

**Research Title:**

The Journey of a Migrant in the  
Hospitality Industry

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## **Abstract**

People move for different reasons which affect the overall migration process. The conditions under which a migrant enters and their experiences in a host country can have broad implications for multiple stakeholders but the most impacted are the migrants themselves. This research aims to explore the journey of a migrant into hospitality employment in New Zealand.

Adopting qualitative interpretive methodology, this research is conducted by critically reviewing academic literature, Government, Non- Government Organisations (NGO's), and industry reports on why people migrate, what job opportunities are available for migrants in foreign countries and why employers chose to hire migrant workers in the hospitality industry. Using thematic analysis, a conceptual framework developed which is split into two categories addressing two main questions of this research; motivations for an individual to migrate and experiences of migrant hospitality workers. Factors that motivate a migrant to migrate are further categorised into macro and micro factors. Using a similar approach, key factors that influence a migrant's work experience are further categorised into its key themes being government, individual family, and organisation.

The findings of this research contribute to the Government (help in designing policies or making changes to an existing one concerning migration), employers (to provide a mutually beneficial environment for employers and employees), and to potential individual migrants who may be considering migration (so that they can make an informed decision before migrating). However, there are two key limitations in this research where the research drawn on relates to a pre-Covid Pandemic national and industry context. Secondly, the research does not offer an in-depth understanding of the culture of hospitality organisations and its impact on a migrant's journey.

## Table of Contents

Abstract .....	2
Attestation of Authorship .....	4
Acknowledgment .....	5
1. Introduction .....	6
2. Literature Review .....	9
2.1 Migration .....	9
Labour market segmentation theory .....	9
Push and Pull theory .....	10
System theory of migration .....	12
2.2 Migration and hospitality employment .....	17
Lowering cost .....	18
The demand for a skilled workforce .....	18
Pay inequality .....	19
Inadequate policies .....	20
Other factors .....	21
2.3 Migrant Employment in New Zealand .....	24
Migrant workers in New Zealand .....	26
Employment of Migrants in the Hospitality Industry .....	28
3. Research Process .....	31
4. Findings and Discussion .....	33
<i>Figure 1. Conceptual Framework of factors influencing a migrant's journey</i> .....	34
.....	34
Motivations to Migrate .....	35
Macro factors .....	35
Micro factors .....	35
The Experiences of Migrant Hospitality Workers .....	37
Government .....	37
Family .....	37
Individual .....	38
Organisation .....	38
Relevance of findings .....	40
5. Conclusion .....	43
Limitations and Future Research .....	45
6. Reference List .....	46

### **Attestation of Authorship**

I, Pranita Singh Anand, hereby declare that this submission is my work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Pranita Singh Anand

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## 1. Introduction

A migrant worker refers to a person who moves from their place of residence, permanently or temporarily for numerous reasons (International Organisation for Migration, 2019). Therefore a migrant worker could be someone on a student visa or work permit, but it does not include one who has already gained residency or citizenship of that country. Migration can be either internal or cross-border movement. Internal migration refers to the movement within the country, while international migration implies cross-border movement. These national and international migration flows tend to influence the welfare of the home country and migrant household. These also lead to having a long-term impact on the economy of the host country (Wright & Clibborn, 2019).

Before migrating a range of economic and social factors are considered by migrants. These include the labour standards of the host country, the health sector, employment opportunities, and the standard of technology, remuneration, communication, transportation, and potential for career and life advancement. Such factors offered by a host country determine whether the migration rate will be higher or lower. Hence a home country with unfavourable economic conditions often has a higher rate of people migrating to a new (host) country (Kim, Choi, & Li, Antecedents and outcomes of migrant workers' sociocultural adjustment in the hospitality industry. , 2016). Political factors and humanitarian rights also have an impact on the migration rate as people tend to move to countries that are considered safe with internationally recognised humanitarian rights, less corruption, political stability, and favorable policies for migrants (Wood, 2019).

This research utilises a critical literature view approach to explore the journey of a migrant who enters employment in the New Zealand hospitality sector by addressing two main questions;

What are the motivations for an individual to migrate?

What are the experiences migrants have working in the hospitality industry?

These questions will be addressed by exploring theories of migration and the hospitality industry. The focus of this research is to provide greater knowledge and insights for employers to take into consideration when hiring migrants. Additionally, the research also provides migrants with an understanding of the benefits and consequences of migration. The structure of the dissertation is outlined later in this chapter.

New Zealand has experienced a high percentage of individuals migrating into the country versus people departing the country prior to Covid -19 (Stats NZ, 2020). However, data after the COVID pandemic shows a reversal as migrant arrivals and departures are down by 12.1% and 29.7% respectively (Stats NZ, 2020). As reported in 2019 via household income statistical reports, more than 133,000 people work in the hospitality industry in New Zealand. A migrant worker in New Zealand can be in the hospitality industry working in cafes, theme parks, event planning, travel, catering businesses, restaurants, hotels, motels, bars, or hotels (Restaurant Association of NZ, 2019). In New Zealand, the occupations of chefs, professional sportspeople, and coaches are listed under the skills shortage list resulting in reliance on migrants to fill those vacancies (New Zealand Immigration, 2019). Migrant hospitality employees have the potential to benefit New Zealand employers by bringing new skills, knowledge, creativity, and innovation as well as a competitive advantage for many companies (Restaurant Association of NZ, 2019).

Regardless of whether migrants are permitted to work in the hospitality industry on a permanent work visa, temporary work visa, or residence class visa the New Zealand Government offers the same employment rights to migrant workers as provided to its citizens (New Zealand Immigration, 2019). Employers cannot hire foreign migrant workers without checking their visa status under the Immigration Act of 2009 and employers cannot provide immigration advice to any migrant worker under the Immigration Advisers Licensing Act of 2007 (New Zealand Immigration, 2019). The Immigration Advisers Authority (IAA) administers the former 2007 Licensing Act. Overseas migrant qualifications are assessed by Qualification Recognition Service (QRS) at the New Zealand Qualifications Authority and draw on the New Zealand Qualifications Framework (New Zealand Government, 2020). SkillFinder is a free service offered in New Zealand that helps employers search for skilled migrants who can bring their skills to the country and are interested in living in New Zealand. The service works by analysing the qualifications, occupation, experience, expertise, and country of residence of migrants and sends them job alerts after suitable scanning. However, the occupation must be included in the skill shortage list, must be a level 1 to 3 on the ANZSCO scale (Australian and New Zealand Standard Classification of Occupation), and must meet Accredited Employer Talent requirements (New Zealand Immigration, 2019).

COVID 19 has had a significant economic influence on the country as well as on individual migrants, halting both demand and supply and affecting many people's livelihoods and sources of income (Park, Kim, Yang, Lim & Park, 2021). Migrant workers in the tourism and hospitality industries are suffering as a result of the impact of Covid-19. Workers are being laid off, asked to take leave without pay, and their salaries are being reduced, affecting not just them as individuals, but also their families who remain in the home country and are reliant on remittances from

overseas (Tourism Industry Aotearoa, 2020). Many service industries such as restaurants, and airlines experienced significant challenges (Tourism New Zealand, 2020). The travel industry is probably going to experience the worst effects of the COVID-19 lockdowns resulting in economic downturns (Tourism New Zealand, 2020). It is unknown when the borders will open without any conditions and when vacationers will have the financial and strategic capacity to travel once more (Dempster & Zimmer, 2021).

The following chapter (chapter four) is a literature review that explores knowledge relevance to migration in general, migration and hospitality employment, and migrant employment in New Zealand. Theoretical framework and concepts related to the research topic are also discussed drawing on the extant literature. The fifth chapter outlines the research process drawn on to conduct the research. The sixth chapter depicts a conceptual framework based on the literature review and is followed by a discussion of the framework. The final chapter (chapter seven) draws the dissertation to a close by highlighting a number of key points and contributions arising from the literature review and the development of the conceptual framework. This section also includes a discussion of the limitations of the research and areas for future research.



## **2. Literature Review**

### **2.1 Migration**

The International Organization for Migration (2019), defines migration as the movement of people from one place to another, within a country (internal/national migration), or between countries (international migration), which can be permanent, temporary, or seasonal. For this study, the focus will be on international migration where people move intending to stay permanently in the new host country. Internal and international migration tends to influence the welfare of the home country (the country from which people are coming) for example by sending remittance money back home to families. It also has a long-term impact on the economy of the new host country such as increased tax or increased labour market participation (Wright & Clibborn, 2019).

Shariff and Abidin (2017), indicated that according to OECD reports between 1990 to 2013 international migration increased from 154.2 million to 231.5 million people, which led to significant changes and developments in the demographic profiles and business environments of the host countries. Similarly, Choi, Kim and McGinley (2017) indicated it is expected that the international migration flow will continue to increase, impacting positively on the increasing rate of globalisation. International migration is such a diverse and multifaceted phenomenon that it comprises multiple theories to help provide a comprehensive explanation as to why people's movement occurs within the wider political and economic context. Outlined below are three key theories developed by experts to explain the key drivers behind the decision for individuals to migrate.

#### ***Labour market segmentation theory***

Labour market segmentation theory was developed in the early 1970s. The theory suggests that the labour market is divided according to several factors such as geography, industry, and occupation (International Labour Organization, 2019). In addition, according to Bispo (2007), the mechanism of migration and labour market segmentation was explored by dividing the labour market according to sex, educational level, and race. It was found that groups formed according to sex, education level, and race operate and deal in different labour markets and work under

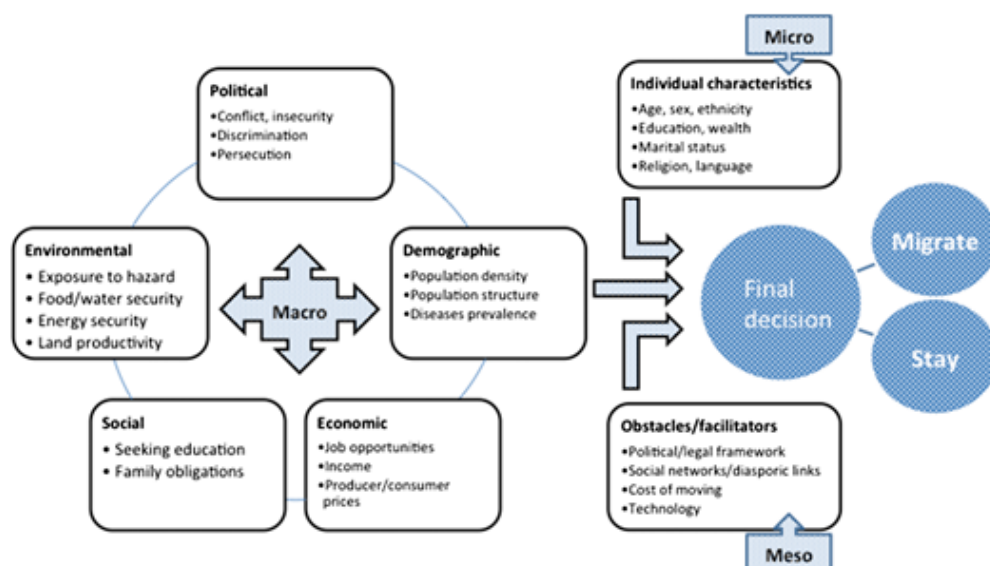
different working conditions such as the hospitality sector, construction industry, and service sector.

