service (in the guest room, or in the partitioned areas), the nature of service (physical touching), the environment, the legal issues, and the cultural differences. Obviously, the service image was tarnished by the prostitution, as pointed out by Kwanchanok, a spa manager, who revealed that, for the spa girl:

> You can certainly assume that most girls, no matter from what background, come to Pattaya to find a foreign husband. That was the first objective. The second was to find a job; any job ... the reality is they have nothing to lose. They were abused by Thai husbands. They want to take a risk. These are their attitudes, and it affects Pattaya [image/business] as a whole. Sometimes it makes me tired. They should have morals. If they have morals, good things will follow. They never pay attention on ethics and dignity. Some girls asked me 'What is dignity? Can we eat ethics? How does dignity help feed me, my kids, my father, my mother, or my family? I have no husband, who is going to support me?'

It was not the objective of this study to study the spa therapist or the prostitute's life. This study tries to relate their sexual experience with its impact on the hotel staff in terms of sexual harassment. It should be noted that further study on sexual harassment of hotel staff should exclude those who work in departments which provided sex-related services, as such activity may complicate the study result.

There is a connection between sexual harassment and prostitution in the perception of most staff and executives. Sexual harassment and prostitution are both related to sexual behaviour between the two parties. The difference is that in the first one, one party (the victim) does not give consent to such sexual behaviour; but in the latter case, both parties agree to have sexual activity either for money or something else. They can be easily mistaken for being the same thing because of

the similar behaviour/characteristics. Take a spa, as an example; the hotel customer starts to probe a therapist by ogling, talking, and touching. If the therapist did not signal "No", the offer of a more advanced sexual behaviour may occur.

The sex sale service is hard to detect as the agreement is made between the two, secretly.

Hidden prostitution services in hotels

Study findings reveal that a number of participants accepted that they had heard about some hotel staff providing prostitute or sex services to the customer (both inside and outside the hotel). This activity may not directly link to sexual harassment in this study. However, such activities have a strong impact on the customer's perception (on hotel staff in general) and tarnish the hotel image. Furthermore, many staff revealed that some female hotel guests came to stay at the hotel with the attention to sexually harass or have sex with the male hotel staff. They did not need to pay money. Most male staff did not regard this behaviour as sexual harassment.

Bass, a waiter in a restaurant in a large hotel in the Patpong area, recalled that:

> I have heard that a room service had sex with a customer… especially when the female customer got drunk …. anything can happen … in that case, the guest was a Japanese girl. For some female customers, when they got drunk … they asked the room boy to drink with them … most of them are Japanese and Vietnamese ... But for the air hostess, they don't want a room boy or room service because they can call the steward or captain anytime. For Japanese female customers, some of them are here on purpose. They are here alone, and they don't need to buy sex [they have it for free from the hotel staff]. If anyone works at the [name of a male bar providing sex service for female customer], he would know it.

In this instance, it is hard to say whether a female customer harassed a male staff member or not, as this activity seems to be by mutual agreement. This situation is also a blurred area where further study is required. This may be the hidden intention of the customer who, as argued by Poulston (2008b) (Poulston, 2008b) that customers sometimes presume more of hospitality service providers than is implied in the products and services sold. This include the expectations of sexual favours and adult movies.

Several hotel staff received offers from a number of female customers to have sexual intercourse with them for extra money. As suggested by Duangsisen (2003), one of the important factors driving people into prostitution is the need for an extra income for fulfilment through material possessions. Some staff have sexual intercourse with the customer just for fun. Sometimes a hotel's receptionist or saleswoman did it because she needed the customer to buy a room or to win a business deal with the customer (e.g., a tour agency or hotel representative), according to Teoy, the marketing director of a hotel in Bangkok. In this case, the saleswomen's perception of the customer's ability to reward was associated with sexual bribery (Fine, Shepherd, & Josephs, 1994). Sexual harassment may be the tip of an iceberg. The true intention of the hotel staff and customers requires further investigation. Sexual harassment may be used as a tool to gain financial support/independence. There might be some staff who look at fulfilling needs for escape, relaxation, fantasy fulfilment and family bonding – which is probably the general practice and goal that most workers in the tourist industry want to achieve. To give a clear example, Kieu, of a low-class hotel in Pattaya, revealed that:

> There was one [hotel] employee who used to work here [as a room maid]. She did it [sex sale], but she is not here anymore ... she has a family ... she has children. She did it to take care of her partner ... sometimes I have to explain to the customer that 'Yes, she is [a whore] but we are not.' I have heard that some customers said, 'Every room maid in Pattaya hotels sells sex.' It is funny, because it is not true.

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According to Toey, a sales director, saleswomen can have a strategy to have sexual intercourse with the customer in exchange for a hotel's room sale. She stated

> ... I know a saleswoman. She sells the hotel accommodation in trading with free sex. She also gets extra money from doing that. In all, she gets money [her share from selling the room], customers, and relationship with potential customers ...

This saleswoman may earn extra money from having sexual intercourse with the prospective customers as well as the room sale. Toey added:

> One female receptionist who I know could manage to get into the guest's room without other's notice. We know that she made money from doing that. It is her sex style. This happened at night [shift]. Some girls do not mind free sex. I can confirm from my experience that it is real...

Jer, a guest relations manager, said

> ... there were two female GRO (Guest Relations Officer) that I know. They like to have a relationship with a European customer … they sold hotel rooms to customers. …They loved taking care of such VIP customers...

Jer said that he got an offer from a customer to have sexual intercourse with him:

> ...he [the customer] said he wanted to make love with me, and he would give me 5,000 Baht...

Mr. Charoen, a vice president of THA said that:

> Nowadays, the guest has spread the word that if you want a prostitute, you just simply contact the bell boy. You will have everything. I accept that it is real and out there. This kind of special service was provided by the hotel staff. If you want to check whether

this happens in a first-class hotel or not, I suggest you to go to the bar. There are plenty of girls waiting to be picked up by a customer. Some escort services can be called from the hotel. This service is advertised in every newspaper, 24 hour service. I can say some are open; some are hidden. The more hidden, the more interesting.

Mr. Charoen's comment reveals that hidden (prostitution service) can be found everywhere, even in the five-star hotels.

In one rare case, the researcher was not certain whether some staff intended to get harassed for money or not. There was one case that Jo, a F&B supervisor, revealed:

except that … in another view, some staff may not like it ….. But most staff like it [being sexually harassed]. However, this also depends on each employee's point of view … like one case; a female hotel staff member was sexually harassed by a customer. The customer grabbed her bottom, and she didn't let go. She reported it to the police and brought the case to court. The customer agreed to pay 200,000 Baht to end the dispute. The girl left the hotel after that.

It is not clear and not fair to assume that the female staff wanted to blackmail the customer as no further information could be obtained.

Although the staff's hidden agenda is not directly related to the objective of this study, it is worth mentioning its impacts on the image of the hotel, the industry, and the country as a whole. If the customer perceives that the hotel staff are for sale, they may sexually harass staff for fun as they have nothing to lose.

As mentioned by Ryan and Kinder (1996):

Tourism is sometimes regarded as a 'sexy' business - it is glamorized, can be exploitative, and certainly has used sexual imagery to sell its products. Everywhere one looks the interconnecting and overlapping nature of tourism and prostitution can be found. Hence to regard sex tourism as some form of deviance, as something that is foreign to the

intrinsic nature of tourism, is a mistake. (p. 516)

To conclude, prostitution is a problem that may relate or contribute to sexual harassment of hotel workers by the customer. It is argued that it is in the males' nature that when they travel far away from home, they want to make friends with the local females. For Thailand, the country has a reputation as a sex tourist destination (Pettman, 1997). The tourists may assume that sexual favours can be bought from any hotel (staff). This affects the country's image and may be a root cause of sexual harassment by the customer. In addition, study findings reveal that some services provided by the hotel (such as spa, bar beer, or barber) avail staff of the opportunity to provide hidden sex services. As a result, some customers believe that all Thai hotel staff may be available for sale.

Role of law and Sexual Harassment

The results of this study reveal that sexual harassment in Thailand is real. However, no one wants to talk about it or bring it to the attention of the public. In Thailand, the Thai Constitution regards all persons as equal before the law (Yukongdi, 2005). The government established the National Commission on Women's Affairs In 1989 and its primary function was to advise the government on women's issues; recommend new laws, or changes to legislation; and to report on the position of women in Thailand (Yukongdi, 2005). In 1998, the Labour Protection Law Act of 2541 was established with the aim to protect the worker at the workplace. It only covers perpetuators and victims in the government organisations. It was argued that no clear and specific laws and policies have been implemented to stop the incidents of sexual harassment (Thaweesit & Boonmongkon, 2011b). The lack of understanding affects enforcement of this law and the victims do not receive protection, or legal and social justice (Amnuaysawasdi, 2000; Soonthornpasuch, 2008; Yukongdi, 2005).

As for sexual harassment in the hotel, the study findings clearly indicate that the hotels had no policy or rules, or if there was one, the sexual harassment rule did not clearly indicate what constituted sexual harassment, who to report to, what measures to be taken. Most hotel staff did not know if the regulation existed or if

they knew, they did not know the details (or even its definition). In addition, even when a staff member was sexually harassed by a customer, the hotel might not be able to protect the staff member because they had no control over the customer.

Several participants argued that the existing law might not be effective enough to cope with the misconduct. The process of suing was complicated. The inquiry protocol in the court mostly offended the victim. The perception of the public did not make the victim feel better. Sexual harassment is a sensitive issue that requires hotels to deal carefully with the complaint. Most hotels are not equipped with a sexual harassment policy and procedure for complaint handling. In addition, the legal issues surrounding hotel liability for harassment by customers have not yet been fully clarified by the law. Despite the provision of legislation on sexual harassment, it has neither been sufficiently accessible nor successful (S.-E. Lee, 2004). The researcher may need a fuller understanding of the updated regulation on this matter.

Study results also suggest that there is a need to effectively enforce the laws concerning prostitution, or entertainment business operation. For example, some spas operate without a licence; some night clubs open beyond the allowed time limits. The lack of responsibility on the part of the authorities involved has caused some hotels to provide services that were not allowed (such as spa, barber, or other forms of hidden sex sale services). Corruption might play a role in enforcing the strict regulation, according to comments made by hoteliers. If there is no tight control in place, hidden sex-service could be provided at a hotel and that may cause or support sexual harassment of the hotel staff.

In addition, the lack of law enforcement caused unfair competition. Those operators who followed the law (by applying for the licence and adhering to the rules) would spend more money on maintaining their workplace according to the law. Those illegal operators were advantaged because they did not need to apply for a licence and stick to the rules. Many hotel operators complained about this unjust practice. Although this issue is not the main objective of the study, it is worthwhile to voice the operators' opinion.

To conclude, staff who were sexually harassed saw no point in raising a complaint with the hotel because of the ineffective law or the lack of legal provision. The complaint might also produce a negative outcome, rather than positive feedback from the hotel. It was mentioned by some staff that if the complaint was about sexual harassment initiated by a co-worker, the hotel was likely to take action immediately, as the hotel had to comply with the labour law. But there was no such direct law to cope with sexual harassment initiated by a customer.

This section discussed prostitution and related activities, as well as the law involved with sexual harassment behaviour in hotels. Most of these findings emerged from interviews with hotel executives and staff. The next section presents the study findings on the perpetuator's characteristics and their contribution to sexual harassment.

6.11.2   Harasser's Individual Characteristics as a Factor contributing to Sexual Harassment

Although the researcher did not directly collect data from the hotel customer (as it was not permitted by the hotels), the staff explained the type of harasser and linked it to their individual characteristics (such as their age, gender, and race) and sexual harassment behaviour. In general, the harassers were from all sorts of backgrounds. They could be young, old, male, female, or gay. The most astonishing factor relates to the race or ethnicity of the harasser: Indians or Arabs were found to be frequent harassers. Most staff in most hotels reported that Indians and the Arabs were more likely to sexually harass hotel staff than customers from other parts of the world. Further research should focus on this factor.

Harasser's individual characteristics

Study findings reveal some outstanding characteristics of the harassers in terms of age and gender.

Age: Most staff reported that the harasser could be male or female adult of any age. Some were young, and some were old, but the majority were between 35-50

years old. This finding is in line with Cho's (2002) study where the customers' ages were between 40-49 years of age.

Gender: Males were found to be the prime perpetuators. However, the harassers could be male or female (or gay/lesbian). Lesbian sexual harassment was not found in this study (probably because the researcher, being male, gained no trust from the female staff). Gay customer sexual harassment seemed prevalent in most hotels. The customers always brought a male prostitute to have sexual intercourse within the hotel. In some cases, the male prostitutes committed serious crimes such as theft, assault, robbery, or even murder.

An instance of sexual harassment as told by Mr. Than, a porter, is shown below. He said that once he was harassed by a gay customer. The following transcription gives more details.

Researcher:	What happened?
Than (Porter):	He said, 'May I suck you?' He locked the door and said, 'May I suck you?'
Researcher:	When did it happen?
Than (Porter):	Long time ago. From the very first year I started working here…. about twenty years ago.
Researcher:	Was he old or young?
Than (Porter):	He was about middle age.
Researcher:	Did he say anything before that?
Than (Porter):	He locked the door. He did not let me out. He just asked, 'May I…..?' He said that he didn't want to do anything else. He just wanted to '….eat your sperm.'
Researcher:	What did he do after that?
Than (Porter):	He sucked and ate it… and then he gave me money, and I left.
Researcher:	How long did he do that?
Than (Porter):	About….more than ten minutes … .and he ate it. Really, this is true … but it was a long time ago ... or almost 30 years. Very long time ago.
Researcher:	Anything like that lately?
Than (Porter):	No, because now I am old.

| | [He was more than 50 years old at the time of the interview.] |

This incident reveals that the gay customer intended to sexually harass the staff. The staff did not say 'No' at the beginning. He may not have known how to react. He let it happen until it finished. In this case, it is difficult to define whether the porter was sexually harassed as he cooperated and received money from the perpetuator. If the staff refused the offer, that would be sexual harassment. Sometimes, it is difficult to draw the line between sexual harassment and having sex for some reasons (such as fun and money). In this case, it is more likely that the porter was involved with prostitution activity (as he received money from the customer). What if he did not receive money? What if he did not like it but he did not know how to react? There might be more cases like this but no one else revealed any to the researcher.

Nop, another porter, told the researcher that once a gay customer grabbed his penis. He explained

> Certainly, [the harasser was a gay] male. He put on a short pant … I told him that 'If I don't get back to work within five minutes, my boss will come up (to the room to) after me.' That was the way I managed to escape. I never ever went back to his room again.

In this case, Nop was sexually harassed because he felt offended and not happy with such a request. Nop said this kind of sexual behaviour was prevalent and common in any hotel, in general.

Jer, a gay guest relations manager, confessed that many times he was harassed by a VIP customer while accompanying him to the room. He said that:

> this often happens to the male staff. The female staff have not much experience [of] that … the male (gay) customers always harass male staff.

When asking if he had such experience himself, he said:

> ...yes, they grabbed my ass, my hands, they hugged me.

Jer confirmed that this happened in the lift and in the guest's room.

Long, a gay waiter, reported that he got financial support from a gay customer. He resigned from the hotel because he did not need to work (make money) anymore. He revealed that there were a number of cases like this, where:

> ...the customer gave him a car and one million in cash ...

In this case, it is not difficult to conclude that Long tolerated sexual harassment because he received an incentive. He may leave the job because he no longer had financial problems (so he did not need to work to get money from the hotel) as well as to stay with his partner.

The study results reveal that the gay staff and gay customers do get involved in sexual harassment incidents in the hotel, where gay staff seemed to be more vulnerable to sexual harassment than straight male and female staff.

Ethnicity/Race

As mentioned previously in a number of sections, Arab and Indian customers were among those top ethnic groups who commit sexual harassment. The field trip interview has revealed a truth about the relationship between sexual harassment and the harasser's ethnic background. This was not found in the literature, with the exceptions of Fielden et al. (2010) and Huerta, Pang, Torges, and Magley (2006) who stated that literature regarding the harasser characteristics and their ethnicity is scarce. There is no record in previous literature on sexual harassment in the context of the hospitality industry of the harassers' cultural background being a contributing factor to harassment. However, the study of Luthar and Luthar (2008) (regarding the association of national culture with the likelihood to sexually harassment by comparing samples of male and female international students) found that nationality had a strong and independent effect on the sexual harassment scores. The study result states that Chinese and Indian males scored significantly higher on the score than American males. The researchers confirmed that Hofstede's power distance dimension appears to capture an important aspect of national culture that shapes the perceptions and

behaviours of both males and females in their proclivity to sexually exploit others with less power.

The majority of participants stated that those customers from Indian or the Middle Eastern regions were those who most frequently perpetrate sexual harassment on the hotel staff. These findings may be useful for further study, as adding the harasser's race as a factor may help indicate sexual harassment behaviour or predict the likelihood for harassment. It may also help set up policy for some hotels who want to prevent sexual harassment from happening. According to a number of the interviews with both hotel executives and general staff, many hotels had set a policy not to welcome Indian and Middle Eastern tourists. More details are provided below.

Mr. Rach, the floor supervisor of a hotel in the Soi Nana area, said that:

> Our hotel now welcomes only Westerner tourists. In the old days, we welcomed all kinds of customer including Asian and Middle East tourists. We found that tourists from Asia and the Middle East tended to harass our room maids/ cleaners. I do believe that in the past, our room maids were sexually harassed by this kind of customer ... I am pretty sure that some room maids became involved in a sexual relationship with the Arab customers. It was the tradition of the Arab customers to show their sex desire explicitly.

Jenny, a restaurant manager, also confirmed that she got sexually harassed

> ...quite often, most of the harassers, let's say, about 90 percent are from Arab countries and Western Asia (such as Saudi Arabia and Iran).

Wan, a spa manager at The City Sriracha Hotel in Sriracha, Chonburi, told the researcher that:

Researcher:	I understand that the customer must pay before the service is delivered?
Wan:	Yes, but they kept asking while the massage was going on. Some customers asked [the question] before paying money. His question

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	was 'Is (sex) included?'
Researcher:	Are they Thais or foreigners?
Wan:	They are all foreigners. Most of them are those from the Indian - Arab countries. From my real experience when I was working as a tour guide trainee at a tour company, I can say that for Indian tourists, sex-related activities are very important for them. After taking them out for a whole day, they ended up asking me to take them to a brothel.

Wan also noticed the way a customer treated a spa therapist. She said that

> ... some foreign customers give honour to the therapist and never behave badly. Some Sajo [Japanese term for management] praise the therapist a lot...

Mrs. Tum, the front office manager of a four-star hotel in Pattaya, also commented that:

> when I worked at the [name of a five-star] in Pattaya, there was a case that a customer from an Arab country squeezed a room maid ... and she reported to the police. The guest must pay a large amount of money to stop the case before it goes to the police because the hotel won't accept that kind of behaviour ... and to protect the employee.

Mr. Saran, the general manager of the Siam Bay View Hotel in Pattaya, described a similar behaviour. He stated that:

> We have our own spa here. Once there was an Indian customer. He asked everything about the (sex) service. He said to the therapist 'You have to scratch my balls.' The therapist was shocked with his request. She said, 'No, I don't do that.'

Another instance was confirmed by Mrs. Natchanok, sales seminar and corporate manager of the Sign Hotel in Pattaya, who said that:

There was a case that the victim was a reservation [staff member]. She was walking to the restroom [in the main lobby]. A male customer from the Middle East dragged her to the men's toilet. He said nothing, just dragged her in the men's room [and tried to sexually harass her].

