


Poor employee remuneration within the Eastern Cape tourism and hospitality sector

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Orientation: Addressing the issues affecting employee remuneration in the tourism and hospitality sector is crucial. Fair and adequate compensation is not only essential for the livelihoods of staff but also significantly impacts their performance and overall job satisfaction.

Research purpose: This study sought to identify factors contributing to poor employee remuneration in the tourism and hospitality industry.

Motivation for the study: Poor employee remuneration in the tourism and hospitality sector results in a less motivated workforce that performs poorly, leading to high staff turnover rates.

Research approach/design and method: Purposive and convenience sampling methods were followed, which allowed for open-ended questions for semi-structured interviews to collect data from operational staff and managers ($N = 24$). The data were analysed using Creswell's six-step approach.

Main findings: The study identified that poor remuneration in the tourism and hospitality industry stem from a lack of educated staff, business owners' discretion in setting pay, the seasonal nature of the industry and the absence of standardised payment structures.

Practical/managerial implications: The study supports the need for better education and training opportunities for employees, the implementation of standardised payment structures and consideration of industry seasonality to improve compensation practices.

Contribution/value-add: The study's findings provide a detailed analysis of the challenges leading to poor employee remuneration within the tourism and hospitality sector and offers actionable insights for improving compensation practices.

Keywords: tourism; hospitality; poor remuneration; staff turnover; employee.

Introduction

The main objective of this study is to analyse the issue of poor employee remuneration in the tourism and hospitality sector in the Eastern Cape, South Africa. Based on the crucial role that a properly trained and multidisciplinary workforce has in the tourism industry, it is crucial to understand the determinants of staff satisfaction and retention. Despite the industry's demand for competent workers, it tends to be accompanied by precarious work because of its seasonal nature and low compensations (Sánchez-Cubo et al., 2023).

The purpose of this research study was to identify and analyse the factors contributing to poor employee remuneration in the tourism and hospitality industry. In accordance with Alananzeh et al. (2023), effective managers put the needs of their internal clients over those of their external clients. External clients look for quality service, whereas internal clients want job security, incentives, good relations with co-workers and faith in management. The authors suggested that hotels can provide monetary benefits such as performance rewards, salary increases or moral assistance such as reward schemes, training to employees, making them feel more important, capable and valuable (Alananzeh et al., 2023).

Jawabreh et al. (2020) created a positive relationship between incentives, wages and employee retention. They clarified that poor work schedules, authoritarian management and low compensation dictate an employee to stay or work elsewhere, particularly in relation to money (Jawabreh et al., 2020). In the light of these findings, this study seeks to identify the causes of poor remuneration in tourism and hospitality sector in the Eastern Cape, analyse the impact of poor remuneration and provide actionable insights and recommendations to improve remuneration practices. Stemele (2020) indicated that poor remuneration in the Eastern Cape has indeed been a

matter of concern. Skilled employees in the tourism sector are leaving because of receiving low pay, which is a setback in large measure. This loss of skilled workers not only damages the individuals but also challenges the industry in terms of retaining qualified workers. Eradicating this issue is instrumental in ensuring the sustainability and expansion of the tourism sector in the region (Stemele, 2020).

The contribution of this study is that it can potentially inform management practice by putting the welfare of employees first, which in turn leads to improved service quality and overall business performance in the hospitality and tourism sector. The findings can help managers understand the importance of obtaining job security, incentives and a favourable work environment in retaining quality staff, thereby sustainable industry growth. The article presents the main findings of the study, organised in sections: literature review, methodology, results, discussion, recommendations and conclusion.

The aim of the study

This study aimed to discover the root causes of poor employee remuneration in the Eastern Cape province's hospitality and tourism sector, evaluate the impact of employee remuneration on job satisfaction and performance and suggest approaches to raise remuneration in order to improve performance, motivation and retention.

The study's main objectives

- Identify key determinants of poor employee remuneration in the tourism and hospitality sector in the Eastern Cape.
- Analyse the relationship between compensation levels and employee job satisfaction.
- Evaluate the effects of poor remuneration on employee performance and turnover rates.
- Develop recommendations for industry stakeholders to implement fair and adequate compensation practices.

