

***“Jimjilbang”*: A South African perspective**

Crescentia Ngwenya

Supervisor: Dr Jenika Gobind

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This study conducted at OR Tambo International Airport, Park Station and Rosebank's Gautrain station, investigated the feasibility and implications of integrating Spa facilities and accommodation services within Johannesburg's transportation hubs.

The *aim* was to improve satisfaction, well-being and experience for the travellers and tackle issues associated with urbanization. The research adopted a qualitative methodology, engaging diverse stakeholders such as Commuters, Hospitality Industry Representatives, City Planners, and Transportation Hub Operators. Data collection was conducted through semi-structured interviews, focus groups, and document analysis, followed by thematic analysis to enable a robust capturing of perspectives. This analysis was further supported by the use of Atlas.ti software to systematically code and categorize qualitative data, uncovering significant themes in customer demand, operational logistics, infrastructure, and policy framework.

The findings revealed an increasing demand for affordable Spa and accommodation services, with ability to uplift the commuter well-being, promote relaxation, and reduce stress. Stakeholders identified economic opportunities such as job creation and local business partnerships, while also highlighting barriers, including limited infrastructure capacity, regulatory restrictions, and affordability concerns. Despite these challenges, the integration of these services is seen as a pathway to economic upliftment and enhanced station utilization, contributing to larger urban mobility and development goals.

Recommendations included conducting detailed demand analyses, launching pilot programs at high-demand hubs such as Park Station, and fostering public-private partnerships (PPPs) to address infrastructure and policy challenges. *Key focus* on sustainable resource management and affordability strategies to enhance inclusivity and accessibility for commuters. By consolidating insights from international examples and theoretical frameworks in environmental psychology and urban planning, this study offers actionable guidance for integrating wellness and accommodation services into the transportation hubs of Johannesburg.

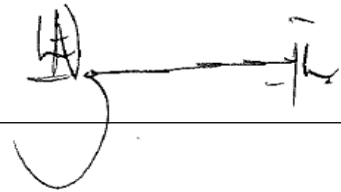
The *results* contribute to the academic discourse on mixed-use development and urban infrastructure while offering practical solutions to enhance commuter satisfaction and support South African urbanisation goals.

DECLARATION

I, Crescentia Ngwenya, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Management in Business and Entrepreneurship at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Name: **Crescentia Ngwenya**

Signature:

A handwritten signature in black ink, consisting of a stylized 'C' followed by a horizontal line and a small flourish.

Signed in Johannesburg

On the 28th of February 2025

DEDICATION

I would like to dedicate this research report as outlined below. This work represents the culmination of a journey marked by resilience, personal growth, and the unwavering support of those who have shaped my values and aspirations.

To Myself

This MBA is dedicated to me, as a symbol of resilience and the fulfilment of a long-held dream. While working overseas, the aspiration to pursue an MBA at Wits Business School persisted and became an undeniable call. Returning home and being accepted into this prestigious program has been a profound accomplishment, one that I proudly dedicate to my personal growth and determination.

To My Family

While this dedication is deeply personal, I recognize that the foundation of my success lies in the lessons of diligence and integrity imparted by my family. Your unwavering support and values remain behind everything I do, and for that, I am eternally grateful.

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- Gratitude to Wits Business School

I extend my sincere gratitude to Wits Business School for granting me the opportunity to pursue my MBA and for creating a conducive environment for rigorous academic exploration. This institution has been instrumental in shaping my strategic thinking and professional growth.

- Acknowledgement of Supervisor

A heartfelt thank you to my supervisor, Dr Jenika Gobind, whose guidance, insights, and encouragement have been pivotal to the successful completion of this research. Dr Gobind's mentorship came into my life at precisely the right moment, and for this, I am deeply grateful.

- Support from Family

To my family, my mom, Miriam and late dad, John, who was very industrious and focus, your unwavering love, belief in my potential, and instilling of a strong work ethic have been the foundation upon which all my achievements are built. Your encouragement has been my source of strength throughout this journey.

- Appreciation for Peers and Colleagues

I am thankful for the camaraderie, support, and shared wisdom of my classmates, lecturers, and colleagues during this MBA journey. These interactions have enriched my academic and professional perspective.

- Resilience and Personal Growth

Lastly, I acknowledge my own resilience and commitment, which have driven me to overcome challenges and achieve this milestone. This journey has been a testament to perseverance and self-belief.

TABLE OF CONTENT

ABSTRACT I

DECLARATION II

DEDICATION III

ACKNOWLEDGEMENTS IV

LIST OF FIGURES VIII

LIST OF TABLES IX

LIST OF ACRONYMS X

CHAPTER 1: INTRODUCTION 1

1.1 STATEMENT OF PURPOSE 1

1.2 BACKGROUND OF THE STUDY 1

1.3 RESEARCH PROBLEM 2

1.4 RESEARCH OBJECTIVES 2

1.5 RATIONALE 2

1.6 DELIMITATIONS OF THE STUDY 3

1.7 ASSUMPTIONS 3

1.8 SUMMARY OF THE CHAPTER 4

CHAPTER 2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK 5

2.1 INTRODUCTION 5

2.2 ‘SPATIAL’ LOCATION FOR A NEW HOTEL ESTABLISHMENT 6

2.3 INTEGRATION FEASIBILITY 6

2.4 EFFECTIVENESS IN ALLEVIATING CHALLENGES 6

2.5 POTENTIAL BENEFITS AND CHALLENGES 7

2.6 COMMUTER DEMANDS AND POLICY IMPLICATIONS 7

2.7 THEORETICAL FRAMEWORK 7

2.8 CONCEPTUAL FRAMEWORK 8

2.9 PROPOSITION 8

2.10 SUMMARY OF THE CHAPTER 9

CHAPTER 3. RESEARCH DESIGN, METHODOLOGY AND METHOD (S)... 10

3.1 INTRODUCTION 10

3.2 RESEARCH METHODOLOGY 10

3.2. 1 Integrative Literature Review 10

3.2. 2 Analysis and potential contribution from an integrative review	10
3.3 QUALITATIVE METHODOLOGY	10
3.4 RESEARCH METHODS.....	11
3.4. 1 Semi-structured interviews	11
3.4. 2 Focus Groups.....	12
3.4. 3 Document Analysis.....	12
3.5 SAMPLING	12
3.5. 1 Population	12
3.5. 2 Sampling Approach	13
3.5. 3 Purposive Sampling	13
3.6 DATA ANALYSIS	13
3.7 VALIDITY AND RELIABILITY	14
3.8 TRIANGULATION	14
3.9 ETHICAL CONSIDERATIONS	14
3.10 SUMMARY OF THE CHAPTER.....	15
CHAPTER 4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION	
.....	16
4.1 INTRODUCTION.....	16
4.2 DEMOGRAPHIC TRENDS.....	17
(a) Gender	17
(b) Race	18
(c) Age	19
(d) Educational Qualifications	19
(e) Travel Patterns	20
4.3 ASSESSING THE EFFECTIVENESS OF INTEGRATED SERVICES	21
4.4 POTENTIAL BENEFITS – ENHANCED PASSENGER SATISFACTION AND IMPROVED STATION UTILISATION.....	23
4.5 POTENTIAL IMPLICATIONS OF INTEGRATING AMENITIES FOR REDUCING CONGESTION AND IMPROVING LOGISTICAL EFFICIENCY...	25
4.6 DEMAND FOR SPA AND ACCOMMODATION SERVICES WITHIN TRANSPORTATION HUBS	26
4.7 SUMMARY OF THE CHAPTER.....	26