Pocky, the HR director of Hard Rock Hotel in Pattaya, revealed another example of the Indian guest behaviour. He said that:

Indian men have sexual desire more than men in other countries. ... I see this very often. If they are in their group [of men], they will stretch their hands [to block the way] ... or follow the girl. They are not looking ... they are STARING ... in the way that signals his feeling of sex [desire] inviting ... If you watch a documentary series on a TV ... you would notice that the [TV] host would explain that it is the nature of Indian men. It is a type of social contact ... [If you are a girl] be careful as some guy may ask to have sex with you in exchange with his service − if he was a cab driver, let's say. This is the documentary that shows on a public TV. I have seen once [it was] the documentary about Morocco ... any guy from Indian or Arab regions. We have experienced cases like this [sexual harassment] very often, and we get used to it. They did this with girls, gays … whatever looks like a girl. I was sexually harassed myself [by these Indian tourists].

Ms Kwanchanok, the Spaya Spa manager of Sunbeam Hotel in Pattaya, also commented that:

Long time ago, we had a customer from India. You know, Indian people are really straight. When he stepped into our spa, the first question he asked was 'Do you provide that (sex) service?' Sometimes I could not take it any longer; I asked him 'Are all Indian guys in your country just like you? Are you coming to Pattaya only for sex? Is it the order of your President to come here for sex?' You

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know, he was ashamed of himself. You know, our spa has a number of a good Indian customers. They spread the word. They come here many times a year. Every time they come to Pattaya. They are here to use our service. I can say that they are good Indian customers. Some of them talked to me [saying] that 'I know that your spa does not provide such service. And I know if I really want such service, where (which spa) I can find it from. But, I am here because I want a real massage.'

A number of remarks about Indian and Arab tourists' sexual harassment behaviour are consistent. Other European and Japanese travellers were also criticised for their perception of sex-related behaviour. It is not the main objective of this study to focus primarily on this racial theme. It is the researcher's intention, however, to indicate that the harasser's background might be useful if it can be added in further studies, as suggested by Bowling and Beehr (2006, p. 1006) who state that "... the unavailability of studies of perpetrator characteristics could be due to the heavy reliance on single-source methods in the research. That is, most of the studies were done by asking for information from victims." This study, therefore, proposes that the characteristic of the perpetuator should be part of the Integrated Model/Dimension of Customer Sexual Harassment (IMCSH) because there is not much information available on perpetrator characteristics. According to the Routine Activity Theory (RAT), there must be at least three components for sexual harassment to occur i.e., the perpetuator, the victim, the environment (the place, time, witnesses, capable guardians,); information on perpetrators' characteristics is, therefore, crucial for sexual harassment study.

A number of the customer's deviant sexual behaviours reveal sexual harassment of hotel staff. Piroj, a bungalow manager in Cha Am, reported that:

In some cases, a group of young female guests came here. They rented one apartment and late at night they called the apartment manager, asking him to fix the air conditioner. The manager was lured and slept with the girl. He got [photographed and] blackmailed by the gang. The girl asked him to pay money, or they would call the

police. He had to pay the money or get arrested.

Piroj revealed:

> I myself used to be flirted with by a group of young female guests.
> Once, a female guest who was about 17-18 years old came to my
> place (which is a few metres from the bungalow) and at that time, it
> was only me in the house. The girl said that they were about to cook
> food but needed some ingredients. I told her to search for the
> ingredients in the fridge. After she got the ingredients, she sat on the
> sofa and asked whether I was home alone. I said no. She then kept
> talking which I thought it was strange because she should not sit and
> talk with a man alone in his house. I cut the conversation and asked
> her to go back to her apartment. I told her that I was very tired. She
> insisted that she wanted to talk with me.

Piroj gave another sample of the customer's deviant behaviour which was more
related to sexual harassment behaviour:

> In another case, a girl came to my house at around 11 pm and asked
> me to check the air conditioner. She said that the air conditioner did
> not work properly, and it was hot in the apartment. I went to her
> place to check the air conditioner in her room on the second floor.
> The room was dark. I asked her to turn on the light, and I saw
> another two young girls lying on the bed under the blanket. I found
> that the girls had dried their brassieres on the air fan. So, that was
> why the air con did not function effectively because the brassieres
> blocked the air flow. I asked them to remove it, but she asked me to
> remove her stuff. I refused and asked her to do it by herself. She did
> remove the bra, and the air conditioner worked just fine. I then
> walked back home, but then she came to my house again and
> complained that the air conditioner in another room was not
> functioning. It was about 1 o'clock in the morning. I went back to her
> apartment. The girl put on only towel (while walking to my house at

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one o'clock!!). I walked upstairs and noticed that she may not put on her underwear. I checked the air conditioner and found there was no problem with the air conditioner at all. I later found out from my friend that there was a gang of girls just did that to blackmail the hotel manager. My friend told me that one hotel manager got blackmailed by the teenagers' gang, and he lost nearly 100,000 Baht.

The stories told by Piroj reveal how serious sexual harassment could lead to disastrous outcome for hotel staff, especially those who are not aware of a covert offer of a sexual nature. Sexual harassment is, therefore, a complex phenomenon that requires careful consideration in terms of its forms and impact both on the victim and the perpetuator.

Customer's reaction to his/her misconduct

It is interesting to learn how the harasser reacts to his misconduct. The study results found that they had different reactions. Most of them did not feel guilt or sorrow. For example, one hotel customer harassed a female reservation staff member by dragging her to the lobby's toilet. The woman ran away and informed the hotel. The hotel made an investigation and found that the customer was guilty. The customer denied any responsibility. He said he knew he was wrong but:

> ...he challenged us by saying that 'I know it was wrong, but I don't care. What will you do if I don't care?' *(Natchanok, The Sign Hotel, Pattaya)*

The hotel called the police, and the police fined him. The hotel blacklisted him.

In contrast, Pocky, HR director of the Hard Rock Hotel, said that after he got harassed by a customer he told the harasser:

> ...Tonight, I won't do anything; I will let it go.

Next morning, he told his boss (managing director) and his boss contacted the harasser. The harasser sent an email making an apology. He said that if Pocky was not happy with it, he would come to see Pocky and say sorry himself.

Kieu, a room maid, said that she got locked in the guest's room, and he tried to sexually interfere with her. After she insisted that she would not let that happen, the customer finally let her go. She revealed:

> He tries to be away from me. I think he is afraid that I would tell someone. And I try to be away from him too. For example, when I clean his room, I ask him to get out from the room. I won't get in his room if he is there. Or if he is there, I'd ask someone to come with me.

Kieu told a story of another room maid who experienced the same situation, but this time the hotel owner called the police.

> ...that guy might know what would happen ... so... he checks out before the police arrive ....'

Kieu added that, in another a similar instance with another room maid:

> ... she went to a police station. The guest gave her 10,000 Baht as the compensation ...

The same story happened in the Siam Bay View Hotel, Mr. Saran, regional general manager, reported that once a customer harassed a room maid in his room but the room maid managed to get out. She reported to the hotel:

> We called the customer and told him that we would inform the police. He said sorry. We said that apologies were not accepted. It was the dignity of the Thai women ... he was about to leave (the country) that day. He said he could not go to the police station. We called the victim. And asked the customer to *Wai* [pay respect in the Thai way to say sorry] to the girl in front of his tour group. We charged him money. We did not want money from him actually but to make him remember it and won't do it again. He paid 20,000 Baht for not going to the police station.

Jo, an F&B supervisor, said that the same story happened in his hotel.

> He [the customer] grabbed her bottom, and he didn't let go. She reported [to] the police and brought the case to court. The customer agreed to pay 200,000 Baht to end the dispute. The girl left the hotel after that.

It was found that in many cases, the harasser checked out immediately after the incident. It can be concluded that the harasser's reaction to his behaviour depends on a number of factors: the severity of the conduct; the forms, verbal, visual, written, or touching; the impact on the staff's feeling; the intention of the staff to complain; and the hotel policy in this regard.

This section attempted to capture the relationship between sexual harassment and the personality or traits of the harasser which is an area that has been neglected in most sexual harassment studies (Pina et al., 2009). It was unfortunate that conducting interviews with the hotel customers was not allowed by the hotel as this was against its policy. Otherwise, this study could bring more insights on the relationship between the harasser's traits and his sexual harassment behaviour (as it was found that there were some links between the harasser's traits and the misconduct). For example, the gender (male) and the ethnicity (Arab or Indian) may indicate the likelihood for sexual harassment behaviour to occur in Thailand. This finding is in line with Lee, Gizzarone, and Ashton (2003)'s study. They reported that some personality traits were found to be quite strongly correlated with sexual harassment behaviour. They claimed that using the personality traits would increase an ability to identify men with high risk for sexual harassment. Although these characteristics do not precisely predict that all of them will harass, and despite the attempts made to use the harasser's personal background to predict sexual harassment behaviour not normally being very successful (Pina et al., (2009), researchers are encouraged to employ the harasser's personal traits as a tool for administration purposes.

6.11.3 Hotel Characteristics as a Factor contributing to Sexual Harassment

Each hotel has its own characteristics: location, and grade (or star). These characteristics could contribute to sexual harassment of hotel staff in one way or another. In general, sexual harassment was prevalent everywhere, but in differing degrees. Most staff perceived that sexual harassment seemed to be more severe in hotels around Soi Nana and Patpong (Bangkok) and Pattaya (Chonburi) where a large number of bars and sex-related tourism entertainment activities and services are provided. It was also found that sexual harassment was not severe in the upcountry hotels in Khon Kaen or Cha Am.

Hotel Location

The location of the hotel contributes to the environment of the hotel; that is. being surrounded by highly sexualised activities or entertainment would indirectly impact the sexual behaviour of both the staff and the customer. For example, hotels in Cha Am which were located just opposite the beach and far away from "modern night life" were less involved with sexual-related services provided by tourism operators. As a result, hotel customers enjoyed beach activities rather than such night life activities and thus staff were less vulnerable to sexual harassment by the customer than hotel employees in the most sexualised areas.

Hotel staff had a different perception of the influence of the hotel's location on the sexual harassment by the customer behaviour. Some did not agree that hotel location would impact on sexual harassment behaviour of the customer. However, many supported this claim. Ms. Kwanchanok, the Spaya, spa manager of a hotel in Pattaya, said that her business was surrounded by illegal sex sale spas. The image of the location had tarnished her business very much as most customers had the impression that her spa was like other (sex sale) spas in the areas. Pocky of Hard Rock Hotel accepted that the location played a significant role in the customer's activities. He said:

... the image of Pattaya is very strong, stronger than any places ...

The environment had affected the hotel in a way that:

> ... we are in Pattaya ... in this business ... for 30-40 years. THA, Pattaya, City [council], police, government authorities .... who shake their heads and say no to ... the sperm [brothel/ prostitution] business? No, [you can't find one]. We as a business firm, we accept it. We are [doing our business] here; we have to accept the nature of the city ...

Sompote, a former receptionist/front office manager in a Bangkok hotel, commented that:

> ... if you go to Pattaya, no matter how many stars the hotel you going to stay, all these hotels welcome your joiner [hotel term for companion] … take the Royal Cliff Hotel as an example; you can do that [take a girl to have sexual intercourse with you in the hotel]. No one complains about that ...

This is different from Bangkok where the first-class hotel would not accept the joiner (Bass, a F&B waiter). Bass, who worked in a large hotel in the heart of Bangkok, said that:

> ... most guests are here for business, shopping, or otherwise, to enjoy the night life as the hotel is not far from Patpong ...

One executive of a hotel in Pattaya said that the location of the hotel had a great influence on the perception and activity of the hotel's customers. Her company operated six hotels. She compared the prevalence of sexual harassment in two of her hotels where the first one was in the heart of the city surrounded by pubs and bars. The second one was a resort-style hotel. She said the types of tourists were different. Those customers who stayed at the city hotel seemed to enjoy the night life but those who stayed at the resort (which was located near the beach and far from bars and pubs) were happy with the beach activities. She noted that:

we are a resort hotel, and we don't take Indian market. They [the customers] are here to relax or go to swim. Sexual harassment is not happening here because 90 percent of our guests are from Europe ... we are a resort hotel ... our guest comes with family ... there might be sexual harassment in one of our hotels that is situated in town ... surrounded by bars/pubs. I think the location of the hotel plays a role in this regard.

Similarly, Mr. Narong, the general manager of The City Sriracha Hotel, said that:

Our customers are those working people; they wake up in the morning, [come] back to the hotel in the evening, go to bed. If you notice, the hotel during the daytime is very quiet. More customers will come back from work at 5 p.m. ... so it makes the hotel jolly. At 10 pm, all these people go to bed. Sriracha is the very peaceful place to live. Japanese customers love staying here. According to one survey, tourists love here because it is safe, we have an industrial estate here. If you go to the Sriracha market at night, you will see a large number of Japanese tourists there. Most European tourists do not stay here. They prefer Pattaya ...

At Nana Plaza, Ung, a F&B cashier, said that:

Now at Nana Plaza, there are prostitutes working twenty-four hours a day. They work at daytime and night-time. You can find a girl any time. Especially in front of Foodland … at the bus stop… they are from everywhere… Thai locals, South Africa, [you name it].

Jenny, a restaurant manager, concluded that:

I think one main factor that contributes to the likeliness for you to get harassed is the location of your workplace. For example, I used to work at a restaurant located in a city where I got sexually harassed very often. It is because of a huge number of tourists there. A restaurant in the outskirts of Bangkok does not have many customers

like the one in Bangkok ... it could be that reason. As far as I know, most harassers are those from Arab countries. I can say at the Soi Nana is the centre point of such behaviour. I think it is interesting to study hotels around the Nana area and other areas in Bangkok, as it may yield a contrasting result.

The study findings conclude that hotel location plays a significant role in making the customers feel that they have power to buy (sexual) services from providers both outside and inside the hotel. Although no prior study has found a relationship between hotel location and the sexual harassment behaviour by the customer, some of Thailand's infamous tourist destinations/locations, like Nana Plaza, Pat Pong, or Pattaya which have an image tarnished by prostitution (Cohen, 1996; Odzer, 1994; Peleggi, 1996), may reveal the image/phenomena of sexual harassment of hotel staff by the customer. The research result is in line with what Jones and Groenenboom (2002) found as they suggest that hotel location has a strong relationship with the likeliness for sexual harassment to happen in hotels surrounded by sex-related entertainment service providers. These study findings reveal that sexual harassment of hotel staff by customers in Pattaya, Soi Nana, and Patpong was more prevalent than in hotels in other areas (Khon Kaen and Cha Am). In her interview, Am, a receptionist of a resort hotel in Khon Kaen, said that she had more sexual harassment experience when working in a pub in town surrounded by night life entertainment, than working in a resort hotel located far away from such an environment. One possible reason for this is that most customers who come to stay at a night life area may have intention to engage in the night life sexual services which, in turn, increases the likelihood that hotel staff located in those areas will be sexually harassed. Moreover, the norms of the workplace and area may provide opportunities for the misconduct.

Hotel Grade

The grade of the hotel is also crucial for sexual harassment occurrence. Most first-class or five-star hotels are equipped with policy, security personnel and devices to deter the unwelcome guest. These protection and prevention procedures may deter deviant customers from taking action if they regard it as 'not worth trying'.

Chanchot revealed this belief:

> ... I think one factor that contributes to sexual harassment prevalence is the grade of the hotel. I think it is less likely that sexual harassment would occur in five-star hotels ...

Similarly, Mr. Saran of Siam Bay View, commented that generally

> ... [a] second-class hotel does not have tight security procedures in place. It's safer for her [a female customer] to bring a guy to her room. If she takes a guy with her to the first-class hotel, she might be asked by a receptionist, charged for joiner [additional occupant's] fees, recorded by CCTV.

Mr. Amphon also said:

> ...I can say that in the first-class hotel, [a] sexual harassment case is very rare. There might be some case reported to the management if it is a severe one ...

However, some participants had a different point of view. For example, Mr. Charoen said that:

> For example, you have never heard about the stealing cases in a first-class hotel. But if you ask the room maid or the housekeeper, the stealing thing is there. I know this happens, but we keep it secret. I give you a clear example. Is it possible that the message girl would not be touched by a customer if she is good-looking? Or have you ever heard about the message girl having been sexual harassed by a customer? The question is, does it happen? My answer is yes; it happens, but it is negotiable.

Mr. Charoen continued:

> ... I phoned a number of hotels in Bangkok to find out the answer [whether sexual harassment is happening in hotels] for you. I called SC Sathon [a first-class hotel located in the heart of Bangkok], and

the people said that there were cases that the foreign guest stood
naked in front of the staff.

He argued that most hotel executives would deny the incident (by saying that
sexual harassment is not happening in their hotel).

> Even if there is some [sexual harassment], they won't tell you ...
> because the management will feel ashamed of it. In reality, the
> situation might be worse in the first-class chain hotel [than in the
> lower-class hotels]. If you ask me, I believe that sexual harassment is
> real [in the first-class hotel].

From the point of view of Mr. Charoen, hotel managements are likely to conceal
sexual harassment incidents for a number of reasons. Firstly, if a sexual
harassment incident goes public via media, newspaper or TV, it would destroy the
hotel reputation/image and affect the business at the end. Secondly, the
management person's career may also get affected. His capability would be
criticised. Thirdly, it is the nature of the hospitality business where the customer
temporarily stay at the hotel. The problem vanishes as soon as the customer is
gone. So, nothing to take action on (as the harasser had left the hotel). The
management, therefore, may think it is better to stay silent than taking any action.

Others said, the grade of the hotel may not guarantee that sexual harassment will
not exist on the premises. This depends on the service provided too. Ms Jan, a
receptionist of a hotel in Pattaya, said that she used to work as a spa receptionist in
a five-star hotel in Pattaya. There was a severe case where a spa therapist got
dragged to the spa's bathroom. The customer was trying to rape her. Wan, a spa
manager, also said:

> I don't agree with it. It does not guarantee that sexual harassment will
> never happen in a five-star hotel. They (the customer) just simply use
> the money to buy it.

Wan's comments signalled the truth that sexual harassment of a spa therapist may
fall into the category of either or both sexual harassment and hidden prostitution.
In the spa's case, it is important to be aware that this type of business/service has

its own unique characteristics that involved a private area and physical touch. It leaves room for the customer and the therapist to have a private time together and anything (such as the sexual harassment or the special service agreement) can happen. In this case, a more clear-cut definition of sexual harassment may be required.

This section presented the qualitative study results on three emerging themes found from the interviews with hotel staff: Thailand's unique characteristics that contribute to sexual harassment of hotel staff; the harasser's individual characteristics; and the hotel's characteristics. It was found that all these factors contribute to sexual harassment by the customer of hotel staff to a certain extent. Although the data were grouped into main themes and subthemes, there was a great deal of overlap between themes, particularly when looking at the interplay between hospitality industry characteristics and Thai hotel characteristics.