The variables investigated in the current study

This study identified the following variables related to poor employee remuneration within the Eastern Cape tourism and hospitality sector. The independent variables in this study included the lack of educated staff, business owners' discretion in setting remuneration, the seasonal nature of the industry and the absence of standardised payment structures. The dependent variables that the study identified are employee remuneration, job performance, employee satisfaction and staff turnover rates. The controlled variables were identified as mainly the operational staff and managers, as well as the geographical location, which is the Eastern Cape province.

Literature review

Impact of poor remuneration on staff turnover in the tourism industry

Njenga and Kamaara (2024) reveal that the hospitality sector is experiencing a high global labour turnover rate, largely because of the poor treatment of employees. Unlike other

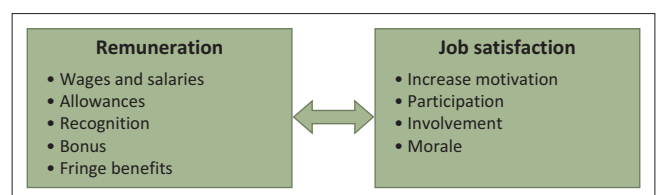
industries, the tourism and hospitality sector is characterised by irregular working hours, with employees often working around the clock (Njenga & Kamaara, 2024). Many workers face unfavourable conditions, such as low pay, job instability, inadequate benefits and limited opportunities for professional and personal development (Ebrahim, 2019). The authors emphasise that inadequate pay and poor working conditions are primary reasons for the high turnover rates in the tourism and hospitality industry (Njenga & Kamaara, 2024).

Chauhan and Guleria (2024) echoed similar sentiments in their study on employee retention strategies in the Indian hotel sector. They found that factors such as low job profiles, competition, long working hours, the nature of the work, poor work-life balance and inadequate salaries and wages contribute to high attrition rates. The authors found that high attrition leads to poor customer satisfaction, lost sales, increased turnover costs, reputational damage and a decline in worker quality. They suggested that companies should investigate the reasons behind employee turnover, emphasising that poor pay and long working hours are typically the main causes of low employee retention (Chauhan & Guleria, 2024).

Budiman et al. (2014) argued that remuneration is one of the most influential factors affecting employee satisfaction. They posited that when remuneration meets employees' expectations, the organisation benefits significantly. In addition, the authors supported their claim stated above through a research review framework as shown in Figure 1 (Budiman et al., 2014).

Poor remuneration and other benefits in the tourism sector significantly affect labour turnover, leading to a high rate of employee departures. When workers feel underpaid, their job satisfaction diminishes, resulting in lower morale and productivity. This dissatisfaction often drives employees to seek better-paying opportunities elsewhere, causing a high turnover rate. High turnover disrupts service continuity, increases recruitment and training costs, and can negatively impact the overall customer experience, as new employees may lack the experience and familiarity with the company's standards and practices (Smith, 2023).

Furthermore, poor remuneration can lead to a lack of motivation and engagement among employees who choose to stay. These workers may feel undervalued and less committed to their roles, which can result in decreased performance and higher absenteeism. The tourism industry,



Source: Budiman, A., Anantadjaya, S.P., & Prasetyawati, D. (2014). Does job satisfaction influence organizational citizenship behavior? An empirical study in selected 4-star hotels in Jakarta, Indonesia. *Review of Integrative Business & Economics Research*, 3(1), 130–149.

FIGURE 1: Research review framework.

which relies heavily on customer satisfaction and repeat business, suffers when employees are not motivated to provide high-quality service. Consequently, businesses may face a decline in reputation and profitability because of the cumulative effects of poor remuneration on labour turnover (Brown, 2022).

Challenges of poor employee remuneration in the Eastern Cape tourism and hospitality sector

As observed by Stemele (2020), poor remuneration in the Eastern Cape has been an enormous issue. The author concluded that salaries and wages received by tourism and hospitality graduates working in the industry within the province were significantly lower compared to the incomes the graduates envisioned at graduation. The author also indicated that on his research, trained workers within the tourism sector are leaving the sector because of low salaries and aggressive competition in employment and went on to say that potential tourism and hospitality employees stated that the career is initially considered as glamorous and well-paid, yet the evidence of the low paying salaries becomes real upon working within the tourism and hospitality sector (Stemele, 2020). The findings highlight a pressing need for the industry to act on these compensation issues in a bid to improve the levels of job satisfaction and retention. By offering competitive remuneration and better working environments, tourism and hospitality within the Eastern Cape would manage to attract and retain quality individuals and subsequently promote the growth and sustainability of the industry (Stemele, 2020).