CONSISTENCY TABLE: Research Objectives, Propositions, Data Collection and Data Analysis	28
CHAPTER 5. DISCUSSION OF THE FINDINGS	30
5.1 INTRODUCTION.....	30
5.2 PROPOSITION 1.....	30
5.2.1. Addressing Access, Affordability and Commuter Well-Being	31
5.2.2. Benefits of Spa and Accommodation Amenities in Transportation Hubs	32
5.2.3. Potential Implications of Integrating Amenities for Reducing Congestion and Improving Logistical Efficiency	34
5.2.4. Demand for Spa Facilities and Accommodation Services within Transportation Hubs in Johannesburg.....	36
5.3 SUMMARY OF THE CHAPTER.....	37
CHAPTER 6. CONCLUSION, LIMITATIONS AND RECOMMENDATIONS.	39
6.1 INTRODUCTION.....	39
6.2 THE STUDY’S OVERVIEW AND OBJECTIVES.....	39
6.3 LIMITATIONS	40
6.4 RECOMMENDATIONS	41
6.5 CONCLUSION	43
REFERENCES	45
APPENDIX A: CONSENT FORM FOR INTERVIEW PARTICIPANT.....	48
APPENDIX B: ORGANISATION CONSENT FORM	49
APPENDIX C: INTERVIEW QUESTIONNAIRES	50

LIST OF FIGURES

- Figure 4.1 Stakeholders’ *Gender*..... 17
- Figure 4.2 Racial Groups.....18
- Figure 4.3 Educational Qualifications.....20
- Figure 4.4 Anticipated *Benefits* of Integrating Spa and Accommodation Services.....24

LIST OF TABLES

- Table 2.1 *Conceptual Framework Diagram* (Johannesburg – New Model)..... 8
- Table 4.1 Main “Research Themes”16
- Table 4.2 Age of Respondents.....19
- Table 4.3 Travel Patterns.....21
- Table 4.4 *Consistency Table of Research Objectives, Propositions, Data Collection & Analysis*.....28

LIST OF ACRONYMS

ACRONYM	TERM
BRT	Bus Rapid Transit
DDP	Department of Development Planning
COJ	City Of Johannesburg Metropolitan Municipality
DSDF	Draft Spatial Development Framework
GDS	Growth and Development Strategy
GI	Green Infrastructure
IDP	Integrated Development Plan
ORT	Oliver Reginald Tambo
PPPs	Public-Private Partnerships
ROK	Republic of Korea (South Korea)
SAA	South African Airways
S.A.	South Africa
SDF	Spatial Development Framework
TPB	Theory of Planned Behaviour
TTM	The Transtheoretical Model of Behaviour Change
UDF	Urban Development Framework

1.1 STATEMENT OF PURPOSE

This study *aimed* to explore the integration of Spa facilities and accommodation services within transportation hubs in Johannesburg, to enhance the well-being, satisfaction, and overall traveller's experience. It examined potential benefits, challenges, and societal implications, considering customer demand, operational logistics, and regulatory factors.

1.2 BACKGROUND OF THE STUDY

The concept of integrating of Spa facilities and accommodation services within transportation hubs was inspired by the South Korea's ubiquitous "Jimjilbang" establishments. Commonly translated as 'Sauna – rooms' in English, these facilities rose to prominence in the 1990s (Barrit, 2021; Wikipedia page last edited on the 28th of February 2024). They have the potential to address the rising demand for *affordable* and *convenient* relaxation spaces for commuters in bustling urban areas like Johannesburg, South Africa. These spaces, known as "Jimjilbang" in South Korea, offer a unique blend of Sauna facilities and sleeping accommodations, meeting travellers' requirements for rejuvenation, bathing, and rest (Holyst, 2018).

With the majority of commuters unable to afford traditional hotel accommodations, especially in the event of missed transportation or delayed arrivals, the availability of Spa and accommodation facilities at bus, train stations or airports become increasingly crucial (Kasarda and Chen, 2021). These amenities not only enrich the overall traveller's experience and satisfaction levels, but they also promote passengers' well-being by providing a safe and comfortable environment for rest and relaxation, since everyone is interested in health and well-being (Azman and Chan, 2010).

Furthermore, these integrated facilities can help mitigate logistical challenges and security concerns within transportation hubs, by easing congestion and providing designated spaces for baggage storage, ultimately enhancing the efficiency and convenience of travel for commuters. Thus, this research aimed to investigate a South African *perspective* of integrating Spa facilities and accommodation services within bus or train stations to enhance traveller experience, satisfaction levels, and overall well-being. Insights from successful models in countries like South Korea are considered for their potential applicability in the South African context.

1.3 RESEARCH PROBLEM

In urban centres like Johannesburg, there is a growing demand for affordable resting spaces, especially among commuters facing missed transportation or delayed arrivals. Integrating Spa facilities and accommodations within transportation hubs, inspired by South Korea's "Jimjilbang" concept, could provide secure places for luggage storage and relaxation (Kasarda & Chen, 2021). These facilities, offering Sauna rooms and sleeping accommodations, aim to enhance commuter experience and well-being, yet empirical evidence on their effectiveness in the South African context is limited.

This study aimed to explore the integration of Spa facilities and accommodation services within bus or train stations in Johannesburg, drawing *insights* from the successful implementation of similar models in South Korea. By determining their potential application and effectiveness, the study aims to contribute valuable insights into improving commuter experience and addressing the need for affordable resting spaces in urban centres.

1.4 RESEARCH OBJECTIVES

These objectives guide the study in examining a South African perspective on integrating Spa facilities and accommodation services within bus, train stations or airports in Johannesburg.

Sub-objectives:

- To assess the effectiveness of Spa facilities and accommodation services in alleviating challenges related to access, affordable and convenient resting spaces for commuters.
- To explore the potential benefits such as enhanced passenger satisfaction – including promoting relaxation and reducing traveller's stress, and improved station utilization.
- To examine the potential implications of integrating these amenities for reducing congestion and improving logistical efficiency within transportation hubs.
- To determine commuter demand for Spa facilities and accommodation services within transportation hubs in Johannesburg.

1.5 RATIONALE

This study aimed to fill the research *gaps* regarding commuter experience and well-being within transportation hubs in South Africa. Despite a focus on sustainable urban development and passenger comfort, limited empirical evidence exists on the integration of Spa facilities and accommodation services within hubs. While some hubs like the Rosebank Gautrain station have

nearby Spas and hotels, and OR Tambo Airport offers lounges at Terminal B for domestic travellers, such as ORT Sky Lounge and Terminal A for International travellers, for example, ‘Shongololo’, British Airways Galleries and SAA International Premium Lounges, they do not include accommodation services. Park Station lacks both Spa facilities and accommodation services. Through interviews, this research aimed to shed light on the potential benefits and challenges associated with such integration.