6.12 Chapter Conclusion

This chapter presented study findings derived from the integration of the comparative results of quantitative and qualitative data. It discussed the study outcomes and referred back to the past literature. It can be concluded that sexual harassment by the customer was caused by a number of contributing factors: the individual characteristics of both customer and staff; most staff experienced sexual harassment occasionally; sexual harassment was prevalent everywhere; most staff were not happy with the misconduct but they tolerated it; hospitality characteristics were the prime cause of sexual harassment by the customer; visual and verbal sexual harassment were found regularly in all hotels and restaurants, while written form of the misconduct was rarely found. The physical sexual harassment was regarded as the most severe form and could not be tolerated by most staff; sexual harassment had a great impact on the new staff but had less impact on those who had worked for a long time in the field; staff used different strategies to cope with sexual harassment ranging from ignoring the misconduct to notifying the police; most staff had no intention to complain as they perceived that hotel would do nothing to correct the problem; some Thai sociocultural characteristics had supported the occurrence of sexual harassment. It was found

that sex tourism/ prostitution had a relationship with sexual harassment, as many tourist regarded Thailand as the land of sex-sale and thus money could buy everything.

Chapter 7: Conclusion, Managerial Implications, Limitations, and Further Research

7.1 Chapter Introduction

This chapter presents study conclusions; theoretical implications; managerial implications; the limitations of the research; and suggestions for further research . The first objective of the present research was to investigate the relationship between the hotel staff's personal characteristics (such as gender, age,) and their perceptions on the incidence of sexual harassment caused by hotel customers. The objective was accomplished by reporting average responses to items on the survey questionnaire, that is, hotel staff's individual characteristics and their relations to sexual harassment perception and experience.

7.2 Research Conclusion

7.2.1 Research Conclusion 1

(Quantitative) Objective 1: To investigate the relationship between the hotel staff's personal characteristics (such as gender, age,) and their perceptions on the incidence of sexual harassment caused by hotel customers

Study results indicate that hotel staff's individual characteristics: age, gender, marital status, educational background, levels in the organisation, service department, and length of tenure have a relation with sexual harassment experiences.

The quantitative data analysis reveals that age has a significant correlation with staff's ethical perception, that is, young (and new) staff were mostly agreed that sexual harassment was neither ethical nor acceptable, while those in older age group were more accepting and tolerated sexual harassment. For gender, although male and female hotel staff alike were sexually harassed by hotel customers, results obtained from the survey questionnaire reveal that more males were sexually harassed than females, while the interview result (as explained in

conclusion 2) indicates that male and female staff were both harassed. However, males did not regard the misconduct as sexual harassment and thus it could be tolerated. Female staff mostly felt offended and did not want to accept it, but they had no choice. Both accepted SH as part of the job. Descriptive statistics reveal that those with a higher educational background received less sexual harassment than those who had less education. However, no statistically significant difference was found. Study results confirm that the job level in the hotel has a relationship with sexual harassment experience, where hotel executives experienced less sexual harassment than the general workers. However, no significant correlation was found. Staff working in the F&B department had more experience of sexual harassment than those who worked in Room Division, Housekeeping, and Administration. Staff working in the administration department were found to have the least experience of sexual harassment. Job tenure is also found to have a relationship with sexual harassment experience, that is, staff with short tenure are more vulnerable to sexual harassment than those with long tenure but, again, no significant correlation was found.

The conclusion from the quantitative research results shows that the personal characteristics of hotel staff, as well as the specific hotel job and characteristics of the hospitality environment were contributory causes for sexual harassment in the hotel premises. Thus, the combination of these factors makes a certain contribution to sexual harassment of hotel staff in the hospitality industry. For example, a young female room maid who works alone in the guest room with no witness around is more vulnerable to sexual harassment than an older male chef working in the restaurant's kitchen. Although hotel staff's individual variables explain a small portion of variance of harassment perceptions, they do present the role played by individual factors on staff perceiving a social-sexual incident as harassment. The literature review reveals that hotel staff perceive that sexual harassment has a negative impact on their physical, psychological, and job performance. However, this study shows inconsistent and mixed results that both support and contradict what appears in the literature.

The second objective was to understand the personal experience, opinions, and attitudes towards sexual harassment among Thailand's hotel workers.

There are six issues that this study set out to explore:

- to learn whether hotel workers in Thailand label their experiences as sexual harassment;

- to identify the perception/experiences of male and female hotel staff, whether they perceive sexual harassment similarly or differently;

- to identify the prevalence and severity of sexual harassment based on the perception and description of staff interviewed;

- to identify the types of sexual harassment in the hotel (i.e., verbal, non-verbal, physical forms);

- to identify the hotel staff's reaction to sexual harassment as well as strategies to cope with the problem; and

- to describe the impact of sexual harassment on hotel staff.

Research Objective 2

To learn whether hotel workers in Thailand label their experiences as sexual harassment

7.2.2 Research Conclusion 2

Several conclusions can be drawn from this research that reflect the experiences, thoughts, and the feelings of the participants. It was found that most hotel staff admitted that sexual harassment was part of the job. Both male and female staff experienced sexual harassment (with an exception to the hotel executives). The in-depth interview result reveals that more frequent and more severe sexual harassment was experienced by female staff than by their male counterparts. Most visual and verbal sexual harassment behaviours were generally not regarded as sexual harassment in hotels. Physical conduct such as hugging, kissing, and

touching were considered sexual harassment. However, some intimate advances (such as hugging or kissing) were not considered sexual harassment if the customer and staff were friends, familiar and/or the staff member was open to this. The degree of staff member's feeling offended and showing tolerance differed and varied for each individual who received the same treatment. Sexual harassment is situational and context dependent. Some saw it as a pleasure; others saw it as a nuisance; others as very offensive.

Research Objective 3

To identify the perception/experiences of male and female hotel staff, whether they perceive sexual harassment similarly or differently

7.2.3 Research Conclusion 3

Study results obtained from the interview reveal that male and female hotel staff perceived sexual harassment differently. Male staff were likely to take sexual harassment as a compliment (especially when the harasser was a female customer and the victim was a male staff member), and thus sexual harassment can be tolerated by these staff. In contrast, females appeared to view sexual harassment as a serious social problem. They were less tolerant of sexual harassment and reported it more. They seemed to have a broader definition of what constitutes unacceptable social-sexual behaviour. The study result is consistent with those of a number of researchers such as Rotundo et al. (2001), Agrusa et al. (2000), Quinn (2002), Limpaphayom (2001), and Wayne (1998). Although both male and female staff saw and experienced sexual harassment differently, females were more likely to complain because they have dignity, while no male staff mentioned anything about male dignity. Overall, staff answered affirmatively that sexual harassment was accepted as part of the job as it was a characteristic of the hospitality industry.

To identify the prevalence and severity of sexual harassment based on the perception and description of staff interviewed

Research Objective 4

7.2.4 Research Conclusion 4

Findings obtained from the questionnaire and the interviews reveal a different outcome.

In terms of the severity of sexual harassment incidents, the study result reveals that each form of sexual harassment (verbal, visual, physical, and written) has its own implication as to severity. Visual and some verbal forms of sexual harassment were not regarded as misconduct by most Thai hotel staff, or if they were, they did not have a severe impact on the staff. Physical touching such as hugging, kissing, and touching were considered the most severe form that could not be accepted and tolerated by most staff. However, this view depends on the interpretation of the behaviour and the relationship between the staff and the guest. In addition, severity of sexual harassment depends on gender, type of service, time when the service is provided, as well as other circumstances at the time (such as providing services to a drunken customer while there are no other staff nearby). With regard to gender, female and gay staff seem to be more vulnerable to sexual harassment than the male staff. Pocky, the (gay) HR Director of Hard Rock Hotel in Pattaya was sexually harassed by a customer when he went in to the harasser's function room where a party was held by a number of drunken male customers late at night. Pokey had no responsibility to provide services that night but only to inspect if everything was going all right with the customer, and he went into the room for only a few minutes. This example indicates that, although Pocky was one of the top five executives of a first-class hotel and he had not provided food or service to the customer, he could be harassed because he was in the wrong place at the wrong time. Research results also indicate that the severe sexual harassment cases were most likely (and most frequently) to happen in a small hotel rather than in the large hotels because they were less equipped with tight and effective security procedures/devices and formal policies. It should be noted, however, sexual harassment in the large (first-class) hotels may also be severe, but kept strictly secret by the hotel.

The location of the hotel also contributes to the severity and prevalence of sexual harassment incidence. Study results found that sexual harassment was not severe

in the upcountry hotels in Khon Kaen or Cha Am (because there were not many sex-related activities/services provided) compared to those in Bangkok. The survey questionnaire data reveal that staff who worked in the F&B department more often experienced sexual harassment than those in other departments. On the other hand, the interview data revealed that staff working in a spa, barber shop, and the guest's room were subject to more severe and prevalent sexual harassment. The location of the service provision has a strong relationship with the occurrence of sexual harassment (as well as the prevalence and severity), because of the nature of the services (e.g., food must be provided in the guest's room). The association between a spa, its treatments, and sex-related services may give customers of the chance to engage in misbehaviour.

The severity of sexual harassment can predict how staff react to such harassment. If the case is severe, it is likely that staff would complain or report the incident to the management, fight back, or run away. Most hotels would take action to stop such behaviours in such extreme case. The study results indicate that sometimes the hotel had to call the police to deal with the issue directly.

Research Objective 5

To identify the types of sexual harassment in the hotel (i.e., verbal, non-verbal, physical forms)

7.2.5 Research Conclusion 5

In general, there are four types of sexual harassment: visual, verbal physical, and written.

Visual harassment is probably the most prevalent and least severe form of sexual harassment behaviour, according to the interview data. This conduct was perceived differently by hotel staff. The problem of visual misbehaviour is that it is difficult to clearly define whether it is sexual harassment or not. For example, Mr. Saran, Regional General Manager of two five-star hotels in Pattaya said that "it may not be a sexual harassment case. Sometime a female customer was [lying] topless in the swimming pool..." This behaviour may annoy hotel staff or other

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customers. The interview data state that many times staff encountered a customer who walked around naked in his room while the room maid was cleaning the room or when the room boy brought the food to the room. The researcher himself, when working in hotels, often experienced this type of harassment. According to the participants, most felt offended but they felt they had to tolerate it. The first time/newly recruited staff would feel shock on seeing this nudity but those with long tenure could simply ignore it

Verbal sexual harassment was also found to be prevalent. As with the visual forms, most staff can handle it. They considered it as a part of the job that can simply be ignored. However, the blurred definition of the behaviour made staff feel uncertain about how to react to it. Here their interpretation is personal, situational, and context dependent.

Physical harassment is considered the most severe, unacceptable, and intolerable form of sexual harassment. It ranges from normal touching (such as shaking hands as a greeting; hugging; kissing; grabbing) to rape. The customary Thai style of greeting played a role in this regard as it does not involve physical contact. Shaking hands, however, does and it also gives the harasser an opportunity for touching female staff. Some female staff felt offended by being touched while some did not. Culture difference coupled with language difficulty may cause misunderstanding in some cases. Physical sexual harassment is found to have a relationship with the location where a service provided. In most cases, it happened in the guest's room or the spa context.

The written form of sexual harassment is rarely found in a hotel. Only one incident was reported where a receptionist said that she once received a "love letter" from a male customer. She ignored it and the customer never talked about it again. The written form can be easily detected and managed as the letter is legal evidence for the court if the staff want to take legal action. The rareness of this incident probably stemmed from the language barriers between the sender and recipient which could easily lead to misinterpretation through cultural differences.

Overall, study results indicate that the form of sexual harassment alone does not always clearly signal or identify the customer's intention (whether he wants to sexually harass or not). The intention can be hidden and it partly depends on how each individual interprets such action. In many cases, visual or verbal harassment is just a starting point for making friends or for more severe harassment. If the staff cannot read the customer's intention, a further physical form could follow. Most staff accept visual and verbal sexual harassment as part of their daily life, as part of the job. If it is not serious, they will not complain, as a customer can deny the charge and retaliate by complaining back.

Research Objective 6

To identify the hotel staff's reaction to sexual harassment as well as strategies to cope with the problem

7.2.6 Research Conclusion 6

Study results conclude that hotel staff used different strategies to react to and cope with sexual harassment by the customer. A victim may choose an informal response, such as ignoring the behaviour, avoiding the harasser, taking job leave, quitting the job, or objecting directly to the harasser about their behaviour. Alternatively, a victim may report the harassment to those in authority. The hospitality industry's characteristics/business require staff to be polite and well behaved at all times. Staff, therefore, are constrained by the customer satisfaction philosophy. Most staff stated that they did not know whether or not their hotel has a sexual harassment policy in place. Even if the policy were there, most staff would choose not to complain as there were consequences for doing so. It is important to note that hotel staff dealt with sexual harassment by the customer in ways that the literature did not capture (for example, yelling at the customer, running away, or blackmail). Sexual harassment incidents in a hotel could be very serious and extremely severe in some cases. Staff, therefore employed a combination of strategies to protect themselves and to minimise the impact on themselves, the customer, and the hotel. Reporting sexual incidents to the authorities is rare. Calling in an outside authority such as police to handle the

situation is an option in the most severe (physical) cases. Transferring staff to work in another department can minimise the confrontation with the customer, but that strategy was not found in this study. Quitting a hotel job is probably the last strategy the staff chose. To conclude, what triggers staff to react to sexual harassment by the customer depends on the severity of the incident, the perceived impact on the staff (physically, economically, socially, psychologically), and the customer's retaliation intention (Sbraga & O'Donohue, 2000). Future research on this area clearly warranted.

One objective of this study is to investigate the perception of hotel staff on the effectiveness of strategies the staff employed to cope with sexual harassment by the customer. It is found that each strategy has its own merits and drawbacks. Reacting to the customer's sexual harassment depends on a number of factors. Study results found a relationship between the staff's characteristics and the way they reacted to the misconduct that is, age, gender, marital status, service department, job tenure, job level (worker – executive position), hotel size (grade). The result indicates that young staff believed that reporting the incident to the hotel was more effective than simply ignoring it. The older staff, on the other hand, believed that ignoring the misbehaviour would be an effective reaction. They felt they just had to live with it and that there was nothing that could be done to correct it. In a similar manner, female staff reported that using the "report it to a company official" option would be more effective in coping with sexual harassment than did their male counterparts. Married female staff, compared to the single female staff, opted to "play along" with customers. Some married staff thought that the customer were just kidding. They were also more "calm"; less frightened, and more tolerant of sexual harassment than their single counterparts. It was also found that job tenure played a role in how they perceived the effectiveness of the strategy used. New recruits were generally less tolerant towards the customer's sexual harassment behaviour than those who had worked in a hotel for a longer term. They believed that "reporting the incident to the management" was the best strategy. Those with long tenure were more likely to accept sexual harassment as part of the job, believing nothing needed to be done about sexual harassment by the customer.

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Another factor that influences the hotel staff's perception on the reaction effectiveness is the level or position in a hotel. Study findings reveal the contradictory opinion among general staff and hotel executives: HR directors and general managers, general staff were more likely to accept that "the customer is king." They thought that "reporting to the management" is more effective than tolerating it. The executives stated that they would actively react to support the staff, but the staff thought the hotel would do nothing, so, ignoring the problem was the best strategy. Overall, both executives and general staff were afraid of the customer's complaints/retaliation.

To sum up, the effectiveness of the strategy to cope with sexual harassment employed by hotel staff is context-oriented. It depends on the situation, the customer, the place, the time, and there is no fixed pattern. Each strategy employed has its own implications, results, and consequences. The same strategy used with one customer may not work with, or it may yield a different reaction from, another customer. Staff must choose carefully with each strategy with a particular guest in a particular situation. Most staff use a multi-method approach to protect themselves from sexual harassment by the customer. This conclusion is in line with Hune et al. (2007), who state that ways of dealing with and reacting to sexual harassment differ widely and that there is no single agreed method. Hotel workers were constrained by the basic characteristics of hospitality that primarily focus on the concept that "the guest can do no wrong." The service encounter, therefore sometimes becomes a venture in which customers sexually harass staff and staff cannot aggressively respond as they might wish.

Research Objective 7

To describe the impact of sexual harassment on hotel staff

7.2.7 Research Conclusion 7

Study results confirm that sexual harassment by the customer has an impact on both staff and the hotel. The impact varies from individual to individual as it depends on a number of factors such as age, gender, marital status, job tenure, previous experience. In general, sexual harassment was offensive and

unacceptable to most staff. Study outcomes indicate that the impact has a relationship with the form of sexual harassment; physical conduct has the most severe impact on the staff's health, and intention to work. Some verbal harassment can be tolerated. Tolerance of this partly depended on the words used, and other signalling that accompanied such a message. A written form of sexual harassment was reported as being rarely experienced in a hotel and, consequently, this form of harassment had less impact on staff.

A few cases of severe physical and psychological impact were reported by staff. This finding is in line with those of Chan et al. (2008), Hunt et al. (2007), Lin, (2006), and Rospenda et al. (2009). Psychological impact was mostly found with the new staff, especially those who experienced harassment for the first time. However, the study result reveals that the mental impact did not last long for most staff (provided that it was not too severe). After working for a while, most of them got used to it and learnt how to cope with it, or how to avoid its undesirable consequences. The form alone does not indicate how severe the impact will be. For example, kissing or hugging was not considered sexual harassment if the customer and staff are old friends. The impact of sexual harassment depends on a combination of factors arising between the parties.

As for the impact of sexual harassment on the hotel, study results conclude that staff who were sexually harassed would experience reduced job satisfaction. They did not want to come to work. In turn, this impact lowers the hotel job performance. Although there was no clear connection between sexual harassment and staff intention to leave obtained from the questionnaire, a number of interview participants accepted that there were some cases where staff who had been harassed had left the hotel soon after the incident. Sexual harassment, therefore, can lead to early retirement or resignation in some cases. In a number of cases, sexual harassment produces a climate of fear for those observing the incidents. One room maid said she did not want to clean up the customer's room if the perpetuator was still around. The impact on other peers and observers may reduce workgroup productivity. It was widely accepted by most hotel staff and executives that sexual harassment (as well other sex-related activity of the customer – such as subscribing to prostitution services) had greatly impacted the image of the hotel

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and the country. To be specific, hotel staff believed that sexual harassment by the customer was more prevalent and severe in some areas such as Patpong, Soi Nana-Bangkok, and Pattaya – Chonburi province than upcountry Khon Kaen and Cha Am because of the tarnished image created by the high sex-related activity in such areas. Further study should investigate the relationship between sexual harassment and its impact on staff and hotel (i.e., the turnover rate, cost of staff's safety, replacement, retirement, mediation, grievance, and litigation).

Research Objective 8

To identify what a hotel can do to prevent sexual harassment in the hotel

7.2.8 Research Conclusion 8

Although most staff (more than 80% of the survey questionnaire) answered that they would report to the management if they were sexually harassed, the interview reported a contradictory outcome. Most staff would not report the incident to the management because they saw no concrete favourable outcome from doing so. The reasons for not reporting reveal that staff may think sexual harassment was a characteristic of the hospitality industry and it could not be corrected, or on the other hand, they might have no trust in the management. Most staff confirmed that they did not know whether a sexual harassment policy, training, or complaints procedures existed in the hotel. Many did not know who they should report it to if they were sexually harassed. They believed that the management would not take serious action to solve the problem, as the customer was more valuable than the staff (they brought income to the hotel). The staff believed that the management did not have direct experience of sexual harassment. They, therefore, did not understand the problem. Further studies should investigate and compare the views of both parties so that suitable strategies could be established.