According to Stemele (2020), some of the underlying causes of low remuneration in the tourism and hospitality sector include poor staff training and high staff turnover, lack of standardised remuneration framework, industry seasonality impacts, and sometimes tourism and hospitality business owners remunerate in whatever way they feel suitable to remunerate. These conditions together give a tough scenario for hospitality and tourism workers. This brings about low wages and a high rate of turnover. Resolving these issues entails a multifaceted approach that includes improving employee training and education, establishing standardised payment systems and designing ways of mitigating the impact of seasonality. In the process, the industry can work towards offering more equitable and competitive pay, ultimately resulting in better job satisfaction and retention (Stemele, 2020).

It is clear that people without formal qualifications are also impacted by this issue and it is not just a challenge for graduates. According to the present survey, many underqualified employees in the tourism and hospitality sector encounter comparable issues, such as low pay and little career growth chances. The issue is made worse by the fact that these workers frequently face significant turnover rates and job uncertainty. A more stable and engaged workforce at all certification levels can be achieved by addressing these issues holistically.

The sectoral determination for the hospitality industry in South Africa

According to the *Basic Conditions of Employment Act of 1997 (BCEA)* of South Africa, the sectoral determination of the hospitality sector in South Africa under the *Basic Conditions of Employment Act* regulates the conditions of employment and the minimum salaries of workers in this sector. It touches on some of the main elements such as minimum wage rates, working hours, overtime pay, leave entitlements and prohibition of child and forced labour (BCEA, 1997). This declaration is made to employers and employees in the accommodation and food services industries, including hotels, guest houses, restaurants and cafes. Moreover, this determination further explained that the employers are required to pay employees at least the minimum wage, as per the regulations, excluding gratuities or tips. Legislation on regular working hours, overtime pay and work on Sundays and public holidays are established to ensure proper remuneration. Employees are entitled to yearly leave, sick leave and family responsibility leave to have adequate time away for personal and family matters. Child labour and forced labour are prohibited by the determination, in line with broader labour laws and human rights standards (BCEA, 1997).

The sectoral determination for the hospitality sector is an important regulatory policy that fosters fair labour practices and protects the rights of employees in the hospitality sector. It aims to create a balanced working environment where employees are paid decent wages and their rights are preserved (BCEA, 1997). The determination also provides for meal breaks, rest breaks and night work, in order to ensure that employees receive adequate breaks and rest during the period of work. It also addresses employment termination-related matters, such as severance pay and payment in lieu of notice, in order to provide clear guidelines to both employees and employers in case of termination of employment (BCEA, 1997).

Acha-Anyi (2020) asserts that the Eastern Cape's tourism and hospitality industries benefit greatly from the implementation of the *BCEA*, which upholds ethical labour standards that are essential to the region's economic viability. According to the author, the *Act* promotes the expansion and sustainability of companies in this industry by ensuring fair wages, suitable working conditions and moral labour practices. This, in turn, enhances the Eastern Cape's standing as a travel destination by drawing tourists who respect moral and equitable treatment of employees (Acha-Anyi, 2020).

Mtshokotshe and Mxunyelwa (2020) examined how the *BCEA* is applied in the tourism and hospitality industry. As stated by Mtshokotshe and Mxunyelwa (2020), the *BCEA* is vital to upholding fair labour practices, which are necessary for the expansion and long-term viability of companies operating in this industry. The *BCEA* guarantees a stable and encouraging work environment by imposing minimum wage rates, controlling working hours and offering leave benefits (Mtshokotshe and Mxunyelwa, 2020). According to Mtshokotshe and Mxunyelwa (2020), maintaining stability

within the industry is crucial for drawing in and keeping skilled personnel, which in turn, supports local economic development. According to, the *BCEA's* ban on child and forced labour also complies with wider human rights norms, which improves the moral conduct of the travel and hospitality industry (Mtshokotshe and Mxunyelwa, 2020). This moral business practice enhances the Eastern Cape's standing as a travel destination by drawing tourists who respect treating employees fairly (Mtshokotshe and Mxunyelwa, 2020). The authors stress that the *BCEA's* provisions for meal breaks, rest breaks and night work laws guarantee that workers are healthy and well-rested, benefiting local communities by offering steady employment possibilities Mtshokotshe and Mxunyelwa (2020). The long-term viability of companies in the tourism and hospitality industries depends on having clear policies for ending employment, such as severance pay and payment in lieu of notice, which give workers security and foster goodwill between employers and employees (Mxunyelwa and Mtshokotshe, 2020).