The study sought to provide evidence-based recommendations to policy makers, transportation authorities, and stakeholders on the integration of Spa facilities and accommodation services in South Africa. The findings could guide decisions on infrastructure development, urban planning, and passenger amenities, ultimately enhancing commuter experience and well-being. Furthermore, integrating these services could reduce congestion, improve logistical efficiency, and support sustainable urban development and economic growth, offering practical insights for enhancing commuter satisfaction and urban liveability.

1.6 DELIMITATIONS OF THE STUDY

This study examined integrating Spa facilities and accommodation services within selected transportation hubs in Johannesburg, with a focus on commuter demand, preferences and experiences. The scope was purposefully limited to the Johannesburg metropolitan area to ensure feasibility of data collection and contextual depth. As a result, other provinces and cities were excluded, and the findings may not accurately reflect conditions in different geographic or socio-economic contexts.

While the study engaged relevant stakeholders, it did not include every potential role-player in each Johannesburg transportation hub. Thus, some perspectives from less accessible hubs may not have been fully represented. The study also did not extend to other related amenities (e.g., retail, or other recreational facilities), as the primary objective was to explore the viability and perceived value of Spa and accommodation integration within transit hubs.

1.7 ASSUMPTIONS

The study gathered data from a diverse range of respondents, including Commuters, Transportation Authorities, City Planners – government officials, and Hospitality Representatives, all with different levels of familiarity with Spa facilities and accommodation services. It was assumed that these respondents would openly share their opinions and

experiences during *interviews* regarding the integration of these amenities within transportation hubs.

1.8 SUMMARY OF THE CHAPTER

This study explored integrating Spa facilities and accommodation services within Johannesburg's transportation hubs, drawing inspiration from South Korea's "*Jimjilbang*" concept. It examined the benefits, challenges, and societal impacts on commuter satisfaction, well-being, and logistical efficiency. By focusing on Johannesburg commuters, the study aimed to provide evidence-based recommendations for sustainable urban development and enhanced traveller experiences. The empirical research explored stakeholder insights and the potential for stress reduction and relaxation through these amenities.

2.1 INTRODUCTION

In light of growing urbanization and the demand for sustainable infrastructure, integrating Spa facilities and accommodations into transit hubs is a ‘novel’ approach to enhance commuter well-being. Yang, Wong and Wang (2012) identify the optimization of transportation hubs as multipurpose spaces, drastically changing the spatial location criteria for new hotel establishments. The literature review and theoretical framework in this chapter explore the relationship between commuter experience, urban development, and the inclusion of amenities, such as Spa facilities and accommodations directly within transportation hubs.

Understanding commuters' diverse needs is crucial for enhancing their satisfaction and well-being during travel. Previous studies, such as those examining Incheon Airport in South Korea by Kasarda and Chen (2021), emphasize the role of amenities in shaping commuter experiences. The integration of Spa facilities and accommodations represents a notable departure in transportation hub design. And therefore, this study draws on international literature and using Johannesburg's hubs as a *proxy*, seeks to uncover effective practices and potential challenges in this integration, emphasizing the need of empirical data to validate its viability and impact.

Ashinze, Edeigba, Umoh, and Biu (2024) underscore the vital role of urban green infrastructure in promoting sustainable urban development, benefiting both residents and visitors. They emphasize how passenger amenities contribute to the appeal and liveability of urban centres, fostering economic growth and social cohesion. Their review examines the alignment of integrating Spa facilities and accommodations with urban development and transportation goals, providing a theoretical basis for implementation. It also reviews the literature on revenue and environmental implications to evaluate the potential benefits and challenges associated with this ‘novel’ approach.

As Kühn (2023) notes that it is common for a nation to conduct travel surveys to learn more about the travel habits of its people and use that information to inform transportation policies and planning. Findings from empirical studies, as a *proxy* variable, can be useful in decision-making processes at all levels of urban planning, which is key to the successful implementation of the integrated approach and eventually for ensuring commuter satisfaction and well-being.

2.2 ‘SPATIAL’ LOCATION FOR A NEW HOTEL ESTABLISHMENT

This section will explore the potential factors influencing the hotel location decision, thereby looking at the strategy used by hotels to attract guests. Undoubtedly, a carefully selected location will increase the success of the hotel industry towards maximizing profit in both short and long term (Johns et al., 1997, Nicolau, 2002 cited in Yang, Wong, Wang, 2012). Previous studies have already made clear the size and impact of location issues on the future performance of any type of hotel management, Seabrook (2006) cited in Yang, Wong, Wang, (2012) for instance found that ‘location’ is a factor that should be accounted for before constructing a new hotel.

Chou et al. (2008) cited in Yang, Wong, Wang (2012) view the determinants to include geographical conditions, hotel features, the circumstances of traffic, and administration supervision, with theories from various disciplines that describe the selection of the hotel’s location, to include geographical theories, economic theories, and marketing theories (Egan and Nield, 2000; Shoval, 2006; Kalnins and Chung, 2004; Baun and Haveman, 1997, Urtasun Gutiérrez, 2006 respectively, cited in Yang, Wong, Wang, 2012).

By analysing data from users of the Rosebank Gautrain Station, which has Spa facilities around it, O.R. Tambo International Airport, with Spa facilities but without accommodation services, and Park Station, with neither, this study will investigate the location choices of Spa facilities and accommodation services near transportation hubs, while ruling out Bus Rapid Transit (BRT) hubs. The study tries to find out if travellers wish to have such facilities at these stations.

2.3 INTEGRATION FEASIBILITY

The feasibility of amenities at or within transportation hubs have been explored in several other studies but vary in their application or focus on Spa facilities or accommodations. According to Yang, Wong, and Wang (2012), the spatial location of hubs is deemed vital in optimising their multi-purpose use, which adds to functionality and attractiveness. Citing successful examples such as Incheon Airport, Kasarda and Chen (2021) emphasize how state-of-the-art design paired with enriched amenities have transformed commuter experiences. Nevertheless, there is little to no research done on Spa facilities and accommodations at transportation hubs with particular reference to Johannesburg.

2.4 EFFECTIVENESS IN ALLEVIATING CHALLENGES

There are a lot of studies on amenities and how well they work to address problems of affordability and accessibility for commuters. Researchers like Ashinze, Edeigba, Umoh, and

Biu (2024) emphasize the role of urban green infrastructure in fostering sustainable urban development. Although these studies highlight the broader importance of amenities, there is a lack of studies that specifically examine whether Spas and accommodation services serve the needs of commuters in Johannesburg transport hubs.

2.5 POTENTIAL BENEFITS AND CHALLENGES

Literature emphasizes the potential advantages of integrated amenities in transportation hubs, such as increased station usage and improved passenger enjoyment. Although Yang, Wong and Wang (2012) point out a significant impact of amenities on commuter attitude, less empirical evidence exists to indicate a direct link between Spa facilities and accommodation service and these outcomes. While there is theoretical support for integrated amenities to relieve congestion and improve logistic efficiency, it is an untested hypothesis in terms of actual outcomes specific to Johannesburg, as it is a 'novel' concept proposed for the city.