This section summarises the study conclusion regarding the study objectives. Study findings confirm that sexual harassment by the customer is common in the hospitality industry, at least from the viewpoint of the hotel workers, and that these behaviours are caused by a number of factors, including the individual characteristics of hotel staff and the hospitality business that focuses on the

customers' satisfaction. The service role, by its very nature, places hotel workers in a vulnerable position because their primary task is to satisfy the customer's needs and desires. This characteristic of the role is reinforced by the notion that the customer is always right, which conveys a message regarding the infinite entitlement of customers and that deems questions of objective right and wrong irrelevant (Yagil, 2008). Most staff had experienced various forms of sexual harassment and reacted differently to the misconduct. Sexual harassment had a negative impact on the worker, the hotel, and industry image. However, it was mainly ignored and denied by the staff and the hotel, which is in line with Yagil's (2008) study outcome.

7.3   Theoretical Implications

Chapter 3 outlined sexual harassment theories that are viewed from four different levels/perspectives: the individual differences model; the organisational behaviour model; the sociocultural perspectives; and the industry perspective. These theories and perspectives have been proposed to explain the incidence of sexual harassment and why some factors may affect the incidence of sexual harassment. The following section outlines how certain aspects of the theories and perspectives could be used to explain the current findings. It also may be useful for further research. An overview of the four different levels and perspectives is shown in Figure 17.

An Integrated Model of Sexual Harassment as a
Theoretical Framework
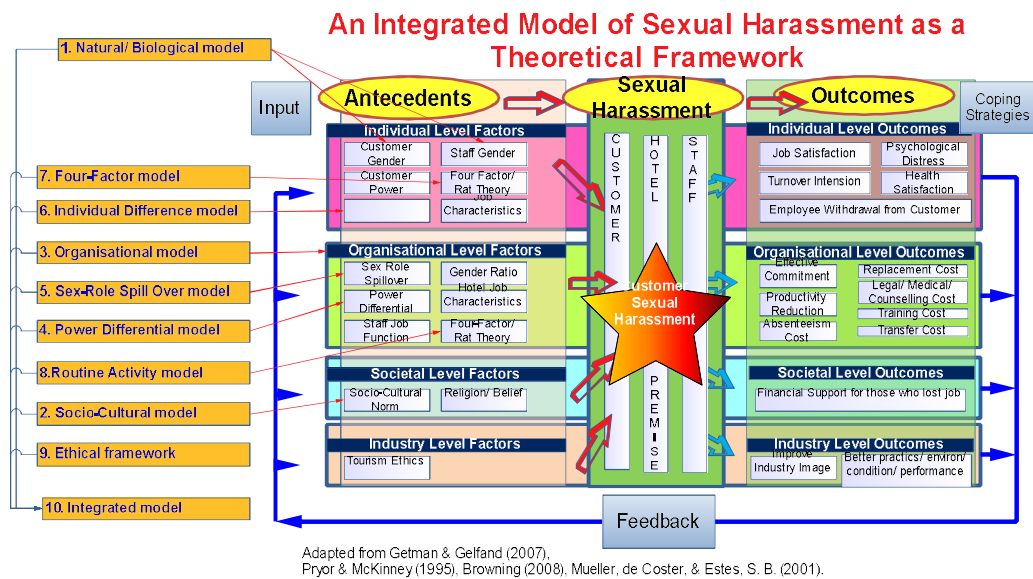
**Figure 17 Integrated dimensions of Sexual Harassment as a Theoretical
Framework**

The natural/biological model explains that sexual harassment behaviour is
simply a natural expression of sexual attraction, and that men and women are
naturally attracted to each other. This model assumes that men have stronger sex
drives than women, and they, therefore, behave in a sexually aggressive manner
both in the workplace and other settings. Therefore, sexual behaviour is not meant
as harassment. Since sexual harassment is interpreted as not actually being
harassment, it does not have deleterious consequences. The findings do not
provide support to this model, because participants confirmed that not only female
staff were sexually harassed. All staff (male, female, gay, lesbian) are equally
vulnerable to sexual harassment. This model treats sexual harassment in a very
simplistic way. It disregards other societal and personal factors that contribute to
sexual harassment. It simply predicts that only women would be the sole victims
of sexual harassment, whereas, in reality, many females did not suffer or feel
offended as they draw boundary lines between enjoyable, tolerable, and
unacceptable sexual behaviour (Williams et al., 1999). In sum, the
Natural/Biological theory may have a strength in its acknowledgement of (male)
gender as a key factor in sexual harassment of females, but it fails to explain why
male customers harass male staff or why female customers harasses male staff.

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The natural/biological model could neither explain the aspect of the female dignity issue nor explain why Indian/Arab men were more likely to sexually harass hotel staff than men of other countries.

The sociocultural model proposes that sexual harassment is a manifestation of a larger patriarchal system. Sexual harassment is viewed as the result of culturally legitimated power and status differences between men and women, where women are seen as the inferior sex. Males dominate females by perpetuating beliefs, attitudes, and actions that devalue women because of their sex and social/cultural status. The study findings partly support this model, because it was evident that the patriarchal system was prominent in Thailand and females were regarded as the inferior sex/class of the society. Moreover, participants believed that the customer (especially those overseas customers, both male and female) held superior power/status as they were 'rich' and able to do 'what they wanted.' As a result, sexual harassment could be tolerated. It was unfortunate that an investigation on the customer sociocultural background could not be made due to the hotel's restriction. Further research should not omit this factor.

The organisational model attempts to unify a number of organisational factors in its explanation of sexual harassment (i.e., the hierarchal structures, legitimate positions of authority, contact with the opposite sex on the job, the ratios of males to females in the workplace, occupational norms, job functions, job alternatives, and the availability of grievance procedures). It emphasises the organisational climate of tolerance or the role of the organisation's leader and the firm's policy. This theory claims that sexual harassment mostly occurs in an organisation that tolerates such misconduct. Study findings indicate that most hotel workers are tolerant to sexual harassment as it is part of the job. Study results, therefore, partly support this theory. However, of itself, this model does not explain why workers experience and tolerate sexual harassment. Moreover, it lacks attention to people's individual differences and how their everyday behaviour, stereotypes, and expectations can influence the occurrence of sexual harassment. In sum, this approach provides insights but not the complete picture.

The power differential model holds sexual harassment as an abuse of organisational power, with the typical situation involving men abusing their subordinate women. Sexual harassment is an exercise of power by one individual (who has more power) over another (who has less power) in the workplace. According to this theory, men gain power from supervisory positions and status and use it to sexually harass women. This study does not investigate the sexual harassment of people working in the same organisation. (The customer is an outsider). Therefore, it may not directly apply to sexual harassment initiated by the customer. One weakness of this model is that power is a complex phenomenon that is difficult to define and measure (Hardman, 2000). In addition, this model has been criticised for its failure to explain sexual harassment that occurs when no formal power differential exists in the workplace.

The sex-role spillover model proposes that sexual harassment occurs because gender identity is more salient than the worker identity (the sex-ratio at work often leads to sex-role spillover that results in sexual harassment). Men harass women because they are used to dealing with women in a subordinate role in the domestic and social environment and this behaviour carries over into the workplace. This theory may not be valid for sexual harassment by the customer studied in the hotel context because study results indicate that it was not only female staff who were sexually harassed by the customer; males also experienced the misconduct. Moreover, it minimises some harasser characteristics (such as race or motive) and other organisational variables (such as a climate of sexual harassment tolerance). It simply focuses on the fundamental differences between male and female sex roles where data on this respect were not obtained from the customer. Despite these limitations, there is evidence that more research is required, as the participants in this study have commented on the cultural groups (Indian and Arab) whose culture may shape their attitudes.

The individual differences perspective seeks to explain sexual harassment behaviour via individual level characteristics and perceptions of harassers and non-harassers, as well as victims and non-victims. This theory indicates that an individual's characteristics (i.e., age, gender, marital status, marital status, educational background, position level) contribute to his/her experience and

perception of sexual harassment. Study findings confirm that the individual characteristics of hotel staff had contributed to the occurrence of sexual harassment. For example, age was found to be significantly correlated with the sexual harassment workers experienced, where younger workers were more likely to experience sexual harassment than older workers. Gender was also found to have a relationship with sexual harassment tolerance, where men were more tolerant of sexual harassment than females. The study findings partly support the individual differences theory, as they indicate that men were more tolerant of sexual harassment by the customer than women. Study findings conclude that sexual harassment can happen to everyone in the hotel. The individual characteristics of the victim alone cannot predict whether they will be the target of sexual harassment or not. Other factors such as the services provided, the place (such as guest room), the time, all played a significant role. This theory is, therefore, limited if used alone. Moreover, data collection from customers could not be made. The lack of this information limits the application of this theory. It is recommended that further research should seek more information on harassers' individual characteristics.

The ethical perspective states that sexual harassment is not good and acceptable conduct, in general. Ethics can be viewed from an individual's point of view, the organisation's point of view (i.e., code of ethics of a firm), or the industry perspective (i.e., standard ethical practices for the whole industry). Study findings confirm that staff regarded sexual harassment as unethical behaviour. They did not want to tolerate the misconduct. Overall, it is found that the ethical framework is difficult to apply in this study as the definition of ethics is difficult to clearly establish. In addition the views of people (staff, customer, hotel executives) about ethics are open to question. This might be caused by the lack of a clear idea of what people do and do not perceive as sexual harassment – which is the problem of sexual harassment definition.

The Integrated Model of sexual harassment (of Fitzgerald and colleagues) : A number of researchers (such as Fitzgerald et al., 1997; Gettman, 2003; Gettman & Gelfand, 2007; Cogin & Fish, 2007) proposed the integrated model of sexual harassment which incorporates aspects of various theories to help predict the

misconduct initiated by the perpetrator. The purposes were to investigate the relationship between the individual factors (age, gender, gender role, past experiences of sexual harassment) and organisational factors (gender ratio, sexual harassment policies, the role of employers) and the workers' attitudes toward and perceptions of sexual harassment. This study did not test the relationship between variables proposed by this theory.

Overall, the integrated model is useful as it incorporates individual and organisational factors to identify why sexual harassment happens, but it has its limitations as it simply concludes that the prevalence of sexual harassment in organisation is a function of a male-dominated job context and an organisational context tolerant of sexual harassment. It does not cover areas beyond the organisation (such as the hospitality characteristics, the influence of national culture, religion, or other sociocultural issues such as prostitution). Further research is required.

The routine activity theory (RAT) states that some individuals are more vulnerable to victimisation (sexual harassment) because their daily activities bring them into direct contact with harassers. There are three conditions important for victimisation: a motivated harasser; a suitable target (i.e., proximity to harasser, material attractiveness to harassers); and the absence of guardians who can prevent the sexual harassment incident (which occurs in an environment that provides the opportunity for the misconduct). Study findings partly support RAT theory as it was found that most serious sexual harassment incidents (such as physical force-raped or showing parts of the body) occurred in a private area (such as the guest's room, lift, or the spa room) where only the harasser and the victim were present. In most cases, there were no witnesses. However, this theory cannot explain why the harasser still harasses in public and in front of witnesses. Some harassers even intended to sexually harass a group of female staff (by asking them to invite colleagues to see them walking naked in the room, for example).

The hospitality characteristics perspective posits that the specific characteristics or norms of the hospitality industry (the focus on the customer's satisfaction, the power of the customer, the job description, job position, job

tenure, low wage, shift hours, working alone, hotel size, and hotel location) facilitate sexual harassment of hotel staff. Study findings mostly support this perspective. For example, findings reveal that those working in a low position (such as the room maid), being newly recruited, having low wages, working at night, and working alone were more vulnerable to sexual harassment than those hotel executives who work in the morning shift, surrounded by a number of staff. This perspective is valid to a certain extent. However, the hospitality perspective alone does not explain why those who are older, working in the morning with a team, having a high salary, and high educational background, are still sexually harassed by a customer. Sexual harassment is a complex phenomenon, partly derived from its hidden motives. This concept seeks more investigation from various perspectives to investigate why it happens. It requires variables from the individual, social, cultural and organisational levels to reveal the truth.

Study findings reveal that any single sexual harassment theory has its limitations. It is too narrow to explain the complex phenomenon (Welsh, 1999). It requires the integration of multi-defined disciplinary, varied perspectives, and approaches.

7.4   Integration Theory Implications/Suggestions

It is the objective of this study to propose an integrated theory of sexual harassment by the customer that explains the overall picture of the causes, the forms, the consequences of the misconduct, along with reactions to it. The following sections discuss implications derived from study findings that may help develop a multidisciplinary theoretical framework for future studies. It starts by highlighting the problem of sexual harassment definition.

7.4.1 Sexual Harassment Definition Problem

The current study relied solely on a specific definition that was synthesised from a number of definitions mostly obtained from the United States of America and European literature (as explained in Chapter 2). That is, sexual harassment for the present study purposes was defined as a collection of sexual behaviours and activities. Although such a definition covers verbal, visual, written, and physical conduct in general, it was found that it may not adequately apply to the hospitality

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industry, especially in the context of Thailand. More factors may be required, as (Yagil, 2008) states:

> The standard definition of sexual harassment, which relies on the victim's sense of being harassed, may be too limited in the case of harassment by customers, because in the service industry sexual harassment is sometimes accepted as part of the job, and the victims are conditioned to actually deny its presence. (p. 144)

To provide an example of how a blurred definition could affect research on sexual harassment by the customer, the findings indicate that staff did not regard visual sexual harassment as a form of the misconduct. This ambiguity is because it depends on the individual interpretation of the term (Gilbert et al., 1998), as well as that such behaviour has been routinely accepted and tolerated among hospitality staff (Poulston, 2007). For example, seeing a customer standing naked in the room might offend one member of staff, but it may be acceptable and even please others. Some customers engaged in sexual intercourse in the swimming pool or even in their room with the curtain pulled back. Those who saw this incident tended have a different perceptions of such incidents. Some felt shame; others not. For sexual harassment to occur, hotel staff must feel offended by such misconduct. But if they do not, the same actions are not sexual harassment. There is a fine line between feeling offended and feeling good (about actions associated with harassment). Further research must define the term precisely. Probably, this research gap could be filled by employing ethics which are based on the intention, circumstances, and action of those involved. Further research may need to focus on this area.

In addition, Yagil, Karnieli-Miller, Eisikovits, and Enosh (2006) argued that:

> Placing one's arm over another person's shoulders can be viewed either as a friendly gesture or as a hostile act of sexual harassment. The labelling such behavior is related to the target's interpretation of the other person's intentions. In a similar vein, joking in response to sexual attention can be perceived as a rejection, a neutral response,

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or an encouragement. Furthermore, responses to sexual harassment are often vague because the majority of victims do not respond directly by confronting the harasser. ... Although other researchers have examined observers' perceptions of sexual harassment behaviors, the perception of responses to sexual harassment has not been studied extensively. ... Instead, responses to harassment have been studied mostly from the point of view of the victim... (p. 251)

Wijesinghe (2007), who conducted a study on sexual harassment by the customer of hotel staff, states that:

Many of us did not quite know where it was appropriate to draw the line and stop being nice, or let the guest know we were offended when advances we felt were inappropriate were directed at us. We did not know where to draw the fine line between providing service and withdrawing from harassment. This was especially true when it came to sexual harassment. I was only nineteen at the time, and had very little idea about how to handle these fuzzy situations. Most of the harassment I experienced was not physical in nature, but implicit in verbal and non-verbal behaviour and it was often difficult to lodge a formal complaint against these intangible assaults. (p. 168)

According to Hardman (2000) "the majority of past research has neglected to provide an operational definition of sexual harassment, has been based in the United States, and has failed to explore the theoretical underpinnings of their data" (p. 23). As a result, research that was conducted with widely varying definitions of what constituted sexual harassment, has led to difficulties in comparing studies, inflated prevalence rates, and generally produced a confusing body of literature (Steenkamp, 2010). Researchers, therefore, have the option to provide a narrow, clearly defined definition for the types of sexual harassment they investigate, or to choose not to provide definitions. Both strategies have their advantages and disadvantages. It is, therefore, recommended that a comparative study of the two strategies be undertaken during future research in order that the best strategy can be sought and that it most suits the researchers' research

objectives (Steenkamp, 2010).

Research findings also suggest that one single sexual harassment theory is not able to capture and explain why sexual harassment happens in the hotel context. A multidisciplinary theory is, therefore, proposed to explain the causes, the incident, and the impact of sexual harassment, as shown in the next section.

7.4.2 Antecedents/Causes of Sexual Harassment

The first part of the proposed sexual harassment by the customer of hotel staff model is the Antecedents which are the factors that contributed to be the occurrence of sexual harassment. Previous researchers (Fitzgerald et al., 1997; Gettman, 2003) have suggested that sexual harassment is an outcome of the interaction between harasser and victim in the context of a workplace that provides of an opportunity to engage in the misconduct.

Four levels of factors (individual, organisational, social-cultural, and industrial) are proposed to capture the sexual harassment incident.
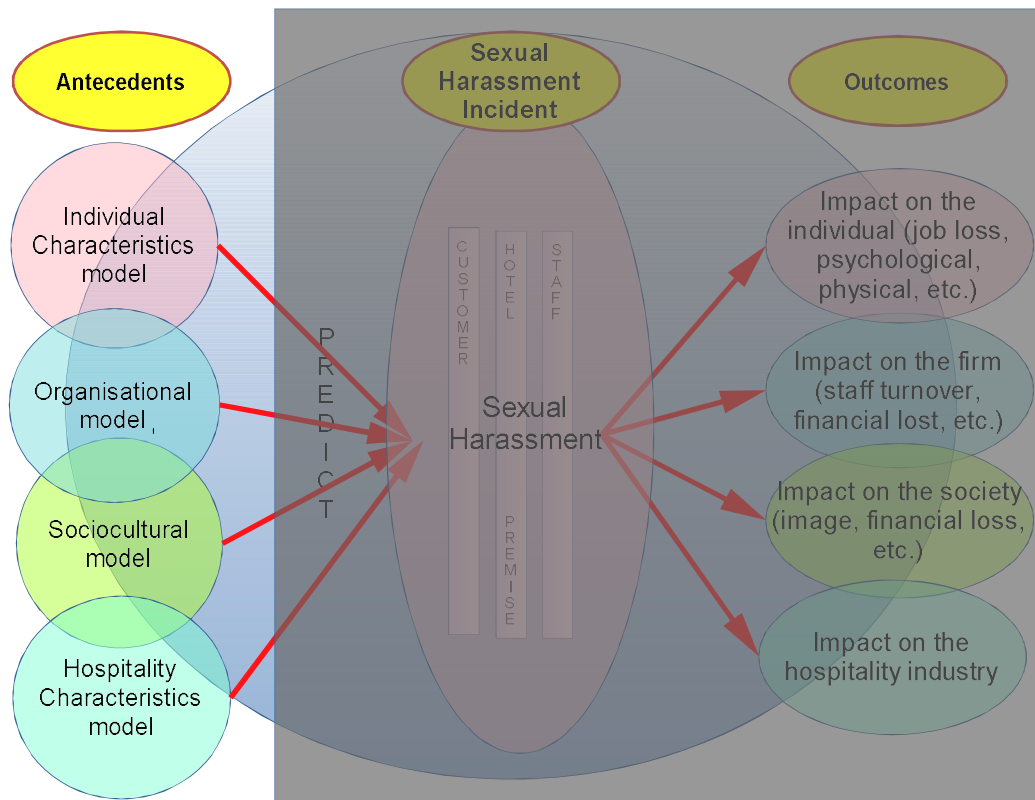
Figure 18 Antecedents/Causes of sexual harassment

Previous theories proposed by researchers often focus on a few factors such as the traits of the harasser or victim's individual characteristics (Gutek, 1995) as the cause of sexual harassment. For example, those who harass are driven by internal demands for power, for status, or for support for their feelings of masculinity. The organisational models suggested that sexual harassment is caused by the nature of the characteristics of an organisation such as norms or a structure that allows for tolerance of sexual harassment. The sociocultural perspective posits that women are considered inferior and exploitable and these factors cause men to harass. The hospitality characteristics suggest the focus on the guest is always right and other characteristics of hotel work play a significant role in causing such behaviour. Although each research approach has its merits and drawbacks in predicting sexual harassment, most of these theories are not comprehensive enough to address the important research questions of why it happens and how to cope with it (Knapp et al., 1997; Lengnick-Hall, 1995). Researchers, for example, Knapp et

al. (1997) and Reynolds and Harris (2009), therefore, suggest that a coherent integrative theory should be constructed.