Research methodology

Research approach

The study employed a qualitative methodology, utilising in-depth interviews to collect primary data. Hennink et al. (2020) describe qualitative research as a comprehensive, discovery-oriented approach that evolves naturally, allowing researchers to achieve a high level of detail through deep immersion in real-world events. Creswell (2003) also notes that this methodology is effective in natural settings, enabling researchers to gain detailed insights by fully integrating themselves into the actual events. In addition, Mason (2002) emphasises that qualitative research techniques engage participants in a conversational and comfortable manner, facilitating the generation of rich, contextual and typically unstructured, non-numeric data. This study found a qualitative approach to be most suitable, as it allows for the exploration of experiences and viewpoints from the participants' perspectives. An exploratory examination was conducted to investigate participant viewpoints and experiences related to the topic of interest. Similarly, Denzin and Lincoln (2018) highlight that qualitative research provides a deep, nuanced understanding of social phenomena through detailed, context-specific insights.

Target population

Twenty-four participants from tourism and hospitality businesses in South Africa's Eastern Cape province participated in the study. This comprised 13 operational employees and 11 managers, all of whom had relevant first-hand knowledge and experience. Participants were chosen based on their experience and direct involvement in the tourism and hospitality industry.

Sampling

This study used convenience and purposive sampling techniques for managers and operational staff from hotels,

bed and breakfasts, and tourism companies in East London, Port Elizabeth and Port St. Johns, based on their availability and willingness to participate. Patton (2002a) argued that qualitative research sample sizes are influenced by the study's objectives, topic, sample credibility and available resources. Purposive sampling was also employed to select participants with relevant work experience. Marshall (1996) emphasises the importance of context and relevance in selecting informative participants.

Sample size

This study targeted four hotels, two bed and breakfasts and three tourism companies, involving 24 participants. Creswell (2021) defines a sample as a subset of the population selected for examination. Maree (2016) emphasised the importance of sample size, as it impacts study findings. Patton (2002a) notes that the sample size in qualitative research should provide sufficient data for analysis, while being manageable within study constraints.

Data collection method

Peersman (2014) emphasises that all research must employ carefully considered and executed data collection and analysis techniques. Creswell (2009) also suggests that a research strategy may choose to use multiple data collection methods in combination or just one. In this study, one data collection technique was utilised: direct communication through in-depth interviews. Interviewer-administered in-depth interview schedules were used to gather the necessary primary data from participants in their various roles.

Data analyses

Hilal and Alabri (2013) state that qualitative data are text-based, and the optimal approach for analysing such data is through coding techniques, such as labels or tags, to provide descriptive or inferential information from study units of meaning. They also note that coding involves identifying relevant words or phrases mentioned by interviewees or in documents, often adhering to sentences, complete paragraphs or chunks of text. Creswell's (2013) six steps were used to guide the data analysis of the interviews in this study. Following these steps, the researcher reviewed the interview audio recordings and transcribed them into a Microsoft Word document. The data were then meticulously reviewed, and the researcher considered how to present it comprehensibly and coherently. Once the text was gathered and sentences grouped into several categories, the data were coded and organised into smaller sections. These groups were then classified using terminology directly from the participants to ensure an accurate portrayal. Subsequently, the researcher coded the data and entered the codes into Microsoft Excel, describing the categories for analysis. The themes that emerged during the coding process were then integrated into narrative sections to construct a coherent explanation of the conclusions drawn from the participants' perspectives. Finally, the data were clarified and interpreted to give them meaning. Similarly, Saldaña (2021) emphasises the importance

of coding in qualitative research, highlighting that it involves assigning summative, salient attributes to portions of language-based or visual data to identify patterns and themes.

Data analysis implementation on the current study

The findings were organised into several key themes, each highlighting different factors contributing to poor remuneration in the tourism and hospitality industry in the Eastern Cape. These themes collectively illustrated the various factors contributing to poor remuneration in the tourism and hospitality industry, as perceived by the participants of the current study. The study identified the following themes based on study participant's responses: poor employee education, lack of standardised payment structure, seasonality of tourism and hospitality industry and employee remuneration based on owner's judgement.