2.6 COMMUTER DEMANDS AND POLICY IMPLICATIONS

Kühn (2023) emphasizes the importance of understanding commuter demand for Spa facilities and accommodation services within transportation hubs for effective decision-making and policy formulation. While previous research offers insights into commuter preferences, there's a notable absence of empirical studies focused on Johannesburg's transportation hubs. This lack of data hampers strategic decision-making despite prevalent theoretical discussions on the policy implications of integrated transportation hubs.

2.7 THEORETICAL FRAMEWORK

This study adopts a theoretical framework that blends the principles from urban planning and environmental psychology, drawing particularly on the Transtheoretical Model of Behaviour Change (TTM) as outlined by Prochaska and Prochaska (2019) and the Theory of Planned Behaviour (TPB). The TTM is employed to uncover the attitudes and beliefs behind commuter attitudes towards integrated amenities in transport hubs, the progressive behavioural stages through which they move, that is, from awareness to sustained adoption regarding the use of Spa and accommodation facilities within transportation hubs.

The TPB complements what the TTM has discovered, by investigating the underlying beliefs, perceived standards and behavioural control that shape commuter intentions and choices. Combining these models offers a thorough analysis of *whether* commuters would use such

amenities but also *why* and *how* behavioural change in favour of integrated facilities can be promoted. These models will guide the study's customized interventions and policy recommendations.

2.8 CONCEPTUAL FRAMEWORK

The study uses the Alonso model and insights from Egan and Nield (2000) to address hotel site location decisions – particularly the integration of Spa facilities and accommodation into transportation hubs. It explores feasibility, commuter needs, and policy implications that help to put these dynamics into greater context regarding this type of integration.

CONCEPTUAL FRAMEWORK DIAGRAM

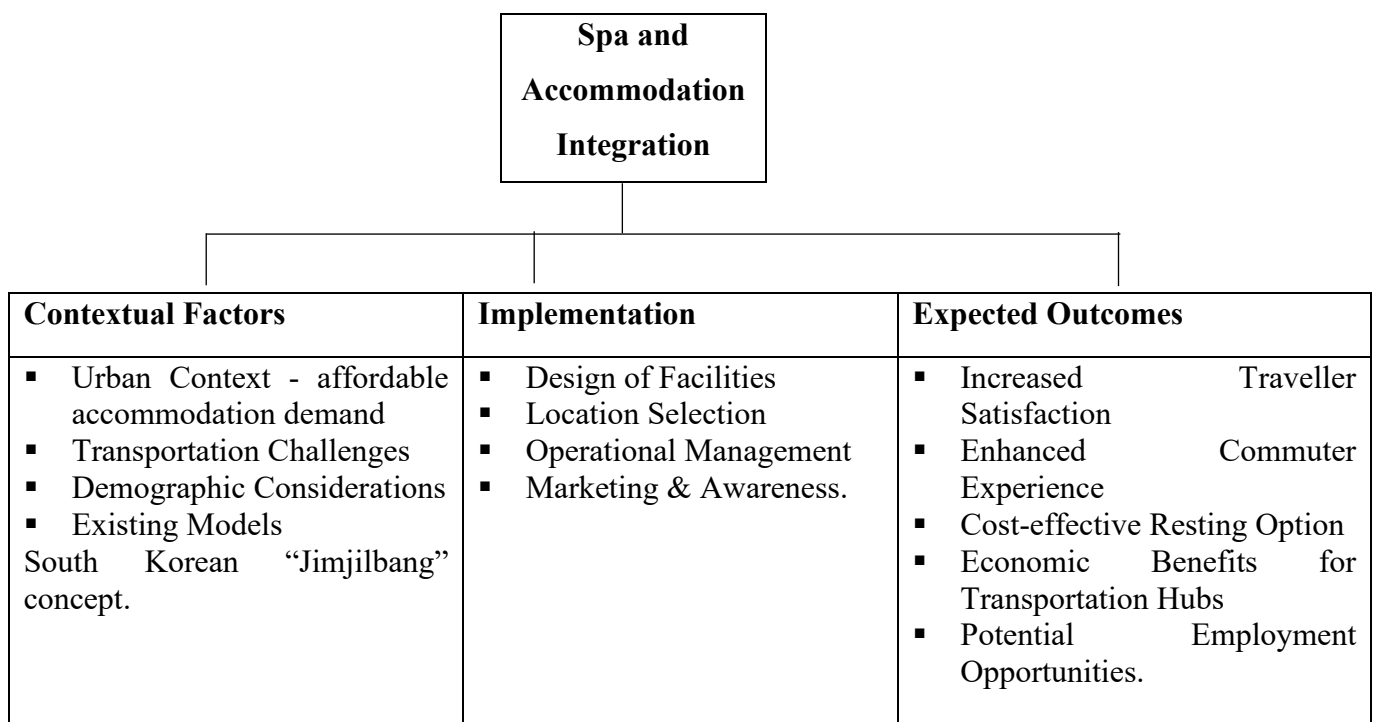


Table 2.1: *Conceptual Framework Diagram* (Johannesburg – New Model)

2.9 PROPOSITION

In light of the outlined research objectives, the following proposition is made:

P1: The integration of Spa facilities and accommodation services within transportation hubs in Johannesburg is feasible and can effectively alleviate challenges related to access, affordability, and commuter well-being.

2.10 SUMMARY OF THE CHAPTER

The chapter sets the stage for a future study focused on integrating Spa facilities and accommodation services within the transportation hubs in Johannesburg, aiming at commuter wellness and urbanization benefits. It considered international examples and theoretical perspectives, underscoring research *gaps* and discussing determinants of hotel location decisions and the suitability of integrations. Theoretical insights from environmental psychology and urban planning guided the study and created the impetus for empirical research.

3.1 INTRODUCTION

This chapter outlines the rationale behind selecting a qualitative methodology to investigate a South African *perspective* on the integration of Spa facilities and accommodation services at transportation hubs. It elaborates on the research methods, participant criteria, and sampling techniques used to ensure methodological rigor. Additionally, it addresses aspects such as data collection, analysis, validity, reliability, and ethical considerations to systematically achieve the research objectives.

3.2 RESEARCH METHODOLOGY

3.2. 1 Integrative Literature Review

This integrative literature review, as discussed by Torraco (2005) and cited in Snyder (2019), examined existing research and proposed new theoretical frameworks through the analysis of research articles, books, and interviews with commuters at Gautrain, Park Station, and OR Tambo International Airport. The review seeks to identify gaps and biases in the integration of Spa facilities and accommodation services at transportation hubs in Johannesburg using a *proxy* variable (Blei & Wang, 2021).

3.2. 2 Analysis and potential contribution from an integrative review

This study explored the lack of integrated Spa facilities and accommodation services at Gautrain stations through a combination of literature review and interviews with commuters, hospitality representatives, and officials (Snyder, 2019). By utilizing frameworks developed by Whittemore and Knafl (2005) and McInnis (2011), the study aims to propose the integration of Spa facilities and accommodation services while exploring commuter perceptions regarding these proposed facilities.