It should be noted that the study findings indicate the strong requirement for sexual harassment theory to corporate the environmental elements where sexual harassment is taking place (the characteristics of the culture, the society, the norm of industry) into the theoretical framework. As mentioned earlier in the literature review chapter (Section 3.5), sexual harassment in the hospitality industry and other service industries has some common elements (i.e. the harasser, the forms of conduct, and the victim) each industry may have its own typical characteristics and environmental settings that produce the misconduct. As a result, sexual harassment in one service industry is more prevalent and severe than the others. It is recommended that further studies on sexual harassment should investigate how the common and different elements of the industry's characteristics play a role as the factors that contribute to sexual harassment.

This study proposes that future study should incorporate the individual traits of both the harassers and victims (age, gender, race, marital status, educational background, service department, position levels, and income) as the variables that could predict sexual harassment. Moreover, the traits of the customer (the harasser) must also be collected. The findings indicate that there is a relationship between the harasser's race (Indian and Arab, in particular) and sexual harassment behaviour proclivity. This omission is the limitation of this study as the relationship between the individual differences between the staff and the customer cannot be investigated. Examining the role of individual differences would help predict the likelihood of sexual harassment occurring (Kiely & Henbest, 2000; Price, 2008).

Further, the Integrated Model/Dimension of Customer Sexual Harassment (IMCSH) of hotel staff should integrate the organisational factors like power differential, stating that those who lack authority power and status advantages (single women) who work in an organisation with highly stratified structure and tolerant of sexual harassment are at particularly high risk of sexual harassment. Sex-role spillover is another approach that has yet to be tested in hospitality

sexual harassment because it is difficult to obtain data from the customer. The variables to be further investigated include the organisational structure, sex ratio, the organisational norms such as sexual harassment tolerance, the customer's perception of the subordinate feminine role of staff, motivation of the customer, and the capability of staff to deal with the issue (O'Hare & O'Donohue, 1998). This, study therefore, suggests that the integration of such theories and perspectives would advance our understanding of what contributes to sexual harassment.

Cultures and their Implications for Sexual Harassment

An integrated model/dimension of customer sexual harassment should also incorporate sociocultural perspectives to clearly explain why sexual harassment occurs, especially in the Thai hotel context. The perspective states that sexual harassment is a manifestation of a larger patriarchal system. Sexual harassment is viewed as the result of culturally legitimated power and status differences between men and women where women are seen and treated as the inferior sex. Sexual harassment generally delineates male dominance over females (Whaley & Tucker, 1998). It is also viewed as an inevitable consequence of cultural experiences (Barak et al., 1995; Gibbons & Gibbons, 2007). Study results show that Thailand's patriarchal society, the lack of exercising rights and preference for avoiding conflict, and the misunderstanding of Buddhist belief partly condition hotel people to accept and tolerate sexual harassment, as suggested by Prekel (2001) who argues that some social norms could create a climate that allows sexual harassment. In addition, findings indicate that cultural differences between the customer and the staff can cause the misinterpretation or misunderstanding of sexual harassment, especially the disparity between other styles of greeting and the Thai greeting style that does not allow a physical contact between two parties. As a result, many male/female staff did not feel comfortable having their hand shaken, being hugged or kissed by a customer. Evidence from the findings suggests that Thai culture in general tends to tolerate and ignore sexual harassment (International Labor Rights Fund (ILRF), 2002). Thailand is a patriarchal society and women are regarded as the inferior sex (having less power and status). Thai culture values women's dignity and as a woman, sexual

harassment they may experience does impact on and tarnish their family's image. This is in line with Fielden et al.'s (2010) study which states that Asian women are not expected to be tarnished by sexual harassment experience. This explains why Thai males disregard and tolerate sexual harassment more than females do.

Study findings reveal that culture plays a crucial role not only in the perception and interpretation of sexual harassment behaviour, it also suggests the way victims react to such misbehaviour is subject to the influences of culture. Further studies should clarify the country's sociocultural aspects such as its patriarchal system, religious affiliation, dignity, and the family roles, as these may be significant in terms of the perception of sexual harassment by the customer.

One theoretical aspect that this study used to explain why sexual harassment happens in the hotel is the industry's unique characteristics: hospitality as a provider of physical satisfaction; hotels as liminal spaces; power relationships in hospitality; and differences in tolerance of sexual behaviour (Poulston, 2008b). Tourism ethics is also another aspect at the industry level that needs further investigation, for example, why sexual harassment can be accepted and tolerated as part of the job. Working in servitude without dignity would make staff feel vulnerable and expose them to harassment (Wijesinghe, 2007). The findings indicate that tourism and hospitality industry characteristics have played a major role in allowing sexual harassment to occur in a hotel environment. Most staff accepted that the focus on the customer is always right put them into a situation that tolerates sexual harassment (Poulston, 2007). Most staff believed that the customers had power and could behave any way they wished, and did not need to take any responsibility for their misbehaviour. Staff also believed that the hotel is more interested in responding to the customer's demands than to the employee's, and thus less likely to take sexual harassment complaints seriously. Other characteristics such as the close contact between staff-customer, shift work, working alone, hotel size, and hotel location were found to play a significant role in causing sexual harassment. Further studies, therefore, are recommended to integrate these industry specific characteristics into their investigation.

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7.4.3 Sexual Harassment Incidents/ Circumstances

The second component of the integrated framework is concerned with the sexual harassment behaviour or the form of the misconduct. Potentially, sexually harassing behaviours can vary along dimensions of prevalence, severity, as well as direct and indirect (visual, verbal, physical, written) forms. Sexual harassment does not occur in a vacuum. Study findings reveal that sexual harassment is situationally and environmentally dependent, at the time it occurs. One finding of the research is that the most prevalent forms are the visual and verbal. Each form has its own implication for its prevalence and severity. For example, watching or ogling can be most prevalent but easily ignored by the victim. Some forms of touching, such as a hand shake, were mostly accepted. Physical touching was less prevalent but more severe than other forms. Harassment forms varied according to time and place with the most severe cases normally happening at night inside the hotel (i.e., in the guest's room or a spa room). The integrated dimensions also emphasise the circumstances of the misconduct which require the interaction between the harasser (the customer), the victim (hotel staff), the circumstances, the environment (including the hotel premises), witnesses, physical location, and time of the incident, as shown in Figure 19.
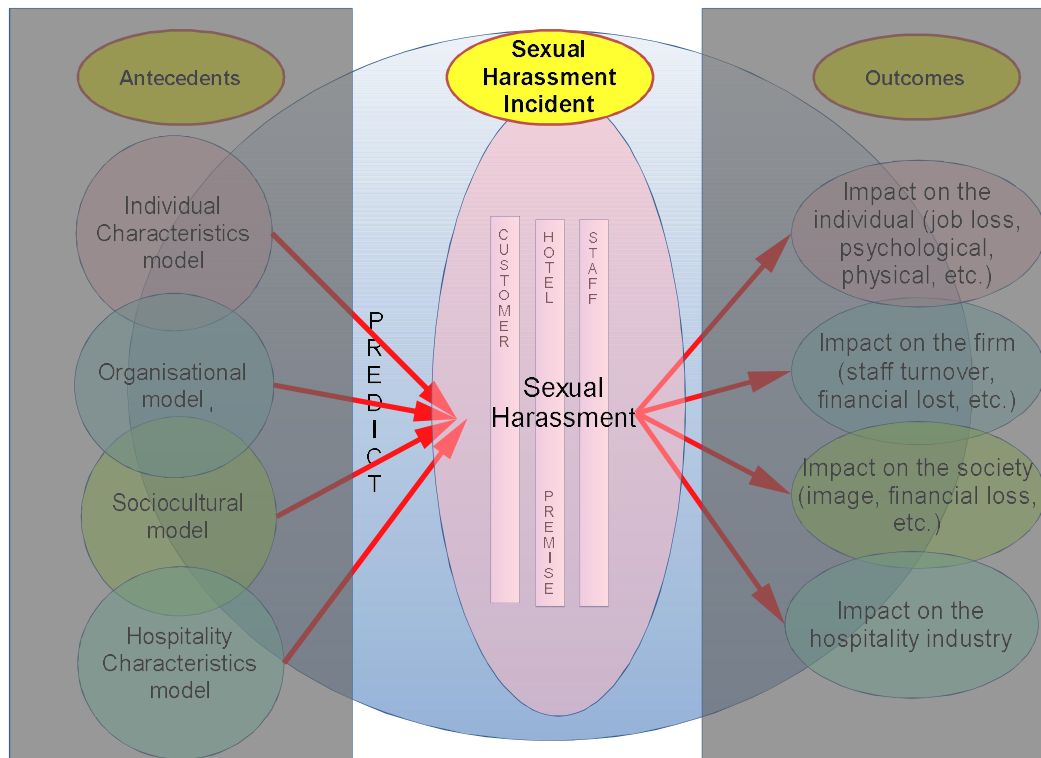
Figure 19 Circumstances of Sexual Harassment

Some theoretical frameworks that offer insights on the circumstances of sexual harassment include routine activity theory (RAT). RAT theory covers most important factors: the harasser, the victim, the guardian, the place, and the time. However, it ignores organisational and social factors such as the norms of the organisation (hotel) or the industry. No theory explained why the customer harassed the staff member in a public area or while there were a number of witnesses around. Neither did they focus on the impact of sexual harassment on the victim.

According to a number of participants, alcohol and drugs consumption had a relationship with the customer's sexual harassment behaviour. For example, some customers stood naked or even had sexual intercourse on the floor in front of staff when they were drunk. This study did not focus on this aspect; therefore, further research should study the role of alcohol and drugs and their link to sexual harassment, in more detail. These factors were found to apply mostly in some

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areas such as Pattaya or Soi Nana, Bangkok. Hotel staff insisted that alcohol played a role in verbal, visual, and physical forms of sexual harassment. Findings also indicate that the place (hotel) has a contributory role in the opportunity for sexual harassment to occur. For example, the hotel management did not perceive that sexual harassment by the customer was real, prevalent, and severe in a hotel, compared to the staff's view. This factor may facilitate the tolerance of the misconduct. The hotel may neglect the complaints raised by staff or pay no attention to installing a complaint and grievance procedure. Further research should investigate the relationship between the management's ignorance and tolerance of sexual harassment and its prevalence.

As mentioned earlier, one limitation of this study is that data on the harasser (the customer) could not be collected, as this research did not conduct interviews or have a questionnaire survey distributed to these customers. Therefore, the research does not cover their motives, detailed behaviours, and their thoughts on the staff's reaction, and the hotel management's feedback (suggested by Yagil (2008) as being necessary). This study did not intend investigating the hotel policy on sexual harassment and hotel security procedures, in general. The physical surroundings of the hotel were not checked. Although some staff explained the nature of the incident and its circumstance, the information came from the staff point of view. Further study should focus on this component.

In sum, study findings indicate that factors from all levels (individual, organisational, societal-cultural, and industrial) are interrelated and should be integrated in sexual harassment study. The integrated dimensions theory has its strength in incorporating all these factors which, in general, are lacking in most sexual harassment models.

7.4.4 The Outcome/Impact of Sexual Harassment
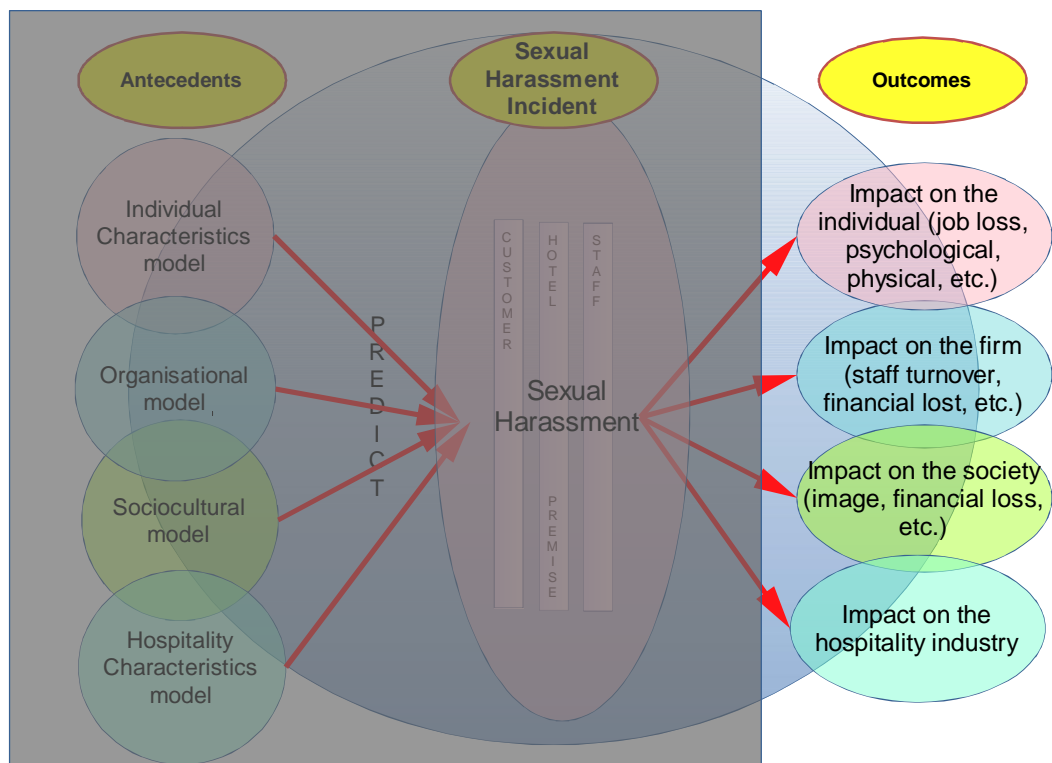
Figure 20 The Outcome/Impact of Sexual Harassment

The third component of the proposed Integrated Model/Dimension of Customer Sexual Harassment (IMCSH) is the outcome/impact of sexual harassment on the individual staff, the firm (hotel), the society, and the industry. Findings reveal that, in general, sexual harassment had various unfavourable impacts on the individual, the hotel, the society, and the industry. Previous studies focus mostly on the impact of sexual harassment on females (Willness et al., 2007). Cogin's (2008) research suggested that men who are harassed suffer more significant negative outcomes than women. The impact of sexual harassment in hotels was not thoroughly investigated, probably because of the lack of evidence obtained from the management. There is no research dedicated in particular to investigating the impact of sexual harassment on the society and the country in the context of hotels in Thailand. The integrated model/dimension of customer sexual harassment may help fill this gap.

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7.4.5 Feedback from Hotel Management

The last component that the integrated dimensions proposed is the hotel management's reaction to staff complaints of sexual harassment by the customer. The findings reveal that most staff would not opt to report the incident to the hotel management, because they believed that the hotel would not do anything to solve the problem. The management were more interested in customer satisfaction, and regard sexual harassment as part of the hospitality characteristics and as something that can be tolerated and ignored. Study findings report that most hotels did not have a sexual harassment policy or complaint handling procedures in place. Study results conclude that the commitment of the management is the key to solving the problem and the integrated theory focuses on this importance.

To conclude, this section discusses the theoretical implications arising from this study. It was found that sexual harassment is a complex phenomenon. It is individually, socially, industrially, and (culturally) nationally context-dependent. It is also situational-oriented. Its forms, circumstances, and impact vary with each individual's interpretation. Sexual harassment in restaurants (and hotels) is not as clear-cut as in other work environments (Agrusa, Coats, Tanner, & Sio, 2002). No single theory is perfect (Dekker & Barling, 1998; Fitzgerald et al., 1995; Hardman, 2000; Pryor & McKinney, 1995). Researchers (e.g. Knapp et al., 1997; Welsh & Nierobisz, 1997) have suggested that sexual harassment study should address and combine all factors into the study. These include the individual characteristics, the organisational features, the social and cultural influences, as well as the industry. The results of this study could be used to extend the theories that have been discussed. The study findings suggest that further studies should also incorporate all cross-disciplinary and interdisciplinary-related factors and models to investigate the misbehaviour. The proposed integrated theory of sexual harassment can be used as a general conceptual framework for further study in the field. The researchers may choose a portion of the model as a guideline for their study. Since there is no theory that is perfect and it may be impossible to find a perfect theory of sexual harassment that can precisely predict sexual harassment by the customer that explains the causes and effects of such misbehaviour, researchers should try to look for another option such as the (ethical) action itself.

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A case study or individual case may be an alternative way for the study and/or the development of sexual harassment theory. In addition, the good start would be to focus on a precise sexual harassment definition. This would help determine the areas of research, the research method, and the model to be used. It also can be used to confirm or refute findings.

7.4.6 Summary of Major Findings

This section summarises the major findings of the study.

- **Hotel staff's individual characteristics** age, gender, marital status, educational background, levels in the organisation, service department, and length of job tenure have a relation with sexual harassment experiences at a varying degree.

- **Age** has a significant correlation with staff's sexual harassment perception where those in older age group were more accepting and tolerant of sexual harassment than those of younger age group

- **Gender** plays a role in tolerating sexual harassment. Female staff experienced more frequent and more severe sexual harassment than their male counterparts. Although men and women were sexually harassed, men were more likely to take sexual harassment as a compliment and thus to be tolerated. Women took it more seriously and had less tolerance of sexual harassment. Third sex staff (gay/lesbian) were more likely to be sexually harassed than straight sex staff.

- **Work department**: Most staff accept sexual harassment as part of the job. The survey questionnaire reveals that those who worked in F&B department were more often sexually harassed by the customer than those of other departments. However, the interviews reported more frequent and severe sexual harassment of the spa therapist, room maid, room boy (who all work in a private/guest room).

- **Tenure**: Staff with short tenure are more vulnerable to sexual harassment than those with long tenure.

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- **Severity and prevalence of sexual harassment** : The questionnaire survey reports that sexual harassment incidents were rare in hotels around Thailand; but in-depth interviews revealed that sexual harassment was prevalent and severe in all hotels around Thailand.

- **Forms of sexual harassment:** Most staff could take and ignore visual and verbal forms of sexual harassment. The physical touch was the most offensive and unacceptable. The complete range of severity could happen, looking, talking, writing, or attempting rape.

- Other factors such as **(night) shift work, alcohol consumption** and **isolated/private location** of where the service was provided as well as the **hotel location** (resort/city hotel) are also key factors that increased risk of sexual harassment happening.

- **Staff's reaction to sexual harassment; and coping strategies:** hotel staff used different and multi-strategies to react to and cope with sexual harassment by the customer. Most of them chose to avoid and ignore the difficult guest. Reporting sexual incidents to the authorities was rare and regarded as an ineffective option.