Migrants are said to face more challenges than local workers. For example, understanding the language of the host country, expectations of standards of living, organisation norms, and cultural environments are some of the key challenges migrants face (Carville, 2016). Migrants can face different opportunities for growth, development, and promotions, in addition to having different wage levels and different market institutions (International Labour Organization, 2019).

Labour market segmentation is considered a demand-driven process, which has an impact on the choices and decisions made by employers. It is found that many employers are hiring migrants for skilled labour positions as well as managerial positions, and leadership positions. Some employers though can perceive migrants as low-wage employees who possess the required skills and capabilities. They define and design strategies to attract and hire migrants according to the organisational needs and requirements (Antman, 2018). For example, a retail industry that operates on a seven-day model. This provides an opportunity for migrants on a student visa to work part-time and gain work experience in the host country while the organisation pays them less than what they would a resident.

### ***Push and Pull theory***

As highlighted by Van Hear, Bakewell, and Long (2017) and Lee (1966), the Push and Pull theory of migration, has been associated with factors influencing individuals and families to migrate. More specifically Van Hear et al (2017), suggest the following four factors that impact or influence the migration decision: (1) *Factors associated with the area of destination*, (2) *Factors associated with the area of origin*, (3) *Personal Factors* and (4) *Intervening factors*.



Migration Drivers *Source:* (Van Hear, Bakewell, & Long, 2018)

According to McCollum and Findlay (2015), the pull migration factors are factors that are perceived to draw the individual towards the new host country. These are factors such as better job opportunities, ease of language proficiencies, quality housing, and greater income and accessibility of social services. These factors result in better outcomes for both employers (who are attracting the migrants towards the new country) and employees who are pulled towards these improved outcomes. Push theory is stated to highlight the factors that push people out of their existing home country and make the decision to immigrate. Some key push factors in the home country are high levels of unemployment, a lower standard of living, poor social services for example restricted health services, and limited educational opportunities. These are significant push factors that can drive people to move out of their home country (Trembath, 2016). In addition, O'Reilly (2015) highlights other factors that drive a person to move such as famine, drought, civil war, and overpopulation. For many migrants who are new to the host country, the hospitality industry often offers the first point of entry into the labour market as it has many workers who are migrants (Wright & Clibborn, 2019).

Different combinations of pull and push-based factors are responsible for migrants entering the hospitality industry on arrival in the new host country. Thus the decision to migrate will depend on an individual's work experience and skills, personal resilience, life stage, and social networks (McCollum & Findlay, 2015). The key elements of the Push and Pull theory highlight the complex factors that influence individuals' motivations to migrate including younger people. As highlighted by (Han, Bonn, & Cho, 2016), young single people are particularly active to seek opportunities to go abroad for better prospects. In addition, the authors also suggest that many youths from developed countries are also moving abroad despite having higher education and employment opportunities. The existence of additional and extended opportunities in education

and employment as well as having other opportunities to explore new cultures and countries is also an important pull factor for young people.

### *System theory of migration*

The System theory is an effective framework that further explains the concept of migration and the reasons for which migration occurs. The theory states that migration is a natural process that results from economic globalisation (Baum, 2019). As explained by Bakewell (2014), the theory states that the effort of penetrating markets across the borders and national boundaries is a reason that encourages migration. The focus of business sectors is on cultural globalisation where people and businesses share their values and norms at a global level for dealing with economic imbalance resulting in migration boost (Zopiatis, Theocharous & Constanti, 2018). This theory postulated that based on profitability, enterprises established their base in different countries having a lower cost of labour.

System theories help explain how companies operate across national boundaries hence leading to increased diversity in countries (Alberti & Danaj, 2017). Many countries have reported that ethnic and cultural diversity is influencing decisions such as equal employment opportunities for all, discrimination policies, and wage equality. In the United Kingdom (UK) it has been seen that ethnic diversity has increased in the past 10 years, which has influenced the economy and the residents both positively and negatively. The UK government and the legal bodies are involved in developing policies related to socio-economic integration. These regulations aim to protect the rights of ethnic minorities and migrants. Despite this, it has been found that the labour market is facing several challenges and complexities in providing rights and equal employment, wages, and growth opportunities for migrants (Zwysen & Demireva, 2017).

System theory affirms that increasing economic activities provide individuals with an opportunity to enhance greater mobility, thus individuals migrate towards cities where they can find better employment opportunities (Alberti & Danaj, 2017). In 2017, the United Nations reported that around 258 million international migrants were active. As compared to 1990, the number has increased by 70%. The change is significant and this has influenced government and legal bodies to pay more attention to the integration and management of migrants (Choi, Kim, & McGinley, 2017). The System theory intends for the maximisation of labour benefits for employees and employers hence demands practical action and guidance when it comes to designing policies.

The International Labour Organisation (ILO) promulgates policies that have been globally reviewed for practices and other migration policies of labour for different constituents of international organizations (Lee & Chou, 2018). The ILO addresses the governance of decent work conditions for migrants, protection of rights of migrant workers, promotion of migration, and any other topics and issues relating to global mobility. The sovereign rights of entire nations for the determination of their policies of migration are also identified by ILO (Helbling & Leblang, 2018). Some employers prefer the recruitment of a specific ethnic group as members of these groups possess particular competencies and are considered more suitable for a specific job. For example, in the arts industry, front stage positions are often given to Western Europeans and Scandinavians, while backstage positions are often filled with non-European individuals. This instance of hiring particular ethnicities for specific positions is also known as the hiring queue where the ethnic group has more desirable traits of the job to perform a particular job than others (Bavik, 2016).

The System theory is connected with the dual labour market. It is based on different types of tasks where some employers seek the development of experienced and stable workforce by moving them across the borders within the business which also results in a reduction in the cost of constant recruitment, turnover, and training. While on the other hand, some employers provide greater value to entailed flexibility in the employment of the transient workforce (Treuren, Manoharan, & Vishnu, 2019). Under the System theory companies operating across national boundaries may encourage the hiring of migrants which also enhances the willingness of individuals to consider those jobs that are ignored by the mainstream population (Alberti & Danaj, 2017). The occurrence of employment opportunities with short tenure; specifically in the secondary labour market, can be matched with the different aspirations of work of migrant workers who intend to return home with a noteworthy amount of money and don't seek permanent employment and residence. These workers can accept low-status jobs, stringent conditions at the organisation, and lower wages than accepted by the non-migrant population, despite these conditions being illegal (Berezina, Semrad, Stepchenkova, & Cobanoglu, 2016).

(Wright & Clibborn, 2019), explain that to study migrants and their impact on the labour force, it is important to consider the factors that influence the migrants to move from one country to another. Many migrants have reported forced migration as a result of war and poor economic conditions. Other than this, climatic changes, social integration, globalisation, evolution and development, and the need for change are some of the major factors. These can be subdivided into macro-elements (independent from the individual), meso-elements (connected to the individual but not completely under the individual's control), and micro-element (dependent on

individuals' characteristics and attitudes) (Castelli, 2018). Macro, meso, and micro factors can be further explored into the following categories:

*(i)Economic factors*

Economic forces have led to an increasing concentration of economically motivated migrants who desire better employment opportunities along with higher wages (Foged & Peri, 2016). Similar views have been expressed by (Han, Bonn, & Cho, 2016), that voluntary migration is based on economic terms where individuals move to maximise their potential and gain opportunities. However, forced migration can be a result of conflict, terrorism, and violence.

According to (O'Reilly, 2015), migration is considered as old as humankind. It has been found that people are motivated to migrate for different reasons. In the case of youth, major causes of the migration or move include search for a better lifestyle or living condition for their loved ones or themselves, for getting better job opportunities, and getting more advanced education or qualification (O'Reilly, 2015). Other reasons for the migration among youth are escaping precarious situations in their homeland such as corruption, peer pressure, or unstable lifestyle (Migration Stats NZ, 2019).

Tourism has created employment opportunities and has become a motivational factor for tourism-induced migration. Tourism positively influences the economic aspects as well as social objectives (Fanjul, et al., 2018). According to Deloitte (2020), migrants working in the tourism industry often work for lower wages as compared to the local unemployed population. Tourism-generated employment leads to the creation of new jobs, which are often not favoured by the local population due to extended working hours, less pay compared to other industries, and the nature of responsibilities associated with the roles ((O'Reilly, 2015).

International migrants are disproportionately concentrated in vulnerable forms of employment (Edo, Ragot, Eapoport, Sardoschau, & Steinmayr, 2018). For example, migrants migrate to search for better employment opportunities and wages; however, in many countries, they receive low wages and they also face job insecurity, plus no access to health services if the visa is not for a certain period. According to Dadush (2018), it has been highlighted that the increasing shortages in Eastern Europe have been managed by focusing on sustaining real earnings growth. Researchers and economists have identified a skill mismatch, which is negatively affecting the business cycle.

*(ii) Political factors*

Each country has its immigration policies and regulations to control the flow of migrants into the country. It is to improve the current employment processes and also to ensure that the migration is regulated according to moral and legal principles. For example, in New Zealand employers need to justify to Immigration New Zealand why a migrant is being selected for a role as opposed to a domestic worker (International Labour Organisation (ILO), 2019).

(Campo, Forte, & Portes, 2018), indicate that governments face different challenges when setting immigration policies and regulations. It is found that the labour markets have a strong impact on the overall tourism and migration levels. The higher wage differences across the countries act as powerful push and pull forces. As a result, the demand for migrants in different regions and sectors has increased commendably.

Similarly, Deery and Jago (2015), presented that in the context of global migration, governments of many countries have revised and enhanced their migration policies. Along with focusing on the protection of migrants and the rights of the people, the government of those countries is also emphasizing adding layers of restriction.