3.3 QUALITATIVE METHODOLOGY

Qualitative research, often likened to a Cinderella approach, interprets phenomena in natural settings by focusing on the meanings attributed by participants (Denzin & Lincoln, cited in Waring, 2012). By reflecting participants' perspectives and societal interactions, qualitative research acknowledges their active role in shaping social realities (Davies & Hughes, 2014).

Informal or unstructured interviews help establish personal connections with participants, reflecting real-life experiences in a way that quantitative methods cannot achieve. These

approaches offer a deeper insight into how individuals perceive various issues, thereby enriching the understanding of the subject matter (Davies & Hughes, 2014).

This research utilized qualitative methods to investigate the integration of Spa facilities and accommodation within transportation hubs. Qualitative methodologies were selected due to their capability to delve deeply into the subject matter and aid in interpreting multifaceted aspects (Leedy & Ormrod, 2014; Bryman, 2001, as cited in Eyisi, 2016). Data gathering involved conducting interviews with key stakeholders such as transportation hub operators, commuters, representatives from the hospitality industry, and urban planners. Analysis of these interviews would be carried out using Atlas.ti, ensuring a systematic and thorough exploration of the collected data.

3.4 RESEARCH METHODS

To ensure data quality and reliability in this study, the methodology included the use of *triangulation*. This approach involved applying various techniques such as semi-structured interviews with stakeholders, analysing pertinent policies and plans, and conducting focus groups with commuters and hospitality professionals (Cunningham, Menter, & Young, 2017; Vanover, Mihas, & Saldana, 2021). By incorporating these diverse viewpoints, triangulation facilitated a more holistic comprehension of the research issue, guaranteeing that the insights were both substantial and collaboratively developed. This rigorous methodological approach aimed to enhance the credibility of the study findings and enable the formulation of well-supported conclusions.

3.4. 1 Semi-structured interviews

Semi-structured interviews, involving a standardized set of open-ended questions, were carried out with city planners, transportation hub operators, and representatives from the hospitality industry to investigate the incorporation of Spa facilities and accommodation at transport hubs (Segal & Coolidge, 2007). This method enabled the researcher to collect detailed insights on stakeholder perspectives while retaining the flexibility to delve deeper for additional information. For instance, city planners offered extensive input on urban development strategies and directed the researcher to important documents such as the Draft Spatial Development Framework (DSDF) 2021/22 to provide context for their feedback. By following this approach, a more profound comprehension was achieved, leading to reliable data that surpassed the limitations of solely quantitative methodologies.

3.4. 2 Focus Groups

Focus groups were organized with commuters to explore their opinions regarding Spa and accommodation integration at transportation hubs. This approach allowed for the gathering of varied viewpoints within a short time span, as commuters participated during their travels to their respective destinations. Through focus group discussions, different themes were analysed at individual, group, and interactional levels, providing a comprehensive understanding of user requirements and preferences (Cyr, 2016). Nevertheless, the time constraints imposed by commuter schedules presented a challenge to the reliability of the discussions, as some participants could not fully engage. Despite this issue, the method effectively captured a broad spectrum of commuter perspectives.

3.4. 3 Document Analysis

Document analysis involved reviewing relevant reports, policies, and frameworks to complement and enrich the findings from interviews and focus groups. For instance, City Planners directed the researcher to the Draft Spatial Development Framework (DSDF) 2021/22, which provided critical insights into urban development goals and the regulatory context, as a guide for integrating Spa and accommodation facilities at transportation hubs. Additionally, transportation hub operators contributed operational reports, while hospitality industry representatives shared market analyses, further enhancing the study's understanding of the intersection between urban planning, transportation, and hospitality services (Prasad, 2019). This triangulated approach ensured a robust and comprehensive exploration of the research topic.

3.5 SAMPLING

3.5. 1 Population

Qualitative research defines the population as a group of individuals with relevant knowledge, experiences, or traits aligned with the study's goals (Palinkas et al., 2015). In this study, the population included key stakeholders engaged with Johannesburg's transportation hubs. These stakeholders encompassed Commuters utilizing the Gautrain, O.R. Tambo International Airport, and Park Station, as well as City Planners or Policymakers overseeing urban development and regulatory frameworks. Additionally, Transportation Hub Operators and Hospitality Industry Representatives were involved due to their valuable insights regarding the integration of Spa and accommodation services within transit hubs.

3.5. 2 Sampling Approach

A non-probability sampling approach was utilized to ensure the inclusion of participants with pertinent expertise and real-world experiences in the study. This method enabled the researcher to target individuals capable of providing insightful perspectives on the incorporation of ‘wellness’ and accommodation services within transportation hubs

3.5. 3 Purposive Sampling

The application of purposive sampling facilitated the strategic selection of participants based on their knowledge and experience levels (Palinkas et al., 2015). Through this approach, the study captured viewpoints from various angles, including commuters expressing demand and usability issues, City Planners influencing policy direction, Transportation Hub Operators well-versed in operational intricacies, and Hospitality Representatives specializing in accommodation amenities. By involving these diverse participants, the research attained a more holistic assessment of the efficacy of integrating Spa and accommodation services within Johannesburg's transportation hubs.

3.6 DATA ANALYSIS

This qualitative research employed *thematic* analysis to scrutinize data gathered concerning the incorporation of Spa and accommodation facilities within transportation hubs. Following the framework by Braun and Clarke (2014), as referred to in Ngulube (2015) and Xu & Zammit (2020), the analysis adhered to a structured approach. Initially, the researcher immersed themselves in the data by thoroughly reviewing interview transcripts, focus group discussions, and document analysis notes. Codes were then methodically created to pinpoint recurring themes and insights related to urban planning, commuter needs, and hospitality integration. Subsequently, themes and sub-themes like ‘enhancing commuter well-being,’ ‘urban development alignment,’ and ‘operational feasibility’ were identified, offering a nuanced perspective on stakeholder viewpoints.

The ultimate report consolidates these discoveries to underscore actionable insights, presenting city planners, transportation hub operators, and hospitality representatives with an in-depth comprehension of how Spa and accommodation services can be efficiently integrated into transportation hubs (Bryman & Bell, 2011, as cited in Mayer & Hughes, 2014; Leedy & Ormrod, 2014; Daniel, 2016).

3.7 VALIDITY AND RELIABILITY

While reliability is essential for validity, it alone is not adequate (Cohen, Manion, & Morrison, 2017). This research utilized semi-structured interviews to ensure consistent questioning, thereby improving both reliability and validity. Reliability guarantees that the research tool consistently yields precise results in comparable circumstances (Heale and Twycross, 2015).

3.8 TRIANGULATION

In this study, *triangulation* would be utilized to enhance the validity and credibility by integrating various data collection techniques and sources. Semi-structured interviews with City Planners, Transport Hub Operators, and Representatives from the Hospitality sector would offer in-depth insights from stakeholders. These would be complemented by focus groups with commuters, enabling the collection of diverse user perspectives efficiently.

Moreover, the analysis of key documents like the Draft Spatial Development Framework (DSDF) 2021/22 and operational reports from city planners will supply contextual depth and reinforce the outcomes obtained from interviews and focus groups (Bryman & Bell, 2011, as cited in Mayer, 2015; Cohen, Manion & Morrison, 2017).