- **Impact of sexual harassment on staff and hotel:** Sexual harassment had a certain impact on staff and hotel but at different degrees. New staff were most psychologically impacted, while long-tenured staff were impacted less.

- **Feedback from the hotel:** Although most staff's answers in the survey questionnaire (more than 80%) stated that they would report the incident to the hotel management, the interview produced a contradicting report that most staff would opt not to report to the hotel as they saw no favourable outcome from doing it. Or even if they did, they believed that the hotel would not take any serious action.

- **Thailand sociocultural characteristics** are a factor that enables sexual harassment to a certain degree. These characteristics include the

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patriarchal society; respect for superiors/being a good host; Buddhism; the tendency to avoid conflict and exercise rights; Thai style of greetings; women's dignity; prostitution in hotels; and the ineffective sexual harassment laws.

- **Harasser's individual characteristics:** Certain aspects and patterns of sexual harassment behaviours and characteristics of the customer were found. Most of the harassers were from East Asia or the Arab region. The harasser mostly denied the charge and retaliated by complaining about the staff.

- **A hotel's unique characteristics** such as its grade and location contribute to sexual harassment. For example, sexual harassment is likely to occur in no star hotels and less likely to occur in five star hotels. Staff working in a hotel surrounded by nightlight entertainment/areas are much more vulnerable to sexual harassment than those who work in the hotel that is located in an isolated area such as the beach or resort hotel.

This section summarised major findings of the research. The next section reports the methodological implications for the research.

7.5   Research Methodological Implications

7.5.1 Survey Questionnaire Items/Components

Study results reveal that the items in the survey questionnaire were neither mutually exclusive nor specific enough to ensure that respondents were interpreting the items in a similar manner. Some items were missing from the survey: a specific time frame when sexual harassment occurred, the length of time of each incident (as suggested by Jacobs, 2005), and the number of incidents the staff experienced. The lack of information on the perpetuator's characteristics and background also hinders the analysis of their motives. Despite the issues of survey construction and measurement, a survey fails to capture the full range of sexual harassment experiences encountered by hotel staff. The interview provides a clearer picture of the scope and nature of sexual harassment in Thai hotels.

7.5.2 Observation Techniques

Observation of sexual harassment incidents in their real situation proved valuable for this study. According to researchers such as Yagil et al. (2006) and Iannelli (2005), the observer-based approach has often been applied to the interpretation of sexual harassment behaviours in order to explore the antecedent, the incident, and the responses to sexual harassment. The researcher had opportunities to observe the service work of waitresses, bar girls, restaurant managers, security guards, receptionists, telephone operators both during and after normal business hours. The researcher also had a chance to interview staff in the real situation and settings and found that sexual harassment was real, more prevalent in the afternoon and at nights than in the day time. Night shift proves to be the most dangerous time of day for sexual harassment experienced by hotel employees, as suggested by most literature. This increased incidence is probably influenced by the use of drugs and alcohol in many cases. Findings from the observations may be useful for training programmes that address the issue of sexual harassment, because victims, as well as perpetrators, are likely to benefit from knowledge about the way behaviours are seen by relatively objective observers (Yagil et al., 2006). Observation helped paint a more accurate picture of sexual harassment by the customer of hotel staff.

7.5.3 Location of the Interview

The interviews in this study took place in a number of locations both inside and outside the hotel. It was initially planned that the meeting would be arranged for outside the hotel in order to make hotel staff feel free from hotel control. However, in reality, some meetings were conducted in a hotel meeting room (especially the interviews with the management), lobby, housekeeping office, bar, reception desk, porter desk, at the entrance of the hotel, by the swimming pool, in the hotel garden, and in the restaurant opposite to the hotel. It was found that the location of the interview played a role in obtaining a good result. Each location has its plus and minus effects on the interview process. It provides an opportunity to observe real time experience but can be interrupted at any time. There was only one hotel where the management arranged a meeting room for the interview to be

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conducted with the staff. It is recommended for further study that the interview should be conducted in the real work place in the real situation as more details on the circumstances of sexual harassment would be collected. Researchers should bear in mind that such practice may not be allowed by the hotel as it may interrupt the service provision and the customer may feel uncomfortable with the data collection activity.

7.5.4 Third Party during the Interview

In one instance, the researcher had an appointment with a female receptionist and her two hotel colleagues. The female receptionist brought her husband, who was a policeman, along with her. The researcher needed to explain the study objectives and made clear that the name as well as other personal details (of the hotel and the participants) would not be revealed anywhere in the thesis. The impact of being interviewed while her husband was there was that she may not have revealed the truth, as doing so might make her husband unhappy, worried, or offended.

In conclusion, further studies are recommended to employ the mixed method to develop a theory or interpret the meaning others have about the world, as is suitable to their background. The researcher must pay attention to ethical considerations when choosing to study sexual harassment, as the misconduct is very sensitive in nature. Researchers also must be careful about their experience in data collection processes, especially, in the interview with participants as the questions being asked may trigger unpredictable outcomes.

7.6   Managerial Implications

Hospitality managers, professionals, and staff (particularly those with positions in areas of high customer contact) seeking to prevent sexual harassment by the customer can benefit from some practical implications of this study's results. Not only have managers to contend with their own well-being in the working environment, but they also have a legal responsibility to ensure that the workplace is safe for employees (and the customer). Managers must understand that sexual harassment is a complex phenomenon. Even with the best preventive and protective measures in place, sexual harassment may still occur. The study

findings reveal the following managerial implications.

Management commitment: It was found that a number of hotels denied the existence of sexual harassment in their hotel. Some said sexual harassment was a rare incident. Some accepted that sexual harassment was real but can be tolerated. A few said that sexual harassment is unethical, unacceptable, and intolerable. Few said that sexual harassment must be eradicated from hotels (rather, they focus on preventing such incidents). If hotel management does not realise that sexual harassment is happening in the hotel, they would ignore the problem and not act properly to solve the problem (Clark et al., 2008). The current study reveals that the staff were not certain about the standpoint of the management with regard to the sexual harassment problem. As a result, they lost respect for and trust in the management (Prekel, 2001). This eventuality could hinder the cooperation between the two parties to react appropriately to deal with the misconduct (Gettman & Gelfand, 2007; Mueller et al., 2001; Salin, 2006; Thomas, 2001; van den Berg, 2002; Yagil, 2008). In sum, without the support and commitment of hotel executives, the goal to eradicate sexual harassment by the customer is hard to achieve.

Establish and implement sexual harassment policy : Findings indicate that most hotels have no policy on sexual harassment by the customer. This finding is in line with Mkono (2010) who found that there was an absence of sexual harassment policy in Zimbabwean hotels. Although most Thai hotel managers stated that the hotel had a policy, it involved only victims and harassers who worked in the same workplace. It did not cover sexual harassment initiated by clients. Hotel staff did not feel certain about the reaction from the hotel. They were not sure where to start a complaint, or how long the investigation would take (AWARE, 2008). The staff thought that the hotel management would prefer to protect the customer than the staff as they were more concerned with the financial gain, impact on the hotel image, or losing the customer. Some staff were happy with this customer sexual behaviour, especially those staff with a hidden agenda (sex-sale for extra money). It is, therefore, recommended that the hotel should establish a clear policy covering principles and procedures concerning who to report to; how male, female, third sex (gays, lesbian) staff are equally protected;

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and what disciplinary steps are to be taken. It is also suggested that managers should regularly conduct an audit to determine the level of awareness of sexual harassment policies and procedures and planned intervention (Joubert, Wyk, & Rothmann, 2011). The policy should indicate a comfortable system and procedure that are designed to identify the harasser and exclude them from the servicescape. If sexual harassment policies were formulated and implemented, these would encourage more staff to report incidents because they would be assured that their case would be taken seriously. Policy also assures that they will not be subject to retaliation from the customer (Mkono, 2010). The policy should indicate how the hotel should deal with the harasser. It was found that some hotels put the harassers onto the blacklist and did not allow them to subscribe to a particular service or even checking in. Managers, however, need to bear in mind that the hospitality operator lacks control over its guest (Eaton, 2004). Therefore, the management should focus on prevention methods rather than reaction. This study did not collect data from the harasser (the customer). It is recommended hotel should encourage complaints raised by the customer as doing so helps investigate the issues from the harasser's point of view.

Communication: Management should clearly communicate with employees that they are taking the issue seriously and that all forms of the mistreatment are unacceptable. Managing employees' perceptions of organisational tolerance for harassment is important. If organisational leaders fail to communicate and enforce their anti-harassment policies, employees may think that the climate supports harassment, and thus leading to more harassment (Hulin et al., 1996) and organisational backlash. In addition, employees must be encouraged to report incidents whenever they occur. The procedure of reporting should be communicated to all staff so that they know who to report to and how (Mkono, 2010). Although it may be impossible to eradicate all instances of workplace harassment, building inclusive environments and squelching harassment when it does occur will go a long way toward building an environment for healthy and productive employees (Raver & Nishii, 2010).

Recruitment and training: Findings reveal that most hotel managers confirmed that the hotel provided sexual harassment training to staff. Most employees,

however, stated that they did not know about or acknowledge such training. The lack of training makes staff unaware of what constitutes sexual harassment and what does not. Staff training is, therefore, important to help young and newly recruited staff to develop their ability to discriminate between acceptable and unacceptable behaviours, as well as the skill to deflect difficult questions or advances (Poulston, 2008b). Hotels may use codes of ethics, pamphlets, and posters to promote and maintain a harassment-free workplace and to reduce sexual harassment by the customer. Staff need to be trained and equipped with the knowledge about types of behaviours that constitute sexual harassment (Fielden et al., 2010). As argued by Poulston (2007), sexual behaviour is widely accepted by some hospitality workers, and to some extent, welcomed and enjoyed; staff must know when the customers cross the line and know how to deal with the issue properly (Lin, 2006). The findings indicate that staff who were sexually harassed had a strong intention to avoid the customer (by taking leave, or quitting the job – in a severe/worst case). Sexual harassment, therefore, has a relationship with staff turnover (Price, 2008). It is, therefore, recommended that the manager or Human Resource department should use this research to examine their practice concerning monitoring staff job burnout and intention to leave in order to save the cost associated with replacements. Regular staff surveys may help detect staff's perspectives on key factors concerning sexual harassment issues and suggest ways to correct it (Wilkerson, 1999).

Culture change: Findings from the study reveal that the hospitality characteristics (such as the focus on the customer satisfaction, the services provided, the nature of contact) provide an opportunity for staff to experience sexual harassment by the customer. Although results state that some customers were rude, aggressive, violent, destructive, drunk, and dangerous, the hotel could not do much to correct such behaviour as it was the hotel's norm to tolerate the misconduct (Poulston, 2007). Strategies for coping with sexual harassment in the workplace may be subject to this norm and cultural influences (Wasti & Cortina, 2002). The findings suggest that the organisation should take serious action in improving the climate so that it strongly opposes sexual harassment. Hotels may need to change the culture in the hospitality sector in relation to its tradition of pleasing the customer

at all costs, as well as supporting the slogan that the customer is always right or the customer is king (Mkono, 2010). Measures must be taken to stop tolerance of actions by the customer that are inappropriate. The hotel must change the image or develop a proper image of hotel staff from being seen as a sex symbol to being the professional host. However, it is argued that it is not clear how this change can be brought about in practice (Mkono, 2010).

Improving hotel security, landscape, and infrastructure : Findings indicate a relationship between hotel security, landscape, and infrastructure and sexual harassment. The severe incidents generally occur in the guest's room, at night, when the customer gets drunk, and there is no one around. Hotels should install outlet security, surveillance systems, lighting systems, and procedures to enhance and detect the likelihood of the misconduct before it takes place, as suggested by routine activity theory. The customer who has previously committed misconduct should be banned from the hotel or its services. His background information should be put on a blacklist and shared among hotels. This information is useful for long-term control and prevention plans. In addition, designing servicescapes (the physical environment in which a service process takes place) would help deter and prevent the customer behaviour of sexual harassment. Hotels should also establish and implement sector-wide policies regarding acceptable standards of customer behaviour. These include educating customers or enforcing a proper societal norm on the harasser (Harris & Reynolds, 2004).

Increase the awareness of government and related regulators : The findings from this research should serve as warning signs for the hotel industry in Thailand. It is important for the government and the policy making bodies such as the Tourism Authority of Thailand, the Ministry of Tourism and Sports, the Thai Hotel Associations and so on, to initiate the activities that promote sexual harassment awareness and that they devise a proactive plan. The authorities should provide directives and guidelines for the hospitality industry to change in favour of a strong organisational culture of intolerance of sexual harassment and also facilitate processes that help prevent the misconduct. In the case of Thailand, the strong support from the government and related authorities is crucial (Esichaikul & Baum), especially in the area of human resources where skilled

personnel to deal with sexual harassment is scarce. The Ministry of Sport and Tourism, the Tourism Authority of Thailand (TAT), Thai Hotel Association (THA), private companies, and education agencies should provide sexual harassment training to hospitality staff and thus equip them with tools and knowledge about how to deal with the problem effectively. To conclude, the cooperation and commitment between the government, the industry operators, the educators, as well as the hotel people, is the key factor to solve the problem.

Sexual harassment of a hotel worker initiated by the customer is a serious and widespread social problem for Thai hotels. It can harm both the victims and the industry in general. The misconduct happens in many forms and in various circumstances. This study uncovered both open and hidden incidents that have never been raised to public in previous studies. Results from this study indicate that that a combination of factors appears to be affecting the vulnerability of hotel workers. This chapter explained the objectives of the study which are mainly investigating variables that are, hotel staff characteristics and their relation to the incident; and exploring staff's experience of sexual harassment by the customer. It captured the experiences, prevalence, forms, coping strategies, and management reaction to the staff's sexual harassment. The chapter also provided the theoretical and methodological implications as experienced by the current researcher. Finally, the managerial implications were discussed.

7.7   Further Research

Results of the study indicate the need for further study in a number of areas. Some suggestions are detailed below.

Research findings suggest that sexual harassment study needs to integrate the multidisciplinary theoretical framework because of its cross-sectional nature (Lengnick-Hall, 1995). Hardman (2000, p. 55) also contends that it is difficult to design a methodologically sound study that could test the validity of the existing theoretical models of sexual harassment. Study findings reveal that one single theory may not adequately capture all aspects of sexual harassment in the hospitality industry. In order to capture both the causal relationships (between the

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individual's factors and their experiences and perception of sexual harassment by the customer) and to gain a great depth of knowledge and understanding of the sensitive issue which are beyond measurement, this study employs a mixed method of data collection and analysis.

Further study could also focus on same-sex sexual harassment. Although a consistent theme throughout the chapters is that sexual harassment is mostly a crime against women committed by men, there are a number of cases to show that hotel staff were sexually harassed by same-sex customers. It was found that previous sexual harassment studies paid little attention to sexual harassment of men by other men and of women by other women (Hunt et al., 2007; Madera, Podratz, King, & Hebl, 2007; Price, 2008). Some researchers suggest that perpetrators of same-sex harassment cases are evaluated more negatively than are those of cross-sex cases (DeSouza & Solberg, 2004; Wayne, Riordan, and Thomas, 2001 cited in Madera et al., 2007). Future studies might attempt to determine whether men experience difficult guest encounters differently or the same as women. In addition, it would be useful to examine the nature of the sexual harassment of women initiated by women.

Sexual harassment policy: The study findings revealed that most hotels in Thailand did not have any sexual harassment policy in place. The staff did not know how, or to whom, to lodge a formal complaint. The lack of policy and its implementation have resulted in the difficulties in eradicating sexual harassment in the industry (Espinoza & Cunningham, 2010; Hunt et al., 2007). The policy is important for the hotel as it aims to cope with sexual harassment in the workplace. It normally provides definition of sexual harassment, the forms, the impacts, and the complaint and handling procedures. Further research should focus on this respect. Researchers should bear in mind, however, that obtaining such information from the hotel may not be easy because of its sensitive nature.

Organisation culture: The present research suggests that the organisational context (type services, customers, tolerance of sexual harassment) influences hotel staff's experience and perception of sexual harassment. With this in mind, further study should investigate different organisational workplaces (such as restaurants,

bar beers, spas, tourist agents, and the airline industry) with a variety of other cultural variables (such as religion or the cultural background of the victim, the harasser, the town, or the country) in the study. For the hospitality industry, it is important to understand the industry culture and characteristics, as these will have an impact on how staff react to sexual harassment by the customer. For example, it was found that most staff chose to ignore the misconduct and tolerated it. They did not want to report the incidents to the management because they perceived that doing so was useless. This reluctance may relate to Hofstede's (2001) cultural dimensions (power distance, uncertainty avoidance, individualism, and masculinity) as they affect the Thai people. The investigation of such issues would make the investigation more global and generalised (Yaman & Gurel, 2006). In addition, for example, the relationship between culture and complaint intention would provide guidance on how best to deal with it. Without understanding how culture plays a role or has an effect on those involved, it is difficult for organisations to ensure that policies are effectively and appropriately solving sexual harassment problems in the hotel. Further study should also consider conducting studies with participants from other industries, and comparative studies from other Asian countries. It is believed that such research could explore the critical role of customer misbehaviour in general.

Research design: It has been argued by some researchers (Hardman, 2000; O'Donahue, 1998) that very few longitudinal sexual harassment studies have been conducted. This study collected data at one point in time. To better demonstrate causation and determine direction of cause and effect relationships between variables, perception, experience, and impact, further research is recommended to utilise longitude design with high-risk hotel staff (such as room maids or spa therapists) to identify both short-term and long-term effects of sexual harassment, as well as to incorporate control groups in the designs. Although this study has used mixed methods and employed both quantitative and qualitative data collection strategies (including observational techniques) as a means of obtaining information on sexual harassment by the customer behaviour in hotel premises (i.e., bar beer, lobby, laundry, on floor), further researchers are recommended to employ as many diverse methodologies for data collection and interpretation as

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possible. Furthermore, multiple interviews conducted over a period of time with hotel staff, as well as a qualitative follow-up, would help to clarify the nuances of the participants' thinking about their unique perceptions of sexual harassment (Merkin, 2008) Further research should replicate these findings in a predictive sense using longitudinal data.

Data collected from the customer: This study's results lack the guest harasser's perception on sexual harassment. It is argued that hotel guests' attitudes on ethical issues such as sexual harassment have not yet been surveyed (Madison & Minichiello, 2000; Wong, 1998). Further research should focus on investigating the customer's view and perception of this topic. The information obtained would prove useful to categorise the personality traits, motives, and past behaviours, and distinguish them from those of other people (Lengnick-Hall, 1995). Such research may help identify those customers with a proclivity for sexual harassment. Findings from this research indicate that the interaction between individuals (harassers and victims) and situation (circumstances and behaviours) produce potentially sexual harassment behaviour. Further research should focus on identifying opportunistic behaviour and characteristics of perpetrators (as these play an important role in the occurrence of harassment) as well as developing effective strategies and organisational initiatives regarding sexual harassment prevention and elimination. In addition, there is a need to study the effect of sexual harassment on others (witnesses) in the hotel.

Prostitution: This study's results indicate that hotels have different policies on the relationship between the staff and the customer. Some hotels, for example, the Hard Rock Hotel, encourage a good personal relationship between staff and customer. The hotel has a strict policy stating that staff having a sexual relationship with a customer in the hotel premises is not allowed. However, the hotel does not interfere in such a relationship if it happens somewhere else (as it is beyond the hotel's control). Hard Rock Hotel does not allow staff who have no responsibility for providing service to enter the guest rooms or be present on the guest's floor. In many other hotels, staff may sit, talk, and have a beer with a customer for a short time. This closeness may provide the opportunity for sexual harassment to occur in the hotel. Future research should investigate the

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relationship between the hotel sexual harassment policy and prevalence of the misconduct both in and outside hotel.