*(iii) Demand-driven procedure*

Labour market segmentation is a better way to understand the further drivers of migration. Wang, Cheng, Wang, and Chen (2021), assert that segmentation of the labour market can be perceived as the demand-driven procedure where an employer's demand is fulfilled from the recruitment of migrants as well as a sub-group of particular migrants. For example, a migrant is assumed to occupy essential skills that enhance their suitability for performing specific tasks, such as, hiring Indian migrants to cook their ethnic cuisine in an Indian restaurant in the new host country.

This is often referred to as an Employer-Led model where the employer identifies the needs of its business and recruit migrants who meet the job requirements as long as the employer meets the local legal criteria set by the government such as meeting the salary market rate, complying with the certain labour-market conditions and certification that employer could not find a suitable domestic worker to do the job (Papademetriou & Hooper, 2019).

Political debates on international migration mostly emphasise the supply side of the labour market (Alberti & Danaj, 2017). For example, when international immigration increases, the demand for specific goods and services also increases, thus employers face the pressure of increasing their

production level. In response, employment opportunities increase as businesses seek to hire more employees to increase their production level with a constrained financial budget due to the high cost of goods. Therefore, some businesses focus on hiring migrants for low wages so that the level of production can be managed along with managing the costs to the organisation (Tani, 2017). Correspondingly, Noja, Cristea, Yuksel, Panzaru, and Dracea (2018), explain that the employment rates for migrants are comparatively higher in countries with low-entry level wages. Migrants also face problems in gaining job security and employment protection. In the same context (Lens, Marx, & Vujic, 2018), observed that the countries must develop and integrate policy interventions to foster the employability of migrants so that migrants are not treated unfairly.

*(iv) Skill shortages*

(Lugosi, Janta, & Wilczek, 2016), emphasise that the rationale for migration towards different labour markets can serve as an avenue to fulfil the demand for skill shortages. This leads to a reduction in pressure on the labour market in addition to an impact on inflation, wages, and others. According to Ghebreorgis (2018), a closed-economy model is used to examine the impact of migrants on the economy. The entrance of migrants has led to driving employment polarisation, which means the lower-skill jobs are disappearing in the country. For example, skill-based technological changes and developments have led to the polarization of the labour market. It has not only increased the diversity of people but has also increased the level of risks and challenges.

With the advancement in technology, many organisations have automated their processes requiring less labour hence reducing the cost to companies (Hyun & Kim, 2014). However, to operate with technology advancements, skilled and knowledgeable labour is required which is only possible by recruiting talent from the wider pool including migrants. Therefore it has been found that companies either offshore the processes, where there are experienced people who know how to operate the equipment or hire migrants with knowledge and skills that they have attained from the old home country on how to operate the technological equipment (Choi, Kim, & McGinley, 2017). Employers invest in resources and hire skilled employees that can add value to the business therefore some employers in new host country prefer to hire migrants, as often they are highly skilled in their home country but seek entry-level jobs to gain local experience in host countries (Han, Bonn, & Cho, 2016). The expectation of employees and employers are interlinked and can have a significant impact on the experiential learning of both (Filimonau & Mika, 2019).

For several years, the tourism and hospitality sector has been impacted by constraints of identifying skilled and proficient employees for better accommodation of services and guest needs



(Alhelalat, Ma'moun, & Twaissi, 2017). The other issue in western countries is the aging labour force where birth rates are lower than the rate of replacement. As highlighted by Sheehan, Grant, and Garavan (2018), the labour workforce is aging hence businesses are struggling to replace the staff. For example, companies face issues in replacing retiring employees, therefore, employer fills that position with a migrant as they are available to start at a lower rate in compensation for not having the level of skills and experience the retiring team member had.

#### *(v) Structural reforms*

According to (Antman, 2018), labour markets are undergoing various structural transformations as a result of advancing digital technologies, demographic trends, and globalisation. Many western countries have offered formal and easy access to the labour markets (Ghebreorgis, 2018). However, it becomes difficult for government and legal bodies to regulate and institutionalise all labour markets. Many businesses in different sectors have reported the shortage of availability of skills, which is affecting the capability of the business to compete. Skill constraints are negatively affecting labour productivity. In Europe, persistent skill gaps have been identified (Bavik, 2016). This gap widens following the pandemic due to restrictions in international travel (Tourism Industry Aotearoa, 2020).

Theories of migration have once again highlighted that people move for different reasons and it is not possible to have a general theory that will be applicable for all migrants. Circumstances under which a migrant enters a host country can have broad implications for all the stakeholders. For many of the theories, the most common industry that is impacted by the process of migration is the hospitality industry (Ghebreorgis, 2018). For example, the pull factors are more attractive for migrants such as flexible work hours or skills shortages are mainly in the hospitality industry regardless of the country and the operating standards are very similar across any border (Trembath, 2016).

## **2.2 Migration and hospitality employment**

Hospitality and tourism migrant employees are often considered circular (temporary and usually repetition of the same migrant worker between home and host country) migrants who play a vital role in serving the seasonal industry (Wickramasekara, 2011). Increased tourism has led the industry towards increasing the demand for employment (Jaworski, Ravichandran, Karpinski, & Singh, 2018). The views were reinforced by (Motyka, 2018), who argued that regardless of the

creation of new jobs in tourism, the regional unemployment rate stayed the same. The reason was that many migrants pursued work within the tourism sector. Biswakarma (2018), indicated that the number of international migrants working in the hospitality industry is increasing year by year, this was prior to COVID19, and this is significantly facilitating the businesses in controlling and saving costs. Claveria, Monte, and Torra (2015), stated that after analysing the hospitality industry of many countries, it has been found that for several years the industry is facing the challenges of finding and recruiting competent employees, hence migrants play a vital role in serving the seasonal industry. Some drivers that are forcing companies to employ migrants include the need to lower costs, demand for a skilled workforce, pay inequality along with other factors discussed below.

### *Lowering cost*

Recruiting competent employees has been one of the biggest challenges for organisations in the hospitality industry (Kim, Choi, & Li, Antecedents and outcomes of migrant workers' sociocultural adjustment in the hospitality industry. , 2016). Claveria, Monte, and Torra (2015), stated that in the hospitality industry including clubs, hotels, and restaurants, labour expenses have always been a major concern. It has been found that hospitality organisations often demand that migrants work in tough conditions such as lower wages and non-flexible working hours, which is a driver for hiring migrants. Organisations in the industry are continuously required to pay attention to the changing needs of the customers (Fernandes & Balu, 2018). For the attainment of these goals, employees with an ability to handle the pressure of meeting customer needs and an ability to engage with customers from diverse backgrounds are required.

### *The demand for a skilled workforce*

According to (Motyka, 2018), given the hospitality sector is labour-intensive, it mainly focuses on employing based on business management needs, and less consideration is given to how the migrant groups will respond to the structural or operational conditions offered at the organisation. For example, structural changes at the organisation are often sparked by new economic developments, technological advancements, and changes in policies. Hospitality organisations need to understand the impact structural change may have on the behaviour of migrants. Analysing the mechanisms of labour market segmentation (Antman, 2018) revealed that working conditions and employment opportunities influence the decisions of migrants to join an organisation (Antman, 2018). Tourism and hospitality employment is influenced by spatial

(geographical differences) and temporal (workday differences) boundaries (Biswakarma, 2018). The growing number of migrants in the hospitality industry have provided employers with the opportunity to gain access to skills according to their needs which were not locally available (Ghebregiorgis, 2018). However, employers need to consider the differences between permanent and temporary migrants. For example, there is a difference between wages, age, earning potential, and remittances (Chen, Kosec, & Mueller, 2015).

The turnover rate of restaurant staff is high therefore there is a requirement to continually recruit staff to fulfill the rotating shifts. As explained by (Fernandes & Balu, 2018), the hospitality industry is facing challenges of inadequate, skilled, capable, and educated labour to meet the changing needs and demands of the guests. Additionally Kim (2014), highlighted that labour shortages have influenced most of the developed and high-income countries around the world. Examining and reviewing the history of hospitality labour shortages, it is found that shortages have negatively affected the overall hospitality industries in both developing and developed countries. (Helbling & Leblang, 2018), indicated that the restrictive United States (US) immigration policy has led to the food service industry suffer from a labour shortage, which has further intensified due to the high turnover of employees. In the US and Canada, the shortage of labour has led to reducing the ability of hospitality businesses to meet the needs of their customers (Han et al., 2016).

Tourism employment is a driver of migrant mobility. Wood (2019), focused on unravelling the relationship between labour migration and the tourism industry. The findings indicated that tourism studies have yet failed to embrace and explore the wider perspectives of mobility. It is found that examining individual mobility can help in understanding the patterns and experiences of migrant workers (Sharma, 2019). Considering the socio-economic context, it is found that individual mobility journeys can be examined to evaluate the aspirations, experiences, and attitudes of migrant workers.

### ***Pay inequality***

Migrant work is subjected to variability based on geography where no two countries can exhibit identical attributes related to the role of international migrants specifically in the hospitality sector due to the differences in their economic circumstances (Alhelalat, Habiballah, & Twaissi, 2017). These differences influence income variability. As an influential factor for migrants of the hospitality sector (Noja, Cristea, Yuksel, Panzaru, & Dracea, 2018), claimed that in the international context, the creation of jobs, job inequality, and the disappearance of middle and low-skill jobs have become some of the most debated and controversial issues in all sectors

including hospitality. However, the authors justified these inequalities by stating that the asymmetric pattern of polarisation across employment and wages is associated with the increase in low-skilled migration in the past few decades. For example, migrants who may not have the relevant skills may accept the job offer at a lower rate versus qualified staff who are paid at a higher wage rate. Hence, the divergence in wages occurred that resulted in income inequality. The concept of blue-collar workers is prominent due to the fact that employment and wages have increased commendably for new starters in the hospitality industry while the existing staff remained at the old wage rate, resulting in wage inequality (Hemdi, Buang, & Saidmamatov, 2018).