By scrutinizing and cross-referencing these varied data sources, the objective of the study was to pinpoint converging proof, thereby heightening reliability and mitigating potential biases (Noble & Heale, 2019). While triangulation might uncover disparities, such as differing priorities between Commuters and City Planners, these would be subject to critical analysis to present a balanced and comprehensive comprehension of the challenges and prospects for incorporating Spa and accommodation services at transport hubs. This strategy ensured the results were vigorous and reflective of the intricacies inherent in the research subject.

3.9 ETHICAL CONSIDERATIONS

Participants were chosen based on professional standards and ethical guidelines, guaranteeing transparency and respect, in line with Cohen, Manion & Morrison (2017). Adhering to the principle of 'do no harm,' participants encountered no risks, retained the right to withdraw at any point, and had their confidentiality preserved (Berg & Howard, 2012, cited in Eyisi, 2016)."Empty

3.10 SUMMARY OF THE CHAPTER

Chapter 3 delves into the integration of Spa facilities with accommodation services at South African transportation hubs using qualitative methods. Stakeholders were selected through purposive sampling and participated in semi-structured interviews, document analysis, and focus groups. Thematic analysis, triangulation, and ethical considerations were employed to ensure validity and reliability, complemented by an integrative literature review.

4.1 INTRODUCTION

To explore the integration of Spa facilities and accommodation services within transportation hubs in Johannesburg, this study consolidated insights from diverse stakeholders: Commuters, Hospitality Industry Representatives, City Planners, and Transportation Hub Operators. By analysing qualitative and demographic data from Rosebank Gautrain station, OR Tambo International Airport, Park Station – inclusive of private car users who occasionally opt for public transport to unwind and reduce driving stress, the study seeks to assess the feasibility and potential impact of these services.

This chapter outlines the qualitative research findings in relation to the study's research objectives presented in Chapter 1. The data analysis was conducted using Atlas.ti, a qualitative data analysis software, to systematically code and categorize the collected information. This process facilitated the identification of significant *themes*, based on the study's core objectives including the analysis of demographic trends, which was crucial for comprehensive data interpretation. The main research themes are outlined below:

Objective No.	Research Objectives Summary
	Analysing the demographic trends among commuters, city planners, hospitality industry operators, and transportation hub operators is vital for understanding the demand, usage patterns, and support for integrating Spa and accommodation facilities in transportation hubs.
1.	Assess the effectiveness of Spa facilities and accommodation services in mitigating challenges related to access and the provision of affordable, convenient resting spaces for commuters.
2.	Explore the benefits of these amenities , including enhanced passenger satisfaction through increased relaxation, reduced traveller stress, and improved station utilization.
3.	Examine the implications of integrating Spa and accommodation services on reducing congestion and enhancing logistical efficiency within transportation hubs.
4.	Determine commuter demand for Spa facilities and accommodation services within transportation hubs in Johannesburg.

Table 4.1: Main “Research Themes”

The use of Atlas.ti enabled a structured approach to analysing the data, providing a detailed understanding of the findings which aimed to provide actionable insights for stakeholders, paving the way for improved and innovative service offerings within Johannesburg’s transportation hubs.

4.2 DEMOGRAPHIC TRENDS

The demographic data revealed essential trends among commuters, city planners, transportation hub operators, and hospitality industry representatives, highlighting variations in gender, race, age, and professional backgrounds across these stakeholder groups.

(a) Gender

In this study, understanding gender distribution informed the design of inclusive services that cater to the needs of both male and female users effectively.

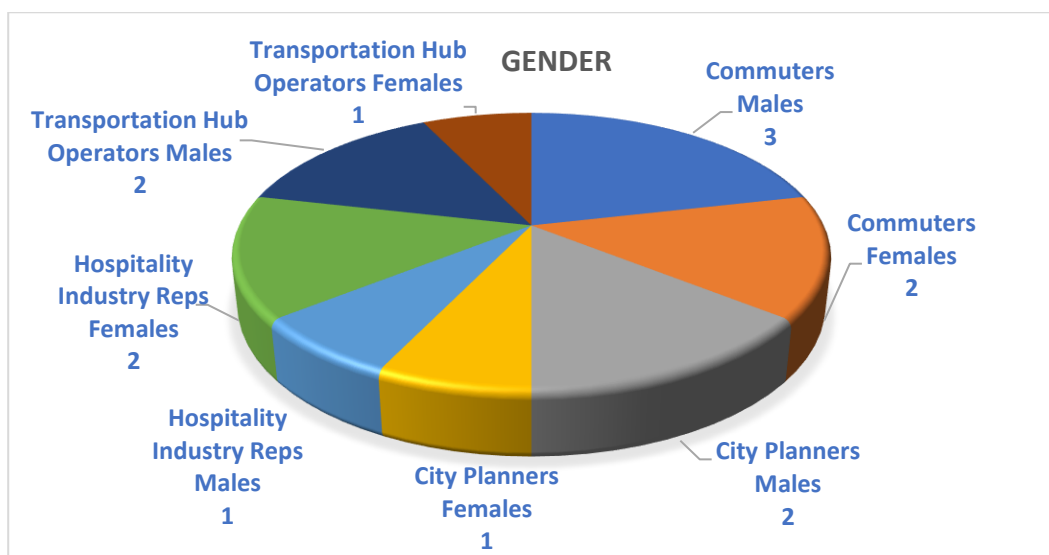


Figure 4.1: Stakeholders’ Gender

Among the 14 respondents interviewed for this study, male participants predominantly represented City Planners, accounting for (2), while (1) was female. Commuters exhibited a balanced gender distribution, with (3) male and (2) female. The Hospitality Industry was largely female dominated, comprising (2) female and (1) male representation. Similarly, Transportation Hub Operators were predominantly male, at (2), compared to (1) female representation.

Based on the above indicated respondents, a predominance of either male or female participants may influence the findings to reflect either male or female-centric viewpoints that could overlook certain gender-specific ‘needs or preferences’. Hence, it is important to note that this analysis is

based solely on the 14 respondents interviewed who were selected from a larger population. The number of participants reported emanated from the *pie chart* representation and reflect only the distribution within the sample group, not the overall population demographics. Consequently, because of the sample size, these findings should be interpreted with caution and within the context of the study's scope.

(b) Race

Examining racial demographics for this study was vital for designing culturally relevant marketing strategies and services for diverse user groups.