Data recording and storage

To ensure accurate interview reports, data were collected using audio recordings and note-taking. Braun and Clarke (2006) argue that a thorough and comprehensive transcript is the minimum requirement, as there are no universally prescribed standards for transcription. The transcripts and data collected for this study will be password-protected and retained for future research. Similarly, Poland (1995) emphasises the importance of detailed transcription in qualitative research, noting that it is crucial for capturing the nuances of participants' responses.

Validity of the data

Validity is how well the data collected cover the actual field of research or 'measure what is intended to be measured' (Taherdoost, 2016). A pilot study to ensure the validity of the data was undertaken. Pilot study findings were used to improve the questions in the interview guide, thus enhancing research validity. It also helped to identify similar or repetitive questions in the interview guide.

Reliability of the data

According to Kathombe (2018), the reliability of a research instrument refers to how consistently it produces the same results over time. The author measured the reliability of the interview questions through pilot testing, ensuring that items in the interview guide were simple, sufficient, precise and understandable.

Ethical considerations

Ethical clearance to conduct this study was obtained from the University of Johannesburg Ethics Committee in the College of Business and Economics with reference number 23STH34.

Results

This section presents the study findings regarding the impact of poor employee remuneration in the tourism and hospitality sector.

Poor employee education

Participants were asked why the tourism and hospitality industry tends to remunerate poorly, and most agreed that poor employee education is a significant factor. One participant observed:

'The sector employs uneducated staff, and as a result, they are paid poorly because they cannot demand better pay due to a lack of education. Tourism has a low barrier of entry, leading to discrimination.' (Participant 1, Female, Tourism Manager)

Another participant shared similar views, stating:

'Lack of educated staff leads to poor salaries. People do not really understand the sector, and management takes advantage of this by paying poorly, knowing that staff will not complain due to a lack of information about fair pay.' (Participant 13, Male, Operational Staff)

A recurring sentiment was echoed by another participant:

'The sector still relies on uneducated staff who learn the business from within, leading to poor pay. The government does not push and support the sector enough.' (Participant 11, Female, Hospitality Manager)

A lack of standardised payment structure

When asked about reasons for poor remuneration, participants indicated that the lack of a standardised salary structure within the sector directly impacts how they are paid. One participant mentioned:

'There has never been a standard way of paying in this sector. Establishments pay as they like with no oversight from the government. Basic minimum wage is not followed, and people have accepted poor pay without fighting back.' (Participant 5, Male, Operational Staff)

Seasonality of the tourism and hospitality industry

Participants also highlighted that the seasonal nature of the tourism and hospitality sector influences employee remuneration. One participant explained:

'We are paid hourly, and if you work less, you get paid less. COVID-19 disrupted the industry, and the changing seasons contribute to less pay due to the sector's competitiveness.' (Participant 8, Female, Operational Staff)

Another participant added:

'The industry is seasonal and has an institutionalised culture of exploitative practices. Historically, the sector has employed uneducated staff and paid them poorly. Immigrants also accept any salary, and there is no accountability.' (Participant 17, Male, Tourism Manager)

Similar views were shared by another participant:

'The industry is seasonal, and during the off-season, companies do not have the financial means to employ and pay people continuously. This leads to short-term work and poor pay, as we are paid by the number of hours worked. Unplanned circumstances like riots also affect payment.' (Participant 16, Male, Operational Staff)

Another participant concurred:

'The industry is seasonal, and people are paid based on profit projections and gains of the company for that financial year. Companies often cut costs on wages, incentives, and bonuses due to financial constraints.' (Participant 24, Male, Operational Staff)

Employee remuneration based on owners' judgement

The findings also revealed that owners of tourism and hospitality businesses use their discretion to determine employee remuneration, often resulting in poor pay. One participant highlighted:

'The owners of the businesses own everything around here and decide what to pay. There is no competition, leading to bad payment practices. We can't go anywhere else as they own everything.' (Participant 22, Male, Operational Staff)

Another participant added:

'Owners decide what to pay us, and the government does not regulate salaries in the industry. Each establishment does what it wants, and employment agencies contribute to poor salaries by taking a large fraction of what they receive.' (Participant 19, Female, Hospitality Manager)

A participant also mentioned:

'We are not considered quality workers by management and customers. We are treated poorly without protection from the government. There is no enforced law on our salaries, and we are paid inconsistently. Complaining can result in losing our jobs.' (Participant 7, Male, Operational Staff)

Discussion

An effective remuneration structure plays a crucial role in staff motivation, loyalty, customer service and overall performance. This study clearly demonstrates the impact of poor remuneration in the tourism and hospitality sector, with both managers and operational staff members acknowledging their experiences of inadequate pay. The findings reveal that government bodies responsible for overseeing effective labour practices are not doing enough for the tourism and hospitality sector. Despite policies stipulating basic minimum wage brackets across different industries, employees continue to be poorly remunerated.