### *Inadequate policies*

The hospitality sector in all countries resulted in the creation of different opportunities for employment in diverse areas such as tourism, transportation, and accommodation. Hence, the accessibility of well-trained and skilled labour is considered a critical factor when tourism planning is conducted by management. The most evident consequence of labour shortages has challenges in the recruitment of adequate staff. However, there is less attention given to migrants working in the hospitality and tourism sector due to the lack of defined policies for migrants. For example, (Deery & Jago, 2015), found that the average rate of payment in restaurants and hotels is lower when contrasted with the average hospitality wages of different member states of Europe. In general, many businesses within the hospitality sector are confronted with a lower hourly pay rate, overtime without additional money, and extended job hours such as fifty hours in a week with no sufficient breaks in peak season. Staff are considered as the most indispensable organisational assets and are crucial for businesses so that they can meet their customer demands, hence employers in the hospitality industry must make substantial policies for migrant workers to get the best results from them (Garrigos-Simon, Galdon, & Sanz-Blas, 2017).

Legal restraints on employment are based on domestic laws of employment that can affect the employment opportunities of migrant workers. The vocational training and education expectations for the hospitality sector are based on the extent to which local capacity can be developed among universities, colleges, private education providers, and in-house training to fulfil local vacancies. This in turn impacts the level of opportunities available for migrants (Hyun & Kim, 2014). Other factors based on tradition, culture, and religion can affect the nature of the job and migrants' ability to work. The temporal factors such as seasonal work (for example fruit picking or festive seasons) illustrate the transitory extent of work of hospitality and also influence

migrants as the majority of hospitality organisations do not entertain temporary employment that influences the employment status of migrants (Han, Bonn, & Cho, 2016).

### *Other factors*

Further factors that negatively influence the migrants' employability include economic crises (for example current challenges in hospitality as a result of the global pandemic), advancement in technology, and its application in the hospitality sector for instance online marketing, virtual tourism, and online business which can result in employees losing their job in the hospitality and tourism sector (Mohsin & Lengler, 2015).

Lower skilled and migrant workers often face a language barrier which imposes greater risk, not only for migrants but also for an employer and other work colleagues, of organisation accident as they are often unable to understand the health and safety requirements of the organisation (Smith, 2021). According to Wang et al., (2021), other elements that make migrant employment challenging are an inadequate style of management, style of leadership, and corporate philosophies. Each business is unique where a migrant may experience a combination of several factors or just a couple and in some cases, it may be none.

A terrorist attack can happen for different tourist destinations, which can influence working practices for migrants (Motyka, 2018). In developing countries, it is found that terrorism has been one of the factors that have negatively affected the tourism industry. In recent years, some of the terrorist attacks have gained more attention due to media coverage and the increasing use of social media (Garrigos-Simon, Galdon, & Sanz-Blas, 2017). Tourists consider various factors while choosing their destination, and the terrorism rate is one of the factors. In countries where the rate of terrorism is high, for example, Afghanistan, Iraq, and Nigeria, there has been a negative impact on employment for migrants (Garrigos-Simon, Galdon, & Sanz-Blas, 2017). So, if the government of these countries is planning to attract tourists from different countries, it is important to enhance the level of security. Along with the infrastructure, national security must be given priority so that the countries can attract tourists and influence their perceptions related to the country. The enhanced position and security level can lead to attracting migrants and tourists. It can facilitate improving economic activity and can also result in providing more opportunities to the businesses and industries operating in the country (Motyka, 2018).

### *2.2.1 Importance of Migrants for Hospitality and Tourism Sector and Factors that Cause Dissatisfaction for Them*

It is expected that in the coming years, the hospitality and tourism industry will continue to face a lot of challenges in attracting and retaining talented and skilled labour, due to changes in labour law and migration policies (Biswakarma, 2018). The hospitality industry provides an important source for work for both the internal (domestic movement of people/ within the country) and international migrants who seek both temporary and permanent employment opportunities. International migrants significantly contribute to the workforce of the hotel industry. It is found that internal migration is significant for some countries as it helps in meeting the skills needs of the hotel industry (Helbling & Leblang, 2018).

(Ghebrejorgis, 2018), argues that migrants are considered as an essential source of skills and labour force for the hotel industry in different countries. People from diverse backgrounds exhibit different skills and qualifications and employing such people helps hospitality organisations to improve their customer responsiveness. Other than this (Ghebrejorgis, 2018), suggests that the employers have divided the role and responsibilities of migrant employees according to their potential, skills, and needs. Similarly (Mohsin & Lengler, 2015), revealed that migrant workers are contributing to the operational viability of the sector. The migrants from the poorer countries are offered low-wage jobs while the migrants from the developed countries are taking over the technical and senior managerial level positions. Migrants benefit the industry by offering skills as well as commitment, which positively influences the organisational culture of hospitality businesses (Ndiuini & Baum, 2020).

The hiring of the migrants has influenced the organisational culture as well as the internal environment of the organisation. Claveria, Monte, and Torra (2015), stated that the hospitality businesses are benefiting from the culturally diverse skills that are brought by the migrant workers, and in some cases, it is benefiting the larger businesses more as compared to smaller hospitality businesses. The reason being larger businesses have more resources and operate effectively by integrating cultural diversity policies, which support, protect, and motivate the migrant workers (Foged & Peri, 2016).

Migrant workers in some developed countries are either over-qualified or underqualified for some positions. So, the management of organisations needs to hire and recruit migrant workers according to their skill level. It is found that migrants are disproportionately likely to remain in the lower-paid and low skills positions in the hospitality industry (Noja, Cristea, Yuksel, Panzaru, & Dracea, 2018). The authors further argue that many hospitality organisations in a range of

countries offer limited and inaccessible promotion and career development opportunities to migrant workers. Reviewing the working conditions and positions offered to the migrants in the hospitality industry, the authors also found that migrant workers face vulnerability in terms of safety and health. Some migrants do not consider the hospitality industry while searching for job opportunities as they believe it does not offer long-term career opportunities. However, in western regions like the UK, some migrant workers in the hospitality industry are benefiting from the supportive trade union representation (Motyka, 2018).

(Baum, 2019), stated that there are six generic attributes of hospitality that can affect the employer directly. These attributes include an ad hoc demand for unpredictable services, a greater extent of customer contact, lower productivity levels, and reduced wages across occupation range, increased turnover rate, and more challenges for recruiters to fill vacancies. Thus employment in hospitality can be characterised by poor conditions such as low wages, negative image, seasonal and part-time jobs, lack of clear career paths, and ineffective management (Danaj, Çaro, Mankki, Sippola, & Lillie, 2018).

Working hours in the hospitality industry, which are often anti-social hours, means employees are often working when other individuals have their leisure time for example late nights and public holidays (Baum, 2019). These jobs are not highly conducive to work-life balance and make workers highly susceptible to stress. Many migrants will accept employment with very poor terms and conditions meaning that they often have limited protection and are easily exploited (Filimonau & Mika, 2019).

Wages are recognised as the most critical element of the terms and conditions of employment agreement across all industries, therefore low pay is a significant contributor towards team member dissatisfaction causing individual employees to leave the sector. Looking beyond the realities of the job, the sector is also often seen or perceived in a negative light by potential employees. In addition to perceptions of hospitality employment as lower status, hospitality and tourism employment is also stigmatized and seen as a place for job hoppers, drifters, or individuals with no specialised skills or education (Sheehan, Grant, & Garavan, 2018). In contrast, there has been criticism of attempts to glamorize the industry through the role of celebrity chefs and hospitality reality shows that create unrealistic expectations around hospitality employment. When employees find that the reality of their terms and conditions does not live up to the glamour or hype of hospitality employment, they end up leaving the organisation or industry (Sheehan, Grant, & Garavan, 2018). (Trembath, 2016), mentioned that majority of Australian students do not believe that working in the hospitality industry is motivating. Therefore hospitality employment tends to highlight benefits when recruiting. For example the opportunity to learn a new language, of being able to undertake a variety of roles and take advantage of travelling to a

new country. These are all positive inducements used to attract individuals to work in the hospitality industry. (Chou, 2018), highlighted other benefits i.e. that hospitality is “cool” work and is related to fashion, style as well as working in ‘cool’ boutiques and clubs. In contrast, Lee and Chou (2018) point to “uncool” work in hospitality which comprises roles and tasks that are primarily repetitive and unchallenging i.e. drudgery work.

Cultural and education norms are two other factors that adversely impact migrants. The negative experience may occur due to the difference in culture, language, race, and nationality (Alberti & Danaj, 2017). For example, undergraduate students studying in hospitality schools in Turkey described their practical experience in the UK as unpleasant due to the chosen approach for teaching.

It is argued that improvement in industry image can be perceived as a positive factor which would in turn make the industry appealing to job seekers (Smith, 2021). The environment for staff, which generally comprises of communicative, resourceful, and young people can be equally attractive to a different group of people ( for example candidates with young children or someone working towards their retirement may enjoy the flexible work arrangement) than what the industry is trying to target to hire. Despite poor conditions in the organisation, attractiveness and satisfaction can enhance the motivation of the individual for taking employment in the hospitality industry (Filimonau & Mika, 2019).

### **2.3 Migrant Employment in New Zealand**

New Zealand is a developed country that has significantly achieved economic growth and development in the past few decades. The political stability and trade associations have helped the country in improving its business environment. The constant changes and developments have attracted tourists as well as business investors and international businesses (Ministry of Business, Innovation and Employment (MBIE), 2017).

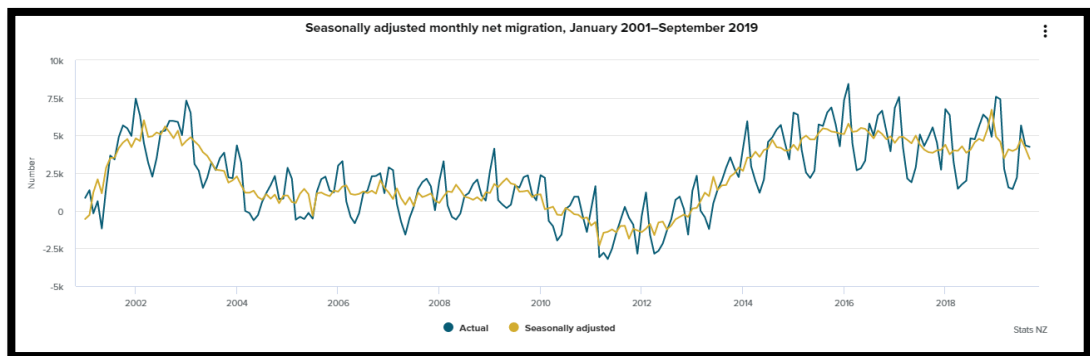
New Zealand with its growing economy offers jobs for skilled people and the unemployment rate is 4.7%, which has fallen from 4.9% following the impact of COVID19 (MBIE, 2021; Stats NZ, 2021). From the analysis of the employment environment, it has been found that New Zealand is facing several challenges in managing the labour pool (New Zealand Now, 2019). The Government of New Zealand offers working opportunities to incoming migrants and employment visas are being served to skilled people who are residents of other countries. With its appealing



beauty and bounty, New Zealand has a lot to explore and better living standards also attract foreigners to migrate to New Zealand (Immigration, 2019).