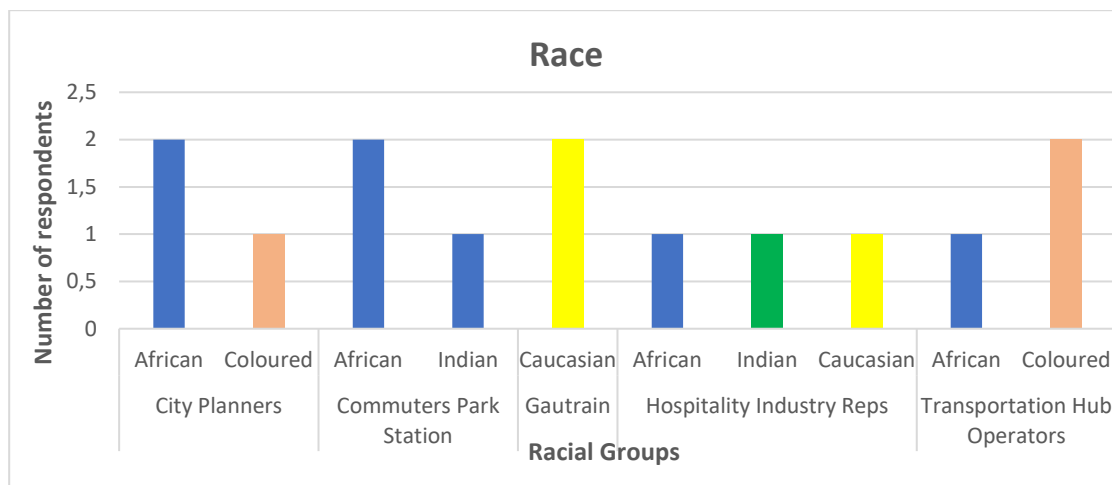


Figure 4.2: Racial Groups

Due to the relatively small number of respondents that this analysis included, the researcher was careful to employ purposive sampling to ensure that the members of the sample are reflective of a broader population that utilizes these transportation hubs. The responses of these respondents could suggest a trend, though with a small sample, generalizability is limited. The largest group was of Commuters, while the rest of the respondents were evenly split between City Planners, Hospitality Industry Representatives, and Transportation Hub Operators.

Respondents of Park Station were mainly African, in line with the commuter market in the area, while respondents of Gautrain were mostly Caucasian, a potential indication in line with positioning, that the typical profile of users differed. The majority of city planners were African, and one was Coloured. The hospitality industry was racially diverse, with African, Indian, and Caucasian representatives evenly spread out among the participants. By contrast, the majority of respondents who worked in transport hubs were Coloured, with only one African respondent

providing data. This analysis notes the diversity within the sample, while highlighting its limitations due to its size in representing broader racial makeup across the population.

(c) Age

Analysing age distribution helped identify specific preferences and comfort needs for the purposes of this study, particularly for mature commuters requiring enhanced amenities.

Stakeholder Group	Age Group	Number of Respondents
City Planners	35-44	1
	44 and above	2
Hospitality Industry Representatives	18-24	1
	25-34	1
	35-44	1
Transportation Hub Operators	25-34	1
	35-44	2
Commuters	25-34	1
	35-44	1
	45 and above	3

Table 4.2: Age of Respondents

The above figure demonstrated an unbalanced age distribution, with 45+ group being the most prevalent among the respondents, indicating a mature population that is likely to value *comfort* while integrating Spa and accommodation services, while 35–44 group consisted predominantly of mid-career professionals with established preferences and travel habits. This highlighted the need for services focusing on ‘comfort and convenience’.

(d) Educational Qualifications

The role of education level in the research indicated the socio-economic profiles of users, helping to determine their expectations in terms of the quality and the type of services. Moreover, Insights from Commuters, City Planners, Hospitality Industry Representatives, and Transportation Hub Operators also highlighted that degree-educated people demand smarter, innovative, and customer-centric service offerings in the integration.

In contrast, respondents with less education tend to place higher value on ‘affordability’ and basic function, highlighting the need for a balanced integration approach that meets diverse socio-economic expectations.

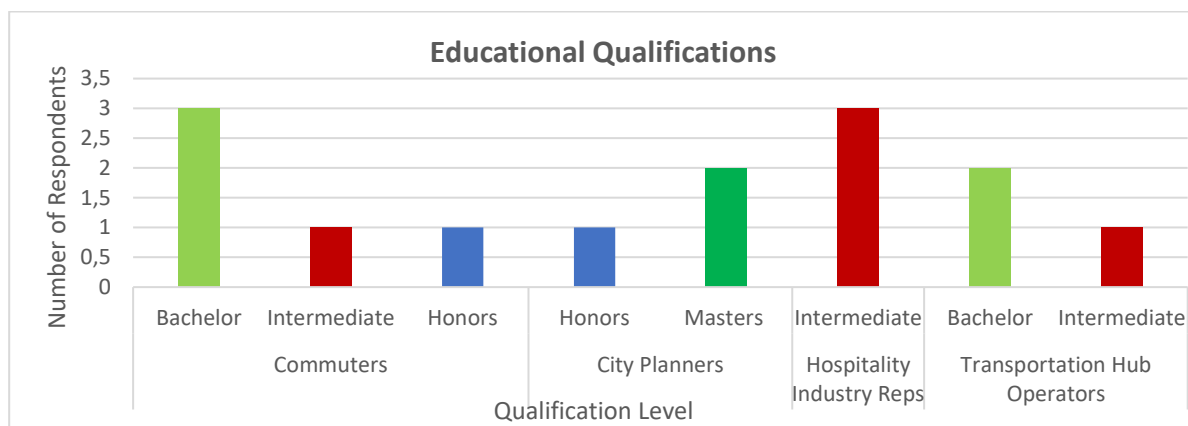


Figure 4.3: Educational Qualifications

A variety of stakeholders participated in the study, and responses indicated a range of educational backgrounds with participants having completed various educational degrees. The great majority had a bachelor's degree; one had an intermediate and one an honours degree. Due to the nature of their jobs, city planners had high levels of education, with one respondent online holding an honours degree and two holding master's degrees.

It is so because respondents mainly reported intermediate qualifications in the Hospitality Industry to correlate with usually the practical edge skillsets in these job roles. Most Transportation Hub Operators had bachelor's degrees and one respondent had an intermediate qualification. This distribution underscored the differences in academic qualifications amongst the various stakeholder groups and provided information on the varying levels of educational backgrounds represented in the study. The results, however, are confined to a small sample size, although one that had been carefully chosen to represent educational trends in these industries in the wider population.

(e) Travel Patterns

The travel patterns identified in this study indicate the importance of strategically integrating Spa and accommodation service offerings at transportation hubs in order to address the variety of mobility needs of local, interprovincial, and international travellers. This helps to shape the most effective location, opening hours and integrated Spa design of accommodation services to be *accessible* at the most conveniently located venue that resonates with commuter patterns. Understanding these travel patterns also empowers stakeholders to identify opportunities to enhance operational efficiency, mitigate *congestion*, and ultimately improve the overall user experience at transportation hubs.

Stakeholder Group	Travelling Destination	Frequency of Travel
City Planners	Travelling within Johannesburg.	3
Hospitality Industry Representatives	Travelling within Johannesburg.	3
Transportation Hub Operators	Travelling within Johannesburg, and Pretoria.	2; 1
Commuters (1 commuter travels within 2 different destinations)	Travelling within Johannesburg and Pretoria; Johannesburg & North-West, Eastern-Cape and Cape-Town.	3; 1; 1; 1

Table 4.3: Travel Patterns

The sample was varied, with the most common trips reflective of the travel patterns, dominated by City Planners, Hospitality Industry Reps and Transportation Hub Operators traveling within Johannesburg and Park Station commuters traveling between Johannesburg and North-West. It is because Gautrain is mostly used for short distance commuting between Johannesburg and Pretoria.