Further investigation on the overlapping definition of sexual harassment and prostitution may need to be addressed. Study findings reveal that some hotel staff intended to exchange sex for some form of material reward. Sexual intimacy may be exchanged for a variety of resources. Those people who seek support from the customer may accept sexual advances as a means to have fun or as a source of income and this may lead the customer to perceive that sexual harassment is acceptable for other staff as well. This increases the chance for more prevalent and severe sexual harassment to occur in the hotel.

Management perception: Another issue that requires further investigation is the perception of the hotel management on sexual harassment. Study results reveal that many hotel executives believed that sexual harassment was rare in their hotel while most staff perceived that the misbehaviour was real, and prevalent. If the management do not realise that sexual harassment has a crucial impact on the staff and the firm's performance, they tend to ignore the problem. As a result, sexual harassment prevention, reduction, management, and coping are difficult to accomplish. In addition, given the management's legal responsibilities, it is suggested that hotel should broaden existing policies and take a strong stand against sexual harassment from the customer in the workplace. It should be borne in mind, however, that such good intentions run strongly counter to the current emphasis on customer satisfaction which has been strongly embraced in the hospitality industry. Hotels, therefore, must be careful to balance the pros and cons of implementing policy, which may in turn, affect the firm's financial performance.

Tourist Sexual Harassment: This study focuses on investigating the perception of hotel staff on being sexually harassed by the hotel customer. It was suggested by a number of participants that the customer was not the only perpetrator. In many cases, the customer was the victim of the harassment. Some tourists were cheated, abused, drugged, or even killed. These incidents would cause a bad reputation for the hotel, the country, and the industry as a whole. Being a victim

would not be a pleasant experience. The tourists would spread this news to friends and networks. Further research should consider collecting more in-depth data from the customer in order to learn their perception of sexual harassment both as harasser and victim.

Coworker sexual harassment: A number of studies, for example, Equal Employment Opportunity Commission (EEOC) (2008) reveal that between 40 and 70 percent of women and 10-20 percent of men have experienced sexual harassment in the workplace. Among these instances, 43 percent of the harassment was initiated by their supervisor. In the hotel context, Cho (2002) states that workers were sexually harassed by both internal and external harassers. This study result indicates that there is a need to conduct a study on co-worker sexual harassment because this is prevalent in the Thai hotels. New recruits, especially trainees, are likely to be harassed by the hotel seniors/veterans. Someone who is harassed may not speak out or make a complaint. The hotel, therefore, has little information on this issue. Therefore, it is difficult to find any evidence to support the claim.

It should be noted that there was no report that female staff were harassed by the female customer. This is a gap in this research. Future research should include this area and compare the prevalence and severity of sexual harassment of this type.

This chapter provided information on the study limitations and the recommendations for further research. The conclusions that may be drawn from all of the study results here are that the blurred definition of sexual harassment; the sensitive nature of the issue; the problem of sound research design, as well as the data collection tools; the use of non-representative samples; and the lack of information from the customer make it difficult to draw strong conclusions. Further research studies are, therefore, suggested to focus on these matters. Additional attention should also be paid to related issues such as prostitution and the hotel's perception of this, and their responsibilities and strategies to deal with the problem.

It is expected that the results of this study will be useful to hospitality educators and operators in developing ideas on sexual harassment studies: its causes, circumstances, impacts, and reactions from hotels. It would help hospitality entities to create sexual harassment awareness for a more enjoyable and less hostile environment for hotel staff. It suggests that researchers should consider using mixed methods as the strategy to collect and analyse data, as the current concepts and processes are not adequately captured by survey items or the interview questions alone. Incorporating quantitative and qualitative methods would help uncover the ambiguity that surrounds sexuality and sexual harassment in the industry as well as build theoretical and empirical understandings of sexual harassment studies (Welsh, 1999).

This study is exploratory in nature (although rich data were collected). Sexual harassment of hotel staff by a customer has not been much studied in the field of tourism and hospitality. No single study of this kind was found in Thailand. As it is the first scientific work on this subject in the country, it is expected that it will help open up a productive field of research. It is also hoped that this study would help guide future research to fruitful results.

7.8   A Note on Data Collection Issues

There were some issues concerning the data collection where permissions were not granted by most hotels if no close relationship between the researcher and the hotel (via the personal network) was established.

The first issue found in this study is that collecting data from hotels and restaurant proved difficult. Five hundred survey questionnaires were distributed to 30 hotels in Bangkok, Chonburi, Khon Kaen, Cha Am, Phuket, Samui, and Pattaya via the channel of friend and THA networks. Some were collected directly from hotel staff in Bangkok and nearby provinces (Chonburi, Cha Am, and Khon Kaen), resulting in data skewed to younger female age group. In many cases, the researcher was not allowed to contact employees directly as the hotel manager did not grant the permission to do so. Therefore, the researcher relied on the manager to distribute the surveys to the staff. This creates a potential for bias if the managers did not randomly distribute surveys (Clark et al., 2008). In other parts of

the country (such as Phuket, Samui, and Pattani) which is more than 700 kilometres from Bangkok, no manager expressed enthusiasm or interest in taking part in the interview. As an alternative solution, a network of friends in other areas (Bangkok, Cha Am, and Khon Kaen) was used to search for potential participants willing to take part in this study.

To provide how data collection proved difficult in more detail, the following descriptions are provided.

The very first interview appointment was made with an Executive Assistant Manager of a five-star chain hotel in the heart of Bangkok. The researcher sent an email, with all relevant information attached, requesting an interview. The Executive Assistant Manager replied that:

> your email was acknowledged with thanks. However, our hotel's staff have never experienced the [sexual harassment] issue you are studying. I regret to inform that I am not able to provide any information concerning such topic. I am sorry. If there is anything else I can help out, please let me know...

Similarly, another response from the ex-General Manager of a number of first-class hotels in Bangkok, Phuket, and Chieng Mai also said in an email that:

> I have never heard any issues concerning your study topic, probably because the hotels I used to manage had a different target group [from those tourists] who are inclined to conduct such [sexual harassment] behaviour. This is the first time I hear about such issue [in the hospitality industry]. We have never discussed this problem before. You should select two-star hotels or lower around Soi Nana or Pattaya as a target of data collection. I am not sure if I can help. However, I am pleased to cooperate:

The third expert was the ex-Human Resource Director of four first class chain hotels in Bangkok who also commented that:

> I agree with you that it is difficult for you to have a direct contact with the [hotel] staff. Put my case as an example, I used to work at a

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five-star hotel in Bangkok [as the HR Director], and I tried to use my personal relationship with the hotel [General Manager] in order to allow my students to collect data at the hotel. Other hotel executives were not happy that the GM allowed my students to do the data collection. Nobody in the hotel would believe that the [Caucasian] GM would dare to grant such permission [for the data collection]. If I do not know the GM personally, or I hadn't worked there before, [the student's] data collection would be impossible.

He also added that his students' topic of study was:

...generally about the hotel service. In your case, I don't think you will get any cooperation from the hotel as your topic is very sensitive...

In addition, for some hotels, survey questionnaire distribution was made as per the suggestion of the Front Office Manager or Housekeeping Head - who was the researcher's network member, without the permission or notice of the General Manager. One Front Office Manager suggested that:

...you shouldn't inform the MD or the GM as they won't let you do this [distribute questionnaire or have interviews].

In an interview with the ex-Director of Human Resource of a first-class hotel in the heart of Bangkok, he said that:

After I retired from the [name of the] hotel, I was conducting research about the hotel service quality and decided to go back to the hotel [where I used to work] to get my survey questionnaire distributed. The new GM declined my request... Your research topic is very sensitive. I don't think you will get much cooperation:

After a few interviews with key experts had been made, the researcher decided to extend the sample to cover not only 20 first-class hotels in Bangkok, but all types of hotels both in Bangkok and upcountry to increase the possibility to distribute 500 survey questionnaires. This could not be done without using the personal

relationship with those THA people. This convenient method of data collection was supported by a number of scholars as mentioned in the paragraph above. Although some hotel executives refused to allow the interviews and the survey questionnaire distributed, many of them cooperated with the help of a number of friends. Therefore, data collection was successfully made at the end.

In one instance, the researcher notes the problem of data collection in his journal:

> I had to explain to the manager that the interview was part of my study. I had to introduce myself, my previous experiences (as a hotel employee – to make them feel that we had the same experience), and my qualification to make them confident that the information did not cause any bad impact on him. I had to tell him that his name/hotel would not be published in the research without his permission. The manager was a Filipino, but he understood Thai very well and preferred to have interview in Thai. He seemed to be anxious, and panic. It's hard to make him settle down. This kind of interview must start by asking general information about the hotel.

Trust seems to play a vital part in the data collection process (Romito, 2004), particularly in the interview part. Some respondents may not want to reveal their experience of sexual harassment. The researcher may have no choice in selecting the interview participants. He must build trust in order to gain the sensitive data. Romito (2004) also commented that access to other more objective sources of information such as a formal complaint is unlikely to be a solution as a very small number of victims would make a formal complaint. Therefore, one potential problem of conducting successful sexual harassment research is that it is hard to gain access to a good source of information. It is obvious that privacy and confidentiality must be strictly protected.

It was found that most interview participants were reluctant to give consent to put their names in the reports (or the tape recording). They felt uncomfortable and uncertain about the feedback of doing that. Most staff did not sign on the consent form nor allow the researcher to collect their names and other personal

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information. However, the majority allowed the researcher to record the conversation but on the condition that their identity would not be recorded. This happened with hotel employees at all levels, ranging from the hotel owner to the room maid.

In addition, due to the sensitive nature of the research, it was not possible to obtain exact details as predefined in the semi-structured interview guide. Some of the questions could have been excluded because may not be really relevant to the particular participants. It was found that the hotel staff did not understand the questions, and the answers received gave no meaningful results.

The duration of the interview could not be fixed as sometimes it must be conducted on the premises while the staff were on duty. The researcher must consider expanding the scope of data collection as much as possible.

Some participants prefer to have a face-to-face interview with the researcher. One spa manager mentioned that she would never fill out the questionnaire as it is "useless" and sexual harassment is about the real life that should be best captured via a face-to-face interview.

For the interview, it was with great help from Ms Bundarik, who was the President of THA, Eastern region, hotel managers in Pattaya gave tremendous support to both the questionnaire distribution and interview with both executives and staff without hassle. This proved that the personal relationship was crucial for data collection, especially for a sensitive topic like sexual harassment in a hotel. Although some scholars (Branch, Ramsay, & Barker, 2007) argued that the face-to-face interview had limitations in that the interviewees may not be completely truthful in their responses, the qualitative data obtained from this study revealed a different outcome. Most participants provided straightforward answers, probably because of the endorsement from the THA or the researchers' friends. Many of them were long-time friends of the researcher and with whom the researcher had worked more than 25 years ago. For the interview data collecting method, it was suggested that further research would benefit from the use of structured interviews, which should counter this difficulty as well as enabling further in-depth

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exploration of themes (Gavin, 2005).

This section discussed the issue of the data collection process where permission was not easily granted by a hotel. It reinforced that the sensitive nature of the research topic has prevented cooperation from hotel people as they fear that their answers would lead to the bad feedback to their job. Although it was difficult to collect data, the information obtained proved useful and give insight into what happened in the hotel. Further research is suggested to carefully consider using a sound research data collection method for the fruitfulness of their study result.

7.9   Dissertation Conclusion: A Final Note

There are many topics that the researcher would like to raise at the end of this thesis. First and foremost is sexual harassment definition. Obviously, a number of participants said that "My staff (or friend) got harassed until she got married to the harasser." If sexual harassment is not a good behaviour, hotel staff should not tolerate the conduct or accept being "friends" with the harasser. Some staff regard sexual harassment as a normal interaction between the two parties. Once the "making friendship" starts, it may be interpreted as a "harassing" behaviour if the staff does not like it, or because of the culture difference, the misinterpretation, the unknown reason, but later if both parties get to know each other well, the relationship could develop from a "harasser-victim" to a "boyfriend – girlfriend" to "husband - wife" situation. Such situations exist and are real. Sexual harassment has its own cycle; the beginning, the ongoing, and the last stage of a relationship. Sexual harassment behaviour can change and shift from one stage to another stage either forward or backward, depending to the mutual understanding and mutual relationship or agreement between the two. Williams (2003) reported that for staff it is both pleasurable and difficult at different times for the same individual. The relationship can at any time turn sour or sweet. It exists, it varies, it disappears, and it may occur again. Williams (2003) concludes that, at one time, some staff find the behaviour enjoyable and satisfying, while at other times the same staff find it stressful and costly to themselves. The researcher should recognise this intrinsic characteristic and nature of the incident. He must be aware of the previous experience and the present experience too. Things that had been

regarded as sexual harassment experience in the past may not be regarded as misconduct in the present. It seems that staff get used to it and they do not label it as a sexual harassment as time goes by.

In addition, the researcher felt that it is important to separate the group of those who are the actual or real victims of sexual harassment by the customer, and those who did not consider themselves as a victim. There is a thin line between being happy and being offended. The same person may feel happy to be harassed by one customer but feel offended if the harasser is not of his/her type. The problem is, can we define the first case (being happy to get harassed) as a nonsexual harassment; and define the second case (feeling offended -if the harasser is not someone they like) as a sexual harassment? Can both cases (victim vs non-victim) be applied to the same person in a different situation (time frame)? If a receptionist can feel offended with one customer and happy with another (after receiving the same behaviour from each customer), do we call it sexual harassment? At one time, she is a victim because she felt she was harassed but at another time she does not consider herself as a victim because she likes the harasser. Probably this is an intrinsic characteristic of a hospitality job. It is also nature calling, according to the natural/biological theory. People seem to protect themselves (when they are harassed) by avoiding such situations (and letting the other know that she is not happy with it). But if she is happy with it, will she tell anyone that she has allowed the customer to make sexual advances towards her? Everyone seems to keep such things secret and never complain. If she speaks out, it might impact her image or her job. Sexual harassment is a sensitive issue. It depends, to a certain extent, on the workplace norm, the interpretation of each individual, and the relationship between both parties.

In reality, some staff allowed sexual advances to happen by playing along with the customer and they sincerely believed that it was the way to make friends with the customer. If a staff member allows the customer's sexual advance, such as hugging, kissing, or even touching her cheek, in a joking and playful way, does she consider it sexual harassment? The form of sexual harassment (even a severe one like touching the cheek) alone does not prove it was sexual harassment if the staff did not regard it in that light.

Therefore, the first obstacle the researcher has to overcome is to define the precise meaning of sexual harassment in the hotel context. Another problem is that the research must precisely define "hotel staff" to determine whether the permanent, fixed term, and temporary, spa therapist, barber girl, or the bar beer girls should be included in the study or not. Those spa therapists, the barber girls, or the bar beer girls were obviously connected with the prostitute image. In addition, there are some staff who have sexual intercourse with the customer for money or for fun. These types of staff should be excluded from the study sample but how does the researcher know who engages in such behaviour or intention. No one would reveal their purpose. No one would accept such a truth. Therefore, sexual harassment is closely related to the hidden sex-related behaviour between the customer and the staff which is hard to uncover.

In addition, sexual harassment is an activity that involves the harasser and the victim. If a customer approaches a female staff member and she feels offended because of his rude behaviour, it can be said that the staff member was sexually harassed. But, if the same customer approaches her again, using a more appropriate means, such as asking her out or buying flowers, and this time the girl does not feel offended because the customer was polite and she agrees to go out with him, that is not sexual harassment. The problem for the researcher is how to conclude if the target of an advance is being harassed or not. Which part of the interaction should be brought into consideration; the first time when she felt offended or the second time when she accepted the proposed friendship? She was harassed the first time but not harassed the second time because she was happy with the customer's proposal. What if it happened for the third time and this time she is not happy with the customer, so again she was harassed. In another situation, if the customer offers her money to have sexual intercourse with her, and she accepts an such offer that behaviour is not considered sexual harassment but a prostitution-related activity – the blurred area is hard to identify. Many of the participants acknowledged in the interviews that they have friends who work in the hotel who were harassed "until she married the harasser".

Finally, sexual harassment of hotel staff by the customer is very much context-oriented. It is situational and involves a number of complex variables. The hotel

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industry is different from government offices or other businesses. It has its own characteristics that focus primarily on satisfying the customer. The customers pay a temporary visit. They do not need to take any responsibility for their actions. The intrinsic characteristics of the business need a more specific definition of sexual harassment in order that future research could be conducted productively with a more precise outcome.