In the year to March 2020 there was a net migration of 91,900 people into New Zealand, while according to current statistics, it is predicted that net migration of New Zealand (long term arrivals minus long term departures) during 2017/18 was reported as 72,300, which shows an improvement in the migrants' trend in New Zealand (Lorna Thornber, 2019; Stats NZ, 2020). There has been a 4.38% decline in net migration rate compared to 2020 following COVID 19 resulting in 6,600 people migrating into New Zealand (Edmunds, 2021).

Approximately 61% of migrants are settled in the Auckland region. Research indicates that the population of New Zealand would hit 6 million people by 2050 (Morgan Godfery, 2019). It has been found that the significant increase in migration or immigration from the 1990s onwards has increased multiculturalism in New Zealand. In addition, it has been assessed that Asian people in New Zealand account for 15% of the overall migrant population while other ethnicities account for 8% (Migration Stats NZ, 2019).



Source: (Migration Stats NZ, 2019)

### *Migrant workers in New Zealand*

Working independently, teamwork, balance work-life standards, and the opportunity to upskill are some of the reasons which attract foreigners to migrate to New Zealand to work. Temporary workers are growing in New Zealand as numbers reported 152, 432 temporary workers in 2017 that was 16% up compared to 2016. Permanent to long-term (PTL) migrants rose by 4.7% in 2017 and student visa holders are also increasing by a slow trend (Ministry of Business, Innovation and Employment (MBIE), 2017). It was expected that student visa holders and permanent residents would increase further by 2020, however, following the COVID19 pandemic there have been restrictions on entry for non-New Zealand residents.

It has been found that average pay in the hospitality industry is based on the job responsibilities, level of skills, and location of the business. (McIntosh & Cockburn-Wooten, 2019), found that on average chefs and staff working in restaurants can earn a wage of \$17.70 to \$48 per hour. Based on Nurhazani and Azlan (2019), findings it is stated that hiring migrants has become a necessity as they are critical to business sustainability, growth, and productivity. Immigration has proved to be beneficial for the economy of New Zealand. The migrant population is significantly contributing to the labour pool, which has turned out to be significantly beneficial for employers in different industries and sectors (New Zealand Now, 2019).

As a hospitality worker or migrant in New Zealand, people can either work full time or part-time where the same work rights should be applicable regardless of one's visa condition (Sönmez, Apostolopoulos, Lemke, Hsieh, & Karwowski, 2017). Despite this young graduate migrants are facing issues in finding competitive jobs and opportunities. Some of the main challenges include a lack of proven work experience in New Zealand along with a lack of professional networks and social capital (Shariff & Abidin, 2017). Lack of confidence in a new environment is another issue, which is not only affecting the ability of employers to attract and hire people but is also affecting the ability to attract investors (New Zealand Now, 2019).

### *Rights of Migrant Workers*

Migrant workers' rights are impacted by the competition in the industry along with changes in immigration policies, labour demand as a result of growth in the industry, and the Government's initiatives to attract foreign workers (Smith, 2021). To protect temporary migrants from exploitation, the government is taking in-depth policy and operational reviews to provide workers with a safe and healthy environment (New Zealand Now, 2019).

The exploitation of migrant rights is a serious issue that must be considered. Migrant workers learn their rights from Government support where the New Zealand Government is taking steps by imposing laws and regulations to protect migrants' rights. The exploitation of workers is considered a serious crime for which the government imposes fines up to NZ \$100,000 (Immigration, 2019). The immigration department has given a detailed explanation of migrant worker rights on the official website to create awareness among workers (Smith, 2021). By translating the information on the website into 14 different languages, it makes it easy for migrants to understand their rights. Migrants can also access online courses to learn more about their employment rights. Thus the government is committed to working towards a better understanding of the rights of migrant workers for both migrants and their employers.

Many employers in New Zealand do not appreciate and understand the professional background of migrants. Migrants are covered by New Zealand employment law and have the same rights as residents of the country (New Zealand Immigration, 2021). These rights include a written employment agreement, paid rest breaks, and entitlement to public holidays. Employees get minimum wage if they are 16 years or older and are also entitled to sick leave, parental leave, and bereavement leave (Ministry of Business, Innovation and Employment (MBIE), 2017). Migrants' awareness of the terms and conditions of their employment agreements and appropriate policies is crucial so that they know their rights and how to exercise them (New Zealand Now, 2019). Ideally, any problem between staff members will be resolved between individuals concerned by discussing their concerns and agreeing to a workable agreement. If the parties can't resolve the problem by themselves with help of the company's human resources department, it might be useful to engage an independent third party or go to mediation (stats.govt.nz, 2019).

The International Labour Organisation (ILO) has also safeguarded migrant rights under the R100 recommendation titled "Protection of Migrant workers (Underdeveloped countries)" in 1955 (International Labour Organization, 2019). The recommendation covers migrant rights to access health and security, holidays, paid leaves, wages and deductions, right to join unions, discrimination, and harassment methods, and workers' protection is regarded as a primary concern. Migrant workers can report to the Human Rights Commission or community law for any violations of their employment agreement. Workers can also learn and protect their rights by contacting the Immigration department, the Citizen Advice Bureau (CAB), and community law offices.

## *Employment of Migrants in the Hospitality Industry*

The hospitality industry offers a vast category of fields within the service industry such as travel and tourism, event planning, and food and drink services ( Restaurant Association of New Zealand, 2018). It has increased in the last few decades due to an increase in the number of tourists visiting the country. According to careers. govt.nz, there were various opportunities for different workers or labour in hospitality in New Zealand because of the shortage of workers (Restaurant Association of New Zealand, 2018).

In 2018 it is found that around 130,000 individuals were working in the hospitality industry in New Zealand serving in restaurants, bar businesses, tourism catering domestic travel, and international travel was growing on an average of 3.6% per year, pre- COVID19 ( Restaurant Association of New Zealand, 2018). The data shows that majority of the workers are based in Auckland. It is found that in 2018 more than 38.8% of the hospitality sales in New Zealand were recorded from the Auckland region. In addition, the next biggest market of the hospitality industry in New Zealand is Wellington and Canterbury (Ministry of Business, Innovation and Employment (MBIE), 2017). Tourism growth has been observed with time. In 2016, an 11% increase in the tourism rate was observed as compared to 2015 (New Zealand Now, 2019).

The top challenges identified in the industry were lack of skilled employees, managing wage costs, and maintaining business sales. In order to address the shortage of skilled workers and professionals, the governments of New Zealand took the necessary steps to attract people from overseas by offering opportunities and assurance of good working conditions. The hospitality industry requires workers to be vigilant and flexible enough to adjust accordingly. Hard work and creativity to cater to customer needs are key requirements for industry workers. The hospitality business is growing and has become the second-largest export earner and serves 17.1% of total export revenue and meeting global standards to keep the growth intact (Immigration, 2019).

In New Zealand, pre-COVID-19, the majority of migrants were working in the hospitality industry. The number of migrants had increased from 2016 to 2019, from 72,300 ((Ministry of Business, Innovation and Employment (MBIE), 2017) to 114,900 1149, 00 respectively, and the number of migrants working in the hospitality industry had increased significantly during the same period (stats.govt.nz, 2019). They were being hired as temporary, part-time, full-time, contractual, and permanent employees (stats.govt.nz, 2019). For years, New Zealand is considered one of the most preferred places for holidaying for tourists around the world. As a result, the tourism level had increased commendably and this has enhanced our economy (New Zealand Now, 2019). It had also led to an increasing number of migrants entering the country,

which was being taken advantage of by the hospitality industry employers as they could hire employees at low wages. Some employers are exploiting the migrants by hiring them as full-time employees on minimum wages with some poor working conditions such as long hours or no proper breaks (New Zealand Now, 2019).

According to Sönmez et al. (2017), no matter how long migrants stay in the country the majority of them are provided with job opportunities in the country. The tourism and hospitality industry in New Zealand want individuals to enjoy their time working in the industry. There are various appropriate job opportunities for hospitality workers in the country because of labour shortages (Restaurant Association of New Zealand, 2018). In addition, there is also a shortage of skilled chefs in New Zealand. This provides opportunities for workers both national and migrants to work in the industry and show their skills. (Manoharan & Singal, 2017), identified that there is a range of positive impacts of migrants in the hospitality industry. The research found that workers with different backgrounds increase creativity and innovation in the industry. For instance, migrants can share their talent in an organisation that brings positives outcomes for businesses and also for the colleagues as it provides them an opportunity to learn from each other. (Vassou, Zopiatis, & Theocharous, 2017), stated that the population of New Zealand is becoming more diverse due to the increasing number of migrants. It indicates that understanding and learning how to effectively work with people from various cultural backgrounds will be an essential part of the job.

In addition Rydzik, Pritchard, Morgan, and Sedgley (2017), also found a positive and significant impact of migrants on the hospitality industry. This study found that hospitality work could be exciting and energetic. In addition, there is a variety of types of jobs or tasks an individual can perform from dealing with customers to working in diverse cultural backgrounds. It has been found that hospitality workers will be required to learn to do different things and tasks as part of their job. Moreover, there are different attractive opportunities to advance a career in the hospitality industry therefore migrants must be flexible and willing to perform.

According to (Kim, Choi, & Li, Antecedents and outcomes of migrant workers' sociocultural adjustment in the hospitality industry., 2016), migrants in the hospitality industry play an essential role in increasing the performance of the industry. However, several factors affect their performance such as poor management, lack of career opportunities, and lower wage rate. These factors can also create a negative impact on migrants' competencies. It has been found that migrants from varying cultures have different opinions and perspectives. While working in New Zealand they encounter different barriers and cultural issues which may create conflict and negative impacts on these workers.