In addition, the study uncovered that a lack of educated employees contributes to low salaries, as uneducated staff do not fully understand the sector. Consequently, business owners and management exploit this lack of knowledge, paying employees poorly, knowing they will not complain because of their lack of information about proper salary structures. Those working in the sector without education are less likely to fight for better remuneration because of their lack of qualifications. It was also revealed that the government does not intervene to regulate industry salaries, allowing each establishment to set its own pay rates.

These findings align with those of Chauhan and Guleria (2024), who found that high staff turnover is driven by issues

such as motivation, professionalism, quality of life, security, work environment, personal and professional relationships, policy problems, job security and unequal remuneration because of the lack of a standardised payment structure. This high turnover results in increased organisational growth challenges and financial losses.

The study also highlighted the seasonal nature of the industry, which affects employee remuneration. During off-seasons, companies often lack the financial means to employ and pay staff continuously, leading to shorter working hours and reduced pay. Employees are paid based on the number of hours worked, and during off-seasons or unplanned disruptions, such as riots, their income is significantly impacted. The hospitality industry faces significant challenges because of poor working conditions, including low wages and income instability, which contribute to high turnover rates and employee dissatisfaction (Giousmpasoglou & Marinakou, 2024).

Practical implications and contribution

Government bodies and industry regulators could utilise the findings to develop and implement policies that ensure fair remuneration practices, including setting minimum wage standards specific to the tourism and hospitality sector and enforcing compliance. Businesses within the sector could adopt standardised payment structures to ensure fair and consistent remuneration, thereby reducing disparities in pay and improving employee satisfaction and retention. In addition, the findings could encourage the formation of employee advocacy groups or unions that work to protect workers' rights and negotiate better pay and conditions on their behalf.

Recommendations

It is recommended that the South African government, the labour department and relevant stakeholders within the tourism and hospitality sector adopt a clear and workable remuneration structure. This structure should govern the sector to ensure effective remuneration and better employment benefits for tourism and hospitality employees, as study's findings indicate these are still lacking. Implementing such a structure will help change the negative perception that the tourism and hospitality industry treats its employees unfairly, pays poorly, lacks fringe benefits, has uneven working hours and predominantly offers contract or seasonal employment. To provide current employees with benefits comparable to those in other industries, the tourism and hospitality sectors must align their benefits with those of other sectors. This alignment will help reduce the high employee turnover rate, as employees are leaving for industries that offer more benefits. Furthermore, this will decrease the likelihood of losing highly qualified and educated workers.

To ensure fair wages, the tourism and hospitality industry should match the pay scales of other industries. By doing so, the sector can become more attractive for employees seeking long-term careers. It is crucial for the tourism and hospitality

sector to compare itself with other industries in terms of employment benefits and working conditions to remain competitive and appealing.

Conclusion

The primary purpose of this study was to identify factors contributing to poor employee remuneration within the tourism and hospitality industry. The study identified several factors contributing to inadequate pay in this sector. Key issues included poor employee education, the seasonal nature of the industry, the lack of a standardised payment structure and remuneration determined at the discretion of business owners. These factors were highlighted as significant contributors to poor remuneration.

The findings clearly indicate a lack of government oversight in ensuring fair labour practices within the tourism and hospitality sector. Given the government's crucial role in maintaining order, providing services and shaping policies, the study underscores the need for government intervention to enforce fair labour practices in this industry.

Furthermore, the study revealed that business owners, who often compete among themselves, have significant control over pay decisions, leading to inconsistent and often inadequate remuneration. The findings suggest a pressing need for policy or framework development to safeguard employee interests and protect them from injustices such as poor remuneration.

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Competing interests

The author declares that no financial or personal relationships inappropriately influenced the writing of this article.

Author's contributions

L.S. is the sole author of this research article.

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Data availability

The data that support the findings of the study are available from the corresponding author, L.S., upon reasonable request.

Disclaimer

The views and opinions expressed in this article are those of the author and do not necessarily reflect the official policy or position of any affiliated agency of the author.

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