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Appendix A: Survey Questionnaire

Survey Questionnaire of Hotel Employees on the Perceptions and Experiences of Sexual Harassment

Consent will be implied by completing this questionnaire _____

Part 1: Demographic Data				
1.	Gender		Male		Female
2.	Age		18-24 years 35-44 years 55 + years		25-34 years 45-54 years NA/Error
3.	Racial Ethnic Background		Thai Malay Caucasian		Chinese Other Asian Other (Please specify) …………………………
4.	Marital Status		Single Divorced Widow		Married Separated N/A
5.	Highest Level of Education		Lower secondary level Upper secondary level Diploma		Completed Bachelor's Degree Post-Graduated Degree Other and unknown
6.	Your level in the organization		Owner, President General Manager Senior Manager /Manager		Supervisor Worker Other … Please specify …………………………
7.	Service Department		Room Division *(Receptionist/ Guest Relations/ Telephone Operator/ Reservation/ Bell Boy)* Housekeeping *(Room Maid/ Room Services/ Spa)* F&B *(Waiter/Waitress/ Bartender/ Bartendee)*		Administration *(HR/ Marketing & Sale/ Engineering-Technician/ Security Guard)* Other … *Please specify* ………….
8.	Duration of Employment at the present workplace		Less than 1 year 1 year to less than 2 years 2 years to less than 5 years		5 years to less than 10 years 10 years to less than 20 years More than 20 years
9.	Monthly Income		US $ 170 -336 US $ 337-503		US $ 504 - 673 Over US $ 674

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10.	Work shift		Morning		Evening		Night		Rotated
11.	Number of employees		Under 10 11 – 25		26 – 50 51 – 100		Over 100		

Part 2: Sexual harassment experience in general

12.	Have you ever personally experienced sexual harassment by hotel customer(s)?		Yes		No
13.	To what extent does sexual harassment of employees by hotel customers exist in hotels around Thailand		Everyday Sometimes Rarely None No Answer		

Part 3: Ethical Perception of sexual harassment

	To what extent do you agree with the following statements?	Extremely agree			Not at all agree	
		1	2	3	4	5
14.	Sexual harassment is ethical					
15.	Sexual harassment is acceptable					
16.	Sexual harassment is neither ethical nor acceptable					
17.	Sexual harassment is unethical but acceptable					

Part 4: Causes of sexual harassment by customer

	To what extent do you agree with the following statements?	Extremely agree			Not at all agree	
		1	2	3	4	5
18.	A guest can do no wrong / A customer is the king					
19.	The customer sexually harasses the employee because they think they have more power than the employees					
20.	The customer sexually harasses the employee because they do not need to take responsibility for what they did (they come and go)					
21.	The hotel management is more interested in responding to the customer's demands than the employee's ones					
22.	Working alone makes one vulnerable to sexual harassment than working in pairs/group					
23.	Working at night time makes one more vulnerable to sexual harassment than working at day time					

24.	What position do you think is likely to face with sexual harassment by the customer? Please rank the following positions in order of the chance/ likeliness for sexual harassment by customers will be happening (from 1 to 5) with "5" indicating the most likeliness that sexual harassment will be happening and "1" indicating the least likeliness for sexual harassment to be happening	____ Receptionist ____ Telephone Operator ____ House Keeper - Cleaner ____ Room Service ____ Waiter/Waitress ____ Bartender/Bartendee ____ Technician/ Engineering ____ Marketing & Sales ____ Human Resource & Training ____ Security Guard ____
25.	Which place/location in the hotel that you think sexual harassment by a customer is likely to happen	____ Reception Desk Hotel lobby

	Please rank the following places/location in order of the chance/ likeliness for sexual harassment by customers will be happening (from 1 to 5) with "5" indicating the most likeliness that sexual harassment will be happening and "1" indicating the least likeliness for sexual harassment to be happening	____ ____ ____ ____ ____ ____ ____ ____	On the floor/pathway Guest's room Coffee shop/ Restaurant/ Music Lounge Conference room/ Business lounge Stairs Kitchen Parking Laundry room

Part 5: How did you get sexually harassed by the customer? (Forms of sexual harassment)

26.	Which of the following have you experienced on your job from customers? *Please rank the following forms in order of the frequency with "5" indicating the most frequent and "1" indicating the least frequent form of sexual harassment happening to you.*	__ __ __ __	**Visual** (ogling, staring, posters, magazine, hand/body gesture, exposed private parts) **Verbal** (whistle, call, sexual sound, song, requests for dates, questions about one's sex life, admired your face or hair, dirty/sexual jokes/comments, suggestive phone calls) **Written** (love letters / love poems, obscene poems, obscene letters, cards) **Physical** (violating space, patting, grabbing, pinching, caressing, kissing, hugging, demands, complaints, threatened you to put you out of a job if you did not have physical/sexual relations with him, attempted to have sex with you without your consent, physical assault, rape)
27.	How do you see the severity of sexual harassment by customer forms occurring in your hotel? *Please rank the following forms in order of the severity with "1" indicating the most severe form and "5" indicating the least severe form of sexual harassment happening in your hotel.*	__ __ __ __	**Visual** (ogling, staring, posters, magazine, hand/body gesture, exposed private parts) **Verbal** (whistle, call, sexual sound, song, requests for dates, questions about one's sex life, admired your face or hair, dirty/sexual jokes/comments, suggestive phone calls) **Written** (love letters / love poems, obscene poems, obscene letters, cards) **Physical** (violating space, patting, grabbing, pinching, caressing, kissing, hugging, demands, complaints, threatened you to put you out of a job if you did not have physical/sexual relations with him, attempted to have sex with you without your consent, physical assault, rape)

Part 6 : Impacts of sexual harassment

28.	On a scale of 1 to 5, where 1 means not at all offended and 5 means extremely offended, overall how offended did the harassment make you feel?	Not offended at all Extremely offended				
		1	2	3	4	5
	To what extent do you agree with the following statements?	Extremely disagree Extremely agree				
		1	2	3	4	5
29.	SH causes physical symptoms					
30.	SH causes psychological symptoms					
31.	SH causes lost income in connection with sickness/ absenteeism/ exit from work					
32.	SH causes job dissatisfaction					
33.	SH tarnishes the hotel's image					
34.	SH contributes to the bad image of the country					

Part 7 : Employee's 'Reaction & Coping Strategies			
35.	How did you react to a customer's sexual advances?		a. Enjoyed it /I figured he must really like me/ I played along
			b. Ignored it – didn't do anything
			c. Stayed away from him/ took someone with me if I had to see him
			d. Asked them to stop/ I refused to play along with him
			e. Talked about it with someone I trusted and asked for advice/ support
			f. Threatened him that I would report to his spouse/friends
			g. Reported it to a company official/ made a formal complaint
			h. Blew it off and acted like I didn't care
			i. Have not received sexual advances
36.	Please using the following scale to indicate, in most cases, how effective do you think it is for personnel to take each action given below to make others stop bothering them sexually? 1– Makes it Worse 2– Not Effective 3– Somewhat Effective 4– Effective 5– Very Effective	. . . .	a. Enjoyed it /I figured he must really like me/ I played along
			b. Ignored it – didn't do anything
			c. Stayed away from him/ took someone with me if I had to see him
			d. Asked them to stop/ I refused to play along with him
			e. Talked about it with someone I trusted and asked for advice/ support
			f. Threatened him that I would report to his spouse/friends
			g. Reported it to a company official/ made a formal complaint
			h. Blew it off and acted like I didn't care
Part 8 : Employees' perception on the hotel management's reaction to the complaint made by the employees			
37.	If you are sexually harassed, will you complain/report to the management?		Yes No
38.	If you report a customer's sexual harassment to hotel management, in your opinion, what would happen?		Nothing An investigation would be made, but no actual results obtained An investigation would be made, and action would be taken to stop it I would be transferred I would be fired Not sure
39.	Up on your agreement, the research would like to have an individual interview with you at the later stage. Would you like to have an interview with the researcher? Thank you.		No Yes (please provide your contact detail as follows) Preferred (nickname) ……………………………. Telephone…………………………………. Email …………………………………………
40.	Please provide comments on Sexual harassment of hotel staff by the customer (if any)		

Appendix B: Interview Participants Details

*   Pseudonym

**   Position title suppressed

***   Hotel name suppressed

No.	Participant's Name	Position	Hotel	Locations	Remark
1.	Mr. Somjan*	Executive Assistant Manager	***	Bangkok	Expert
2.	M.L. Chanchot Jombunud	General Manager	Ex-General Manager to a number of hotels in Bangkok, Pattaya, Chieng Mai, Phuket	Bangkok	Expert
3.	Amphon Saay-Op-Oua	Ex-HR Director of three five star hotels in Bangkok	Dusit Thani Hotel The Regent Hotel Hyatt Erawan Hotel	Bangkok	Expert
4.	Charoen Nudpobsuk	Managing Director	SC Park THA , Vice President	Bangkok	Expert
5.	Toey *	Sales Director	***	Bangkok	Expert
6.	Saran Nimihut (Tong)	Regional General Manager	Siam Bay View & Siam Bay Shore	Pattaya	Expert
7.	Chatchawal Inkong	Room Division Manager	Siam Bay View	Pattaya	Expert
8.	Somsakul Ponlachan (Pocky)	HR Directors	Hard Rock Hotel	Pattaya	Expert
9.	Natthanan Hongsinlark	Regional Manager	Mountain Beach Hotel	Pattaya	Expert
10.	Sompote Pinkaew	Hotel Manager	***	Bangkok	Expert
11.	Juh*	Admin	***	Bangkok	
12.	Jenny *	Restaurant Manager	***	Bangkok	
13.	Nan *	Assistant Restaurant Manager	***	Bangkok	
14.	Wan*	Chef	***	Bangkok	
15.	Steve A Merriman	Tourist	-	Bangkok	
16.	Goy *	Room Maid	***	Bangkok	
17.	Nop*	Porter	***	Bangkok	
18.	Mai*	Porter	***	Bangkok	
19.	Than*	Porter	***	Bangkok	
20.	Sert *	Porter	***	Bangkok	

No.	Participant's Name	Position	Hotel	Locations	Remark
21.	Pree*	Room Service	***	Bangkok	
22.	Rach*	Floor Supervisor	***	Bangkok	
23.	Veer*	Floor Supervisor	***	Bangkok	
24.	Athi*(	Receptionist	***	Bangkok	
25.	Oat *	Receptionist	***	Bangkok	
26.	Netr *	Receptionist	***	Bangkok	
27.	Pukkie*	Telephone Operator	***	Bangkok	
28.	Liam*	Receptionist	***	Cha Am	
29.	Paa Oun*	Room maid	***	Cha Am	
30.	Owner*	Owner	***	Cha Am	
31.	Dum*	Room Maid	***	Cha Am	
32.	Piroj *	Manager	***	Cha Am	
33.	Oy*	Owner/ Manager	***	Cha Am	
34.	Taa*	Manager	***	Cha Am	
35.	Chay*	Housekeeping Head	***	Bangkok	
36.	Narong Thongsuk	General Manager	The City Sriracha	Sriracha	
37.	Pantipa Kai	Receptionist	The City Sriracha	Sriracha	
38.	Wan	Spa Manager	Ramburi Spa, The City Sriracha	Sriracha	
39.	Kwanchanok Tinnapopwaranon	Spa Manager	Spaya, Sunbeam Hotel	Pattaya	
40.	Pat*	Finance Manager**	***	Pattaya	
41.	Tum, FO Manager*	Front Office Manager**	***	Pattaya	
42.	Natchanok Chantanawaranon	Sales Seminar & Corporate Manager	The Sign Hotel	Pattaya	
43.	Yuyee*	Receptionist**	***	Pattaya	
44.	Jan*	Receptionist**	***	Pattaya	
45.	Kieu*	Room Maid**	***	Pattaya	
46.	Pen*	Room Maid**	***	Pattaya	
47.	Pui*	Room Maid**	***	Pattaya	
48.	Dao*	Bartender**	***	Bangkok	
49.	Air*	Room Maid**	***	Bangkok	
50.	Kao*	Room Maid**	***	Bangkok	
51.	Ung*	Food & Beverage Cashier**	***	Bangkok	
52.	Dam*	Porter**	***	Bangkok	
53.	Um*	Bar Beer Waiter**	***	Bangkok	
54.	Jak*	Room Service**	***	Bangkok	
55.	Jaeng *	Room Service**	***	Bangkok	
56.	Yong *	Room Service**	***	Bangkok	
57.	Phon*	Security Guard**	***	Bangkok	

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No.	Participant's Name	Position	Hotel	Locations	Remark
58.	Phum*	Security Guard**	***	Bangkok	
59.	Boon*	Security Guard**	***	Bangkok	
60.	Sunta *	Receptionist**	***	Bangkok	
61.	Jer*	Guest Relations Manager**	***	Bangkok	
62.	Zaa*	Tour Guide	***	Bangkok	
63.	Long*	Waiter	***	Bangkok	
64.	Jo*	Restaurant Supervisor	***	Bangkok	
65.	Bass*	Waiter	***	Bangkok	
66.	Hus* - Head Housekeeping	Head Housekeeping	Tonwa Resort	Khon Kaen	
67.	Lon* -Laundry	Laundry	Tonwa Resort	Khon Kaen	
68.	Yo* - Security Tonwa	Security Guard	Tonwa Resort	Khon Kaen	
69.	Lam* - Bellboy Tonwa	Bellboy	Tonwa Resort	Khon Kaen	
70.	Am* - Receptionist Tonwa	Receptionist	Tonwa Resort	Khon Kaen	

Appendix C: Name List of Participating Hotels

No.	Region/Area	Hotel Name	Remark
1.	1 Central – Bangkok (13)	1 ***	*** Hotel name not allowed to reveal
2.		2 SC Park Hotel	
3.		3 ***	
4.		4 ***	
5.		5 ***	
6.		6 ***	
7.		7 ***	
8.		8 ***	
9.		9 ***	
10.		10 ***	
11.		11 ***	
12.		12 M.L. Chanchot	Retired
13.		13 Mr. Amphon	Retired
14.		(14) Steve	Regular visitor to Thailand
15.	2 Eastern - Pattaya (8)	1 Siam Bay View	8 hotels/15 participants
16.		2 Hard Rock Hotel Pattaya	
17.		3 Mountain Beach Hotel	
18.		4 Sunbeam hotel	
19.		5 The Green Park Resort	
20.		6 The Sign Hotel	
21.		7 ***	
22.		8 The City Hotel Sriracha	
23.	3 Western - Cha Am (6)	1 ***	
24.		2 ***	
25.		3 ***	
26.		4 ***	
27.		5 ***	
28.		6 ***	
29.	4 Northeast - Khon Kaen (1)	1 Tonwa Resort & Garden View Hotel	
30.	5 Southern - Pattani (1)	1 ***	
31.	6 Southern - Phuket (2)	1 *** 2 ***	
32.	7 Southern - Samui (3)	1 Muang Samui Spa Resort	
33.		2 ***	
34.		3 Hotel Muang Samui Villas & Suites	
	7 locations 34 hotels 70 staff	***22 hotels did not grant permission to reveal the hotel name and information	

Appendix D: Information to be given to the participants

Waikato Management School
Te Raupapa

INFORMATION SHEET FOR INTERVIEW PATICIPANTS

Thank you for offering to participate in this study. Please be informed that all responses and data gathered are confidential. You are welcome to withdraw from this study up until the data analysis stage *(date for which will be included in the forthcoming final ethics application).*

Research Project:	Sexual harassment by hotel customers, impacts on workers and reactions from management, A Thailand study
The purpose of the study	

This research will explore how hotel employees perceive sexual harassment experiences by hotel customers; reactions from the management; the factors contributing to/facilitating the occurrence of sexual harassment in the hotel; and the hotel policy or method/ mechanism being used in preventing sexual harassment. The physical/psychological impact on employees as well as his/her productivity will also be investigated.

The aim is also to examine the relationship between sexual harassment and the image of the industry and the country as well as the cultural factors.

Who's conducting the research?

My name is Prasitchai Aksonnit, a Thai national. I'm a PhD student at the Tourism & Hospitality Management at the University of Waikato. I am conducting the above research as part of my PhD thesis. You can contact me at pa15@students.waikato.ac.nz

I have worked at a number of hotels in Bangkok in various positions such as a Security Guard, Room Boy (Floor Attendant), Floor Supervisor, Telephone/Telex Operator, Receptionist, and Chief Security Officer. I have also worked at the Tourism Authority of Thailand (TAT) in the position of Tourism Promotion Officer.

What will you have to do and how long will it take?

You will be asked to fill out the survey questionnaire. At the end of this questionnaire you will have an option to choose to participate in an individual interview and/or focus group interview at the later stage (by ticking in the box in the questionnaire and providing contact details).

If you volunteer for an interview, I will arrange a meeting with you at a place outside and away from the hotel you are working at. I will explain the research objectives, and discuss your initial perceptions of sexual harassment issues. Some demographic information will be asked as it helps categorise responses and explain any differences between your perceptions and another participant's perceptions. I will then ask you a series of questions concerning your experiences and thoughts on sexual harassment. The interview can be up to an hour for an individual, and one and a half hours for a focus group.

If you choose the option of a focus group, the same principals and procedures of an individual interview will be applied except that the focus group can be last for one and a half hour and you will be sharing your experiences with other employees.

My research is designed to be open and conversational. If you should have any additional topics you may want to raise, you are welcome to do so. Any thoughts and experiences concerning sexual harassment you encountered would provide insight to the research and provide resolve to this problem in one way or another.

What will happen to the information collected?

I will use the data from the questionnaire and interview to analyze the perceptions of sexual harassment   and its impacts on the employees. I will use the information for my PhD degree research in Tourism and Hospitality Management at the University of Waikato, New Zealand. Articles based on this research may also be published. The data (tapes and notes) will be stored and kept securely with me all the time during the preparation of the thesis and will not be revealed to any third parties except my supervisor.

How will confidentiality be protected?

I will do my utmost to protect your anonymity and confidentiality. Your name will not be used in research reports, unless you have given express consent for disclosure. I will use codes and make every effort to disguise your identity. Only my supervisor and I will have access to the interview information, which will be treated with strict confidentiality. The information you give will be treated collectively, together with other relevant participants' information, not individually. After the research report has been written, the interview transcripts will be held securely for 5 years.

Declaration to participants

Participation in this project is entirely voluntary. You do not have to take part if you do not want to. If you take part in the study, you have the right to:
- Refuse to answer any particularly question, and to withdraw from the study at any time
- Ask any further questions about the study that may occur to you during your participation in the research.
- Be given access to a summary of the findings from the study when it is finished. The summary of findings will be passed in to the participants directly by myself.

The results of this research will be summarised and a PhD thesis will be generated at the end of this project. I am pleased to provide you with a summary of the thesis results, which I will send you if you email me on pa15@students.waikato.ac.nz. A summary of results will also be sent to the hotels taking part in this research as well as regulatory organisations and service provider association, i.e., the Ministry of Tourism and Sports, the Tourism Authority of Thailand, and Thai Hotel Associations. Your personal information and related data will be kept confidential unless you have given express consent for disclosure.

Researcher's Name and contact information:
Prasitchai Aksonnit
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Tourism & Hospitality Management
University of Waikato
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Appendix E: Information to be given to the participants

Consent Form for Participants

Waikato Management School
Te Raupapa

Sexual harassment   by hotel customers, impacts on workers, and reactions from management, A Thailand study

I have read **the Information Sheet for Participants** for this study and have had the details of the study explained to me. I agree to participate in this study under the conditions set out in the Information Sheet form. My questions about the study have been answered to my satisfaction, and I understand that I may ask further questions at any time.

I also understand that I am free to withdraw from the study at any time or to decline to answer any particular questions in the study. I agree to provide information to the researchers under the conditions of confidentiality set out on the **Information Sheet**.

I am happy for my interview to be recorded   ☐ *Yes*   ☐ *No*

I am happy for my interview to be used in academic publications   ☐ *Yes*   ☐ *No*

Signed: _____
Name: _____
Date: _____

Researcher's Name and contact information:
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Appendix F: Interview Question Components and Protocol

(Adapted from Dan, Pinsof, & Riggs (1995)

No.	Information to be ascertained in every interview:	A rationale for asking this question/ to understand/ obtain information on
1	Demographic data of the participants	• To obtain participant's demographic data o Gender/ race/ marital status, educational level, service dept., job tenure, position, level, income, work shift, no. of employees
2	Sexual harassment definition	• To learn if hotel workers in Thailand label their experiences as sexual harassment

3	Description of main incident	• To understand
		    o Type of harassment
		    o Harasser information
		    o Place/ area of incident
		    o Environment/situation information (e.g., number of people around, time of day, physical location, how long ago, and how many times it occurred)
		    o

4	Customers' characteristics (demographics and services subscribed etc.)	• To investigate the customer's general characteristics o Age/ gender/ country of origin/ other behaviour
5	Ethical perception	• To elicit participant's general ethical perception on sexual harassment (whether SH is a good conduct, acceptable, able to tolerate, etc.)
7	Participant's work role (service department/ position etc.)	• To understand participant's additional personal factors that may contribute to sexual harassment

8	Participant's coping, responses, and reactions to the incident, including the effects of her response(s).	• To investigate reaction and coping strategies of the participant
		    o Discussions or talking to others about the incident (e.g., talk with friend, coworker, customer, or supervisor)
		    o Actions participant takes to make change(s) in work environment (e.g., change hours, customer, or work space)
		    o Other actions (e.g., ignore, avoid, or decided not to tell or not to do anything)
		    o Others' responses at work

9	Participant's emotions and thoughts related to the incident	• To investigate the impacts/effects on the participant in general
		    o Thoughts about the incident impacts
		    o Personal effects - emotions/feelings
		    o Physical effects
		    o Professional effects-on the job (e.g., feelings toward work or their customers)
		    o No effect/did not bother the participant - directly state

10	Suggestions for hotel management to prevent sexual harassment in the future	• To perceive suggestions made to hotel management to solve the problem
		    o Complaint intention/ handling
		    o Job turnover intension
		    o Problem handling / policy etc.