The COVID-19 global pandemic has severely reduced much economic, social and cultural activity across the globe including New Zealand. Despite New Zealand is relatively small compared to other countries and geographically isolated, there is a heavy reliance on international trade and tourism which are the key contributor to the country's economy (Chen, Craven, & Mikkelsen, 2021). The Government had introduced wage subsidies and leave support so that businesses could refrain from making staff redundant. According to Statistics New Zealand (2020), as of 17 April 2020 the wage subsidy scheme had paid out \$10.07 billion while job seeker support was paid out to 110,3000 individuals. According to research, migrant workers are more vulnerable during economic downtime and while pre-COVID New Zealand relied on migrant workers to address skill and labour shortages, during COVID-19 migrant workers were the first ones that were impacted by business cost-cutting, reductions in hours, and redundancies (Chen et al., 2021). However, jobless migrants have received support from the local government, civil defence, emergency management groups and non-profit organizations such as the Salvation Army and there may be prospects to re-employ migrants into other sectors such as dairy or fruit picking (Taunton, 2020). It is expected that the hospitality sector will boom and continue to grow once the situation improves and the world will come out of the effects of COVID-19.

Organisations in the hospitality industry might be able to formalise or strengthen current skills or through on-the-job training programs through external training organisations. The study found that migrants working in the hospitality industry should have a New Zealand Qualification Authority (NZQA) assessment (Capistrano & Weaver, 2017). It has been found that recognition of the qualification through Immigration New Zealand as the part of registering for the residence visa might not be similar as NZQA assessing whether a migrant's qualification or skills aligns with the New Zealand Qualification Framework.

By drawing on various theories of migration, including research around the motivations to migrate, the employment experiences of migrants, and the impact of migrant employers in the hospitality industry, the author has developed a conceptual framework to better understand and illustrate the micro and macro factors that pertinent to the migration experience. Although the meso perspective is part of the theory, it is not being drawn on in this particular study. However, the next chapter provides an outline of the methods used in this critical literature review and the development of the conceptual framework.

### 3. Research Process

Prior to the COVID19 pandemic, New Zealand was one of a few countries that permitted international migrants as permanent residents. Of particular interest is the fact that the majority of these migrants were young, well-educated, and conversant in English (New Zealand Now, 2019).

A qualitative interpretive methodology was adopted to conduct this study which explores the journey of a migrant into hospitality employment in New Zealand. More specifically the author was interested in exploring a migrant's journey through their subjective view, as reported in the literature, as to why they chose to migrate and share their subsequent employment experiences in a new country (Al Ariss, 2010). The information was collected via the examination of relevant academic literature and government, NGO, and industry reports. The articles and reports were sourced worldwide from google scholar, academic search, and AUT library. The author drew on a range of articles and reports that addressed relevant aspects of the research questions that are:

- What are the motivations for an individual to migrate?
- What are the experiences migrants have working in the hospitality industry?

The criteria that the author used to conduct a search of relevant secondary material was:

- Articles and reports published between the following dates 2015 and 2021
- Keywords used for the search were: migrant, immigration, employment, tourism, hospitality, precarious
- Articles that are qualitative, quantitative, or mixed-method.

Using thematic analysis, a three-step process was followed to analyse the relevant sources (Braun & Clark, 2006). Coding key ideas was the first step. Coding has been described as the classification of information into an instance, themes, or issues where it is given a label called code (Eriksson & Kovalainen, 2008). Coding was conducted by reading and re-reading the relevant literature and reports to identify initial ideas based on the research questions. This was a pivotal stage as the author developed an in-depth understanding of the literature and reports and was able to elicit important ideas and recurring instances and insights.

The second step was identifying relevant information which was highlighted in a systematic way and comments were organised into possible themes where the focus was placed on understanding why people migrate and the hurdles they face when trying to secure work in a foreign country. Using a deductive approach, the themes established from the previous step was analysed from general to specific and transformed onto the conceptual framework into two

categories in response to the research questions; motivational factors that encourage an individual to migrate (macro and micro) and experiences of a migrant in a foreign country which were impacted by government, family, organisation and the migrant itself (Elo & Kyngas, 2008).

There was one other theme that emerged from the analysis which was the motivations and influence on an individual to decide whether to permanently settle into the host country or leave. Thus motivations are explored from the perspective of the motivations to immigrate in the first instance and later the motivation to settle permanently in the host country. Though the latter was not the focus of the research it was included in the process of analysis as it became evident that this decision is an important element of a migrant's journey.



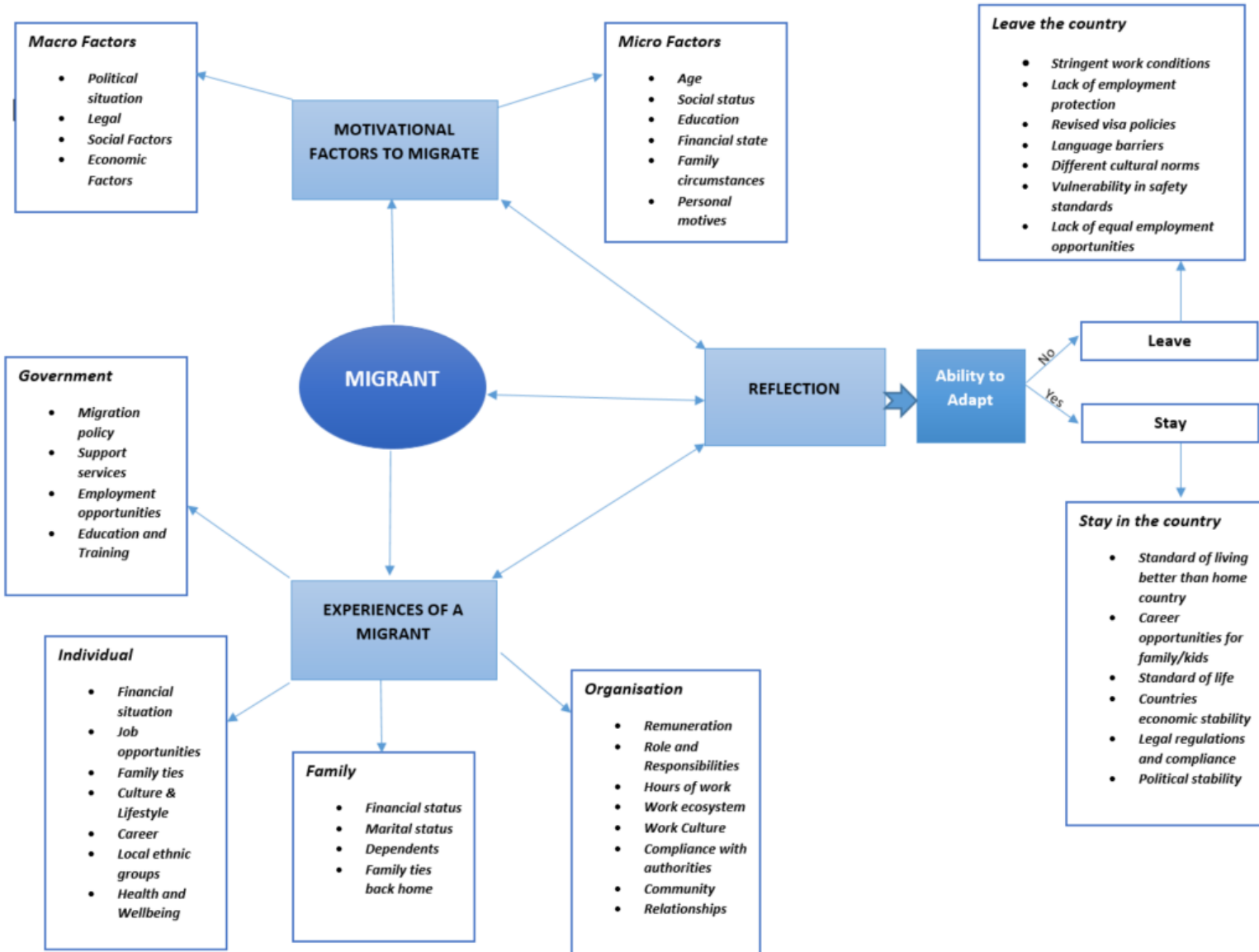
#### **4. Findings and Discussion**

This section presents the findings of the critical literature review, which have led to the development of a conceptual framework. This is followed by a discussion where the focus will be on explaining and evaluating what was found during the course of the research and how it relates to the literature review and research questions. The key points or themes emerging from the literature review are presented in the form of a conceptual framework, labelled Figure 1. Conceptual frameworks are constructed through the process of qualitative analysis which provides an interpretative approach to understanding social reality by drawing out variables, key factors, and themes and establishes and illustrates the relationship among them (Jabareen, 2009).

The conceptual framework developed from this research is split into two categories addressing two main questions of this research; motivations for an individual to migrate and experiences of migrant hospitality workers. Factors that motivate a migrant to migrate are further categorised into macro and micro factors. Using a similar approach, key factors that influence a migrant's work experience are further categorised into its key themes being government, individual family, and organisation.

The conceptual framework can assist government and organisations to better understand what a migrant worker expects from the government authorities of the migrating country and potential employers. It could help influence appropriate legislation and support required to help a migrant settle into a new country. For example, having a fair migration policy so that individuals with low wages are not penalised and that industries such as hospitality have guidelines for hiring migrants covering issues such as providing appropriate working conditions and paying at least the minimum wage rate. This conceptual framework can also help Human Resource professionals to build strategies and implement them to improve working conditions and motivate workers across the country.

Figure 1. Conceptual Framework of factors influencing a migrant's journey



## **Motivations to Migrate**

A significant part of an individual's decision to migrate is based on the political, economic, social, and cultural context they have experienced in their home countries. The factors motivating an individual to migrate can be classified into two areas; macro and micro

### ***Macro factors***

Macro factors include political, legal, economic, and social factors (McCollum & Findlay, 2015; Trembath, 2016; Han, Bonn, & Cho, 2016). Economic discrepancies between developing and developed countries account for the movement of skilled labourers (Han, Bonn, & Cho, 2016; O'Reilly, 2015). Higher wages, better lifestyles, better employment opportunities, and technological advancements are some economic factors influencing migration decisions. (Foged & Peri, 2016; Edo et al., 2018; O'Reilly, 2015). Immigration policies and regulations developed according to moral and legal principles attract migrants (Campo, Forte, & Portes, 2018). Violence or communal outbreaks in home countries due to ethnicity, religion, or racial factors have influenced the migration of people from one country to another (Campo, Forte, & Portes, 2018). Ecological factors also contribute to the decision to migrate. This includes how climate changes have changed the course of occupations (Antman, 2018; (Wright & Clibborn, 2019); (Alberti & Danaj, 2017). For instance, poor climatic conditions can destroy occupations such as agriculture and related industries leading to a decrease in the accessibility of food products and an increase in the price of available agricultural products.

### ***Micro factors***

Micro factors driving migration are individual factors such as age, education, financial situation, family circumstances, and social status (McCollum & Findlay 2015; Han et al., 2016; Filimonau & Mika, 2019). Individuals with tertiary qualifications make up the majority of migrants. They tend to favour migration to a new country as they are skilled individuals searching for better career opportunities and financial rewards (Alberti & Danaj, 2017; Noja et al., 2018; O'Reilly, 2015). Personal attributes such as willingness, a positive attitude, and boldness are sought after by the

host country. However, a downside for the home country is the loss of qualified human resources from the home country (Trembath, 2016; Wright & Clibborn, 2019). Studies suggest that young adults and middle-aged people tend to migrate more to take advantage of new opportunities with better lifestyles and income (McCollum & Findlay, 2015; Edo et al., 2018; O'Reilly, 2015). An individual's financial situation is also relevant as those who have a strong financial base can afford family migration (Atman, 2018; Zopiatis et al., 2018; Alberti & Danaj, 2017). In contrast individuals with a poor financial background often have to take out a loan in the home country before departure. This is common in younger migrants as they come with a vision to pay back the loan once they have secured a job in the host country and support their parents and family back home (Han et al., 2016; Zwysen & Demireva, 2017).

The findings from this research relate to Lee's study which categorises the factors associated with one's decision to migrate into the personal, area of destination, and area of origin (Van Hear, Bakewell & Long, 2017). The conceptual framework suggests that one's motivation to migrate is a combination of push and pull factors.

Macro push factors such as unemployment, poverty, civil unrest (war, terrorism), inadequate medical care, or social security motivate one to leave their home country (Van Hear, Bakewell & Long, 2017; McCollum & Findlay, 2015; Han et al., 2016; Helbling & Leblang, 2018). On the other hand macro factors that pull the individual towards the country of destination are greater income, high labour demand, better housing, accessibility to social services, protection of human and civil rights, and environmental protection (Foged & Peri, 2016; Edo et al., 2018; O'Reilly, 2015; Alberti & Danaj, 2017; Deery & Jago 2015; Antman, 2018).

Micro or individual pull factors that motivate one to migrate to a new country are higher education, proficiencies of language, more job opportunities along with a good quality of life (McCollum & Findlay 2015; Filimonau & Mika, 2019; Alberti & Danaj, 2017; Noja et al., 2018; O'Reilly, 2015). Micro or individual push factors resulting in individuals wanting to leave their home country are low wages, family disputes, poor financial situations, and lack of career opportunities (Han et al., 2016; Zwysen & Demireva, 2017; Zopiatis et al., 2018).

The push and pull factors cannot be standardised in that every migrant has their own particular set of circumstances. For example, an overseas student may migrate to get further education, secure a job in the host country and send money back home to support the family. On the other hand, another student may have only come to study in a foreign country to learn a different language or culture (Han et al., 2016; Zopiatis et al., 2018).

## **The Experiences of Migrant Hospitality Workers**

Several factors contribute towards creating an experience for a migrant worker in the hospitality industry in New Zealand, including government, family, organisation, and individual factors.

### ***Government***

Migration policies, migrant support services, educational, employment and training opportunities are some of the ways governments influence the quality of migrant experiences in a host country (Sönmez et al., 2017; Helbling & Leblang, 2018; Lee & Chou, 2018). The New Zealand Employment Act offers flexibility in the work pattern (such as part-time, full time or casual), variety in the times of roles one can attain in the hospitality industry (such as chef, bartender), recognised training and development programs, and encourages employers to employ diverse groups (Capistrano & Weaver, 2017; Restaurant Association of New Zealand, 2018; (Vassou, Zopiatis, & Theocharous, 2017). For instance, the relevant Industry Training Organisations (ITO) sets the qualifications and standards for work in different occupations, while Private Training Establishments (PTEs) provide training in hospitality work. For example, the New Zealand Government follows strict laws such as the Immigration Advisers Licensing Act of 2007 and the Immigration Advisers Authority of 2009 ( MBIE, 2020; New Immigration,2021; New Zealand Government, 2020). These laws are designed so that migrant rights are protected, they have access to decent work conditions, and also to promote migration to other potential migrants.

### ***Family***

Family ties with the home country, marital status, and cultural norms also t impact the experiences of the migrant in a host country (Lee & Chou, 2018; Campo et al., 2018; Trembath, 2016; Sheehan, Grant, &d Garavan, 2018). The outflow of certain family resources and remittances to meet the expenses and requirements of family members either at home or in host countries are key factors in shaping up experiences for migrants (O'Reilly, 2015; Pedauga, et al., 2020; Sharma, 2019; Ghebregiorgis, 2018).

The aspiration for many young migrants is to secure a job in the host country and financially support their family back home, including paying back loans that they may have taken to support

their move to migrate (Goethals, 2019; (Shariff & Abidin, 2017). The financial ability of an individual to be able to sponsor their family to another country along with compliance with host countries' migration policies has an impact on an individual's migration journey. New Zealand law allows migrants to bring spouses, de facto partners, or dependent children up to 24 years old, however as a result of COVID 19 border restrictions New Zealand has put a hold on the entry of non-residents into the country for the interim (New Zealand Immigration, 2021; Chen et al., 2021).

### ***Individual***

Personal lifestyle preference and career growth opportunities also influence the experience of a migrant in a new country (Carville, 2016; McCollum & Findlay, 2015; Trembath, 2016; Han et al., 2016; Alberti & Danaj, 2017). Lack of understanding of the local language and different organisation norms e in a host country often cause adverse effects for migrants (Carville, 2016; (Noja, Cristea, Yuksel, Panzaru, & Dracea, 2018). For example, migrants can face vulnerability in terms of understanding health and safety standards at the workplace due to language barriers and lack of work safety awareness, where they are more likely to get involved in hazards and workplace accidents (Sharma, 2019; Smith, 2021).

Compared to the home country, a migrant expects a better standard of living, working opportunities with greater job satisfaction, a higher income level, and economic stability along with attaining career goals in the host country (O'Reilly, 2015; McCollum and Findlay, 2015; Alberti and Danaj, 2017). Traditional cultural norms and religion often affect the nature of the job a migrant may undertake and also their ability to carry out the responsibilities of the role (Kim, 2014; Han et al., 2016). For example, a vegetarian migrant with strong cultural and religious values may not be comfortable working in a butcher shop.

### ***Organisation***

The remuneration, roles, responsibilities, working hours, shifts, compliance with authorities, work environment, and work relationships all contribute to the migrant experience in a foreign country (Han et al., 2016; Alberti & Danaj, 2017; Deery & Jago 2015; Antman, 2018). In New Zealand, a hospitality worker can work full-time (30 to 40 hours per week) or part-time (10 to 15 hours per week) (MBIE, 2020). Minimum employment rights are the same for a citizen or a migrant worker

in New Zealand and include minimum wages, standard working hours, breaks, and holidays (New Zealand Now, 2019; Immigration, 2019; Ministry of Business, Innovation, and Employment, 2021).

Most skilled migrant workers have faced underemployment despite having the required skills and qualifications for higher-level employment. This can lead to significant career frustration (Smith, 2021; Treuren et al., 2019; Bavik, 2016; Berezina et al., 2016). Removal of the immigration restrictions, such as a visa to work for a particular employer only, can be very helpful for migrant workers and would allow greater flexibility of occupational choice (Helbling & Leblang, 2018; Sharma, 2019).

Despite extensive experience in various industries and demonstrating the requisite skills and professionalism, promotion and progression are often restricted for migrants (Sönmez et al., 2020; Treuren et al., 2019; Wickramasekara, 2011). Most migrants join the hospitality industry so that they can learn a new language and become familiar with the culture of the host country (McCollum and Findlay, 2015; Foged and Peri, 2016).

Some migrants described hospitality as providing a good first job in giving them work experience in the new country, while others called it a short-term positive experience (Wright & Clibborn, 2019; Treuren et al., 2019; (Fernandes & Balu, 2018). Some found it as an opportunity to meet new people and form their support network within the hospitality industry. (Zopiatis, et.al, 2018; Zwysen & Demireva, 2017; Filimonau & Mika, 2019).

Flexible work hours and shift work patterns can be considered for many to be a negative aspect of hospitality work, while for some others it is positive as it allows them to either find other jobs along with it or to continue with their studies (Antman, 2018; Treuren et al., 2019; Sheehan & Garavan, 2018). Thus it can have advantages for some migrants as it helps maintain a balance between studies and work life.

As illustrated by the Systems theory, migration results from economic globalisation providing an opportunity for migrants to enhance greater mobility towards countries where there are better employment and lifestyle opportunities (Baum, 2019; Bakewell, 2014, Albert & Danaj, 2017). The conceptual framework illustrates that migrants' motivations and experiences are multi-faceted. There are many influences that when taken altogether suggest that the decision to migrate and the actual migration experience in the new country is a multi-faceted experience where a number of factors join together in a complex systems experience.

## Relevance of findings

The rest of the section will interpret the findings from this research. The focus will be placed on explaining and evaluating what was found during the course of the research and how it relates to literature and research questions.

Migrants being employed in the hospitality industry does not only benefit the migrant but also the employers, as migrants bring new skills and knowledge into the host country and increase the talent pool. Migrant workers can also benefit from their employment experiences in hospitality through earning higher incomes and developing new technological and occupational skills (Magablih & Mustafa, 2018). However, these can in some instances be pipe dream by migrant workers who do not enjoy such positive employment opportunities and outcomes. Migrant workers particularly in the hospitality industry face considerable challenges in having equal work standards compared to a resident of the host country (Zopiatis, Theocharous, & Constanti, 2018).

Despite considerable industry experience in their home country, career development tends to be restricted and other career choices are also limited by immigration regulations (Sönmez et al., 2020). Most skilled workers have faced underemployment, leading to career frustration. For example, a qualified chef with many years of experience in their home country may have to start as a kitchen assistant in a host country.

The ownership structure in this sector is largely based on a number of hotels or restaurants under single ownership, although there are still some small businesses in the sector (Alberti, Holgate, & Tapia, 2013). The sector is also characterised by a high rate of revenue fluctuation which leads to the change of ownership resulting in a lack of job security for the majority of migrant workers in the hospitality sector (Sönmez et al., 2020; Foged & Peri, 2016).

Although pre-Covid-19, most migrants are allowed into a country because of their skills, it can still become difficult to find a job matching their pre-migration skills. Despite having all the skills, due to economic necessity, most front-line workers are forced to accept lower-paid jobs or to return to their home country. Researchers have often said that the hospitality sector has acted as a refuge for many migrant employees, providing a wide range of jobs that compliments their skills and language proficiency, with fewer entry barriers as compared to other jobs (McCollum & Findlay, 2015; Foged & Peri, 2016).

Exemplified in the conceptual framework, it has been found that for most migrant workers their main motivations for joining the hospitality sector are self-development, gaining work experience, learning a foreign language, and saving enough to return to their home countries



(Carville, 2016; Alberti & Danaj, 2017; Trembath, 2016). The hospitality sector provides positive experiences for migrants as they work in a lively environment and get to meet a lot of new people with varied personalities. However negative experiences can include less than desirable working conditions, discrimination, poor management behaviour, low pay, and not being able to save enough while fending for their families or to send money back home (Ndiuini & Baum, 2020). These negative attributes often serve as an obstacle in the working of the migrant worker and discourage a long-term commitment. Most migrant workers apply for jobs in the hospitality sector because of the higher pay in comparison to their respective home countries. It has been found out that the hospitality industry is not a long-term career option for most migrants rather it is a preparation or starting point for their career in a foreign country.

It has been found that working in the hospitality industry is not easy as it is characterised by long working hours' culture which often leaves workers exhausted. This industry requires physical work often leading to a stressful working environment. Sometimes, workers are also asked to work for longer hours, where the flexibility of the work hours served as a negative experience. Some hospitality workers often take extra work to earn more, but which also increases fatigue (Sharma, 2019; Smith 2021). Researchers have also found that mostly the workers are not happy with the pay as the hard work doesn't measure up to the salaries that others receive (Chen, Kosec & Mueller, 2015; Antman, 2018). As some of the workers are marginalized, incidents of discrimination were also reported. The researchers reported that racism and discrimination were prevalent along with workplace bullying from staff and customers (Zwysen & Demireva, 2017).

The working life of migrant workers is often not as same as those of fellow workers born in the host country. Many migrant employees receive low-paid and informal work. Workers' jobs are mostly seasonal, which is not stable. Segmentation of the labour market, stereotyping, and racism make the foreign-born workforce more susceptible to poor quality work situations compared to what local staff experience (Sheehan, Grant & Garavan, 2018; Shariff and Abidin, 2017). Particularly where migrant workers who have little training, face an increased risk of exploitation. International workers are at more risk of being exposed to a lack of basic rights, forced labor, child labor, discrimination, and unfair treatment, and a lack of union membership and communal bargaining.

All employees whether migrant or permanent residents must have the right to seek advice about workers' rights in the workplace. Individuals should be hired based on their skills and equal wages are the very basic rights of every worker. Holidays must be equal for both the migrant and permanent resident workers. Everyone must have fundamental minimum working terms and conditions that comprise bonus payments for overtime workers, meal and rest breaks, and the

limit of working hours (Ndiuni & Baum, 2020). This modern era doesn't support human exploitation and hence equal rights are needed to be restored for every working individual.

More recently the global Covid-19 pandemic is having a severe impact on all service industries, especially tourism and hospitality. The basic needs of food, security, and lodging are quite critical for migrant workers at this point, as is the ability to leverage transferable skills acquired while working in the hospitality industry to obtain jobs in other sectors such as fruit picking to meet immediate livelihoods. New Zealand Government has invested more than \$2billion in a range of reskilling packages where the focus is to place at least 10,000 people in primary sector jobs by way of retraining and placing workers from sectors affected by COVID such as tourism and aviation (Deloitte, 2020). During this time, different government or municipal agencies are enforcing safety and sanitary standards to meet the demands of migrants (Přivara & Kiner, 2020). Migrants also confront significant additional charges practically everywhere since they have very little savings and have had little time or opportunity to prepare for a crisis such as the global pandemic.

This relates to the theory of Labour Market segmentation, which is a demand-driven process (Bispo, 2007; Carville, 2016). Given that the demand for migrant workers is low in hospitality, due to the border restrictions, the Government has shifted its focus and started investing in an industry where the demand for workers is high. Since migrants are most impacted compared to local workers during the pandemic, the Government's focus is to divert the migrant workforce to an alternative industry such as agriculture to meet the labour demand.

Migrant workers should be given equal opportunities, terms, and conditions with NZ-born employees in the organisation. Finding the right balance through motivating employees only adds to the productivity and profitability of the company. Entities need to realise that lowering the labor cost does not translate to better results. Flexible working hours and giving the migrant workers better working conditions are also imperative. Human Resource practices ought to be consistently applied in the organisation to the benefit of all employees. Much of the research discussed in this dissertation suggest otherwise that is migrant workers continue to experience unequal employment opportunities and outcomes. This suggests that the government and employers have much work to do in the respect of equal employment opportunity for migrant workers.

## 5. Conclusion

The focus of this dissertation is to explore a migrant's journey in the hospitality industry, with also specific issues related to those working in New Zealand. The research is conducted under the guidance of a critical literature review which studies the theories of migration including labour segmentation, push and pull and systems theory; migration and hospitality industry followed by migrant employment in New Zealand to explore factors responsible for migration and their impact. Theories such as system theory of migration, push and pull theory, and labor market segmentation theory help to list factors responsible for migration and their impact globally. Push and pull theory categorizes potential factors leading to migration into two divisions. Political factors such as lack of political rights, corruption rate, and favourable policies determine migration rates. The salary structure, wages, technologies, communication, transportation, and advancements offered by a country are some economic factors affecting migration rates.

Drawing on the theory of Braun and Clarke (2006), thematic analysis is used in this literature review to draw out key points in the process of analysis. These key points were motivational factors that influence an individual to migrate and their work experience in the hospitality industry. Once key ideas or themes are drawn out and identified this research discusses a range of issues that are addressed in the relevant extant literature.

When analysing these issues this research draws on push-pull factor theory to explore the experiences of the migrant from two key perspectives; motivation for an individual to migrate which were further classified into macro and micro factors and factors that impact on the experiences migrants have working in the hospitality industry in the host country (Van Hear, Bakewell & Long, 2017). The decision to migrate was influenced primarily by political and economic factors of the home country, an individual's financial state, family circumstances, and personal motives. The experiences of a migrant can be greatly impacted by the employment opportunities in their area of expertise, remuneration package, and hours of work, compliance with authorities, their financial status, and immigration policies in the host country.

This research project concludes with the development of a framework that reflects the key points in the decision-making process to migrate and employment experiences in the hospitality industry as a new migrant. The framework helps to understand a migrant's perspective on how different factors contribute towards their migration journey and importantly it signals to the government the importance of offering the same employment rights to migrant workers as provided to country residents including parameters such as minimum wages, leave, holidays and working hours, in

migration policy and practice. The framework also highlights several key factors that employers need to be aware of such as compliance with appropriate authorities, equal opportunity for promotion and progression despite their visa conditions, and providing a safe work ecosystem. The framework also highlights some of the pressures on individuals in the decision-making process such as family ties, financial situation, and individual's culture and lifestyle.

This research project offers an in-depth analysis of the extant literature to highlight key issues for all stakeholders in the migration process, leading to a conceptual framework to better understand at a more explicit level a migrant's journey in the hospitality industry. Migration helps in making the new country more culturally diverse, reduces labour shortage, and addresses skill shortage issues. A major advantage to the hospitality industry is that the sector can employ skilled chefs from around the world to offer sophisticated and tasteful cuisines. The investment from governments, organisations, and individuals in the process of migration must be well supported so that a migrant's journey is as effective as it can be. Migrants must experience the same benefits as host country residents not just in theory but also in reality. Fundamental human rights along with equal employment opportunities, the same training, and career development opportunities are essential for migrants to settle into their new country and make a meaningful contribution. Research to date tells us that this is often not the case.

My research argues that the hospitality industry offers a venue for migrant workers to transition to the workforce and integrate within the community. A significant portion of migrant workers in the industry aspires for employment that is commensurate with their skills and education (Samaluk, 2016). There are many negative experiences reported by immigrant workers in this sector. This is a major challenge for the successful integration of this population with the community. Therefore, there is a need for greater cooperation at the international and national levels to facilitate legal migration to reduce the exploitation of migrants. Employers should recognise the mutual benefits of their engagement with migrant workers and adopt measures to reduce exploitation in the organisation and create equal career opportunities and development for all employees.

The contribution from the critical literature review and the developed conceptual framework is valuable to various stakeholders but more specifically to the employers of hospitality organisations, the migrant themselves, and the government agencies. These are the three key stakeholders that have a huge impact on a migrant's journey. The framework highlights potential factors that can have an impact on a migrant's work experiences in a host country hence migrants can make an informed decision before migrating or even prepare themselves to face challenges. The framework can assist hospitality organisations in creating a work environment that will mutually beneficial for employees and employers such as the work ecosystem, remuneration, and

responsibilities of a role. In addition, it can assist employers to understand the motivational factors that influence an individual's decision to migrate. The contribution from the framework is equally useful to government agencies when it comes to designing a policy or making changes to an existing one when it concerns migration or migrants such as providing flexibility to migrants that they can work for any employer rather than restricting their visa to a specific employer.

### **Limitations and Future Research**

A key limitation in this critical literature review is the fact that much of the research drawn on relates to a pre-Covid Pandemic national and industry context. While there have been some brief discussions in this dissertation on pre and post-Covid -19 hospitality industry conditions, the migrant journey post-2020 may likely be less positive than presented in this literature review. Future research around the post-Covid pandemic context will provide a more accurate picture of this.

Another limitation in this research is that the extant literature does not offer an in-depth understanding of the culture of hospitality organisations and its impact on a migrant's journey. Organisational culture is not highlighted in this research especially the connection between employees in the organisation. Migrant employees work together and create an environment where they can thrive as a group. Due to differences in cultural values, it is possible that existing cultures in an organisation do not align well with the migrants' experiences of workplace cultures in their home countries. Understanding the interactions of migrant workers and how they work as a group is essential in developing new policies to improve their lives in the country.

Employees are the first contact with customers, especially in the hospitality industry. Entities need to ensure that they are more engaged with their customers along with their workmates and better work structures are in place to integrate migrant and non-migrant employees.

Organisations are a key contributor when it comes to creating an experience for a migrant in a host country, as highlighted in the conceptual framework. For many migrants, their work colleagues are like their second family and it automatically creates a psychological bond between them. Therefore further research on the impact of organisational culture on the migrant employment experience is required for generating better migrant journeys.

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