Other routes consist of the three major routes which are Johannesburg to East Cape, Cape Town, and Pretoria which are carried out relatively infrequently by Park Station commuters. Park Station Commuters, mainly, were long-distance users who travelled to other provinces for longer distances, less frequently (monthly with some travelling biannually). Those patterns underscored the emphasis on intra-city travel, along with significant inter-provincial ties. Users of private cars opt for public transportation hubs occasionally for convenience.

4.3 ASSESSING THE EFFECTIVENESS OF INTEGRATED SERVICES

The study has discovered that current amenities across Johannesburg transportation hubs varied, as revealed by responses about existing facilities. Notably, respondents highlighted that while existing facilities offer certain benefits, there remains an absence of integrated Spa facilities within accommodation services. As the study employs a *proxy* variable to assess this integration, the lack of such combined services underscores a significant perceived gap in addressing challenges related to access, affordability, and the provision of convenient resting spaces for commuters.

- **Current Amenities, Affordability and Perceived Gaps**

Although current amenities are in place, there is a clear need for a more comprehensive integration model to better meet commuter demands and enhance overall user experience at transportation hubs. An underlying need for affordable rest spaces emerged, with commuters from Rosebank and Park Station expressing a strong interest in budget-friendly temporary accommodations, unlike the existing high-end hotel options near Gautrain and OR Tambo.

Quote from O.R. Tambo Operator: P1 *"If services like a Spa and budget-friendly accommodation were available, it could cater to different travellers who need rest and relaxation before continuing their journey."*

- **Convenient Resting Spaces:** Across all hubs, operators highlighted the travelling comfort need, that is, resting areas for commuters which suggested that improved relaxation facilities could significantly enhance commuter experience, especially for long-distance travellers at Park Station.

Quote from Park Station Operator: P2 *"There are chairs, but no secure or private resting spaces. We need a place where commuters can rest comfortably and safely before travel."*

The absence of resting spaces, was echoed by Park Station commuter in her response below:

Quote from Park Station Commuter: P1 *"There are no places for resting, no Spas available, for bathing and relaxing. Long distance travel needs such amenities."*

The Hospitality Industry Representative saw a need for the integrated services, which he indicated, could make it easier for commuters to enjoy luxury at affordable prices, however he cautioned about 'safety'.

- **Limited Facilities:** Rosebank had limited amenities beyond seating arrangements, while OR Tambo offered more substantial lounge areas with Spa services - though limited to certain lounge zones and lacking accommodation options. Park Station provided only basic seating, shops, and restrooms. In addressing the limited facilities, a City Planner indicated that:
- **Cost and Space Constraints:** Space limitations, particularly in Gautrain – Rosebank and high rental costs, notably at OR Tambo are significant hurdles. Operators expressed concerns about financial sustainability due to high operational expenses.

Quote from O.R. Tambo Operator: P1 *"High rent could be a major barrier, as businesses already struggle with airport costs."*

- **Zoning and Policy Requirements:** Current zoning laws limit the scope for overnight facilities, for instance, the Park Station Precinct, necessitating revisions in town planning schemes to accommodate extended operational hours and new facility types. This is clearly outlined in the Draft Spatial Development Framework (DSDF) 2021/22 which provides insightful documentary evidence in this study.

Quote from the City Planner: P1 *“The general public may be unaware of the regulatory frameworks that govern the Zoning Concept. For example, under current regulations, Park Station is considered unsuitable for accommodation facilities. Consequently, policy amendments may be necessary to facilitate a re-zoning process that would accommodate such integrations.”*

- **Securing Support from the City of Johannesburg:** At Park Station, regulatory approval would be essential, as well as ensuring demand for such facilities among commuters to align with the government plans.

Quote from the City Planner (who works for the COJ): P2 *“Approval from the city is critical, but demand assessment will be necessary to justify any integration.”*

4.4 POTENTIAL BENEFITS – ENHANCED PASSENGER SATISFACTION AND IMPROVED STATION UTILISATION

A notable portion of respondents perceived substantial benefits from integrating Spa and accommodation services within transportation hubs. City Planners highlighted the potential for these services to take direction from the Growth and Development Strategy (GDS) 2040 and the Integrated Development Plan (IDP), to contribute to the broader urban development goals, such as increasing residential and commercial density around transit hubs and promoting sustainable transportation:

- **Enhanced Traveller Experience:** Many operators believed that integrated services would improve traveller comfort, reduce commuter stress, and increase customer satisfaction, which could potentially boost public transport usage.

Quote from Rosebank Commuters: P2 & P5 who shared similar opinions, *“We use Gautrain because it is comfortable. If there could be Spa and accommodation services in this station, I think I could probably stay over and only travel on Fridays.”*

The Rosebank Transportation Hub Operator’s Quote: P3 *“A reduction of commuter stress by providing such ‘comfort’ could attract a number of travellers to use the public transportation system.”*

- **Economic Uplift and Job Creation:** Operators anticipated an upliftment of the economy through job creation and increased spending within transportation hubs, benefiting the hospitality and transit sectors alike.

Quote from O.R. Tambo Operator: P1 *"This could be a great business idea, creating job opportunities and boosting the local economy."*

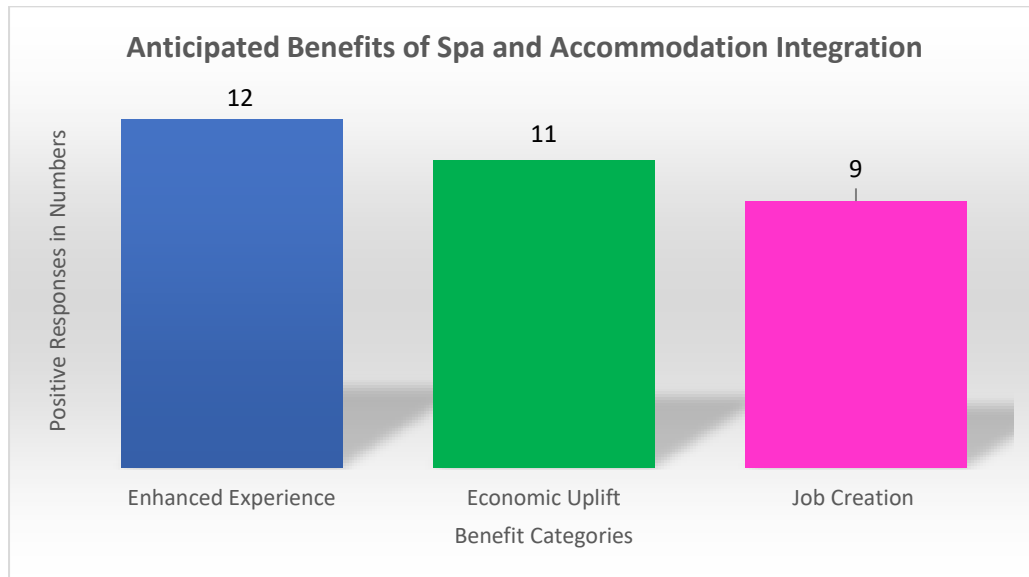


Figure 4.4: Anticipated *Benefits* of Integrating Spa and Accommodation Services

The numerical data indicates that **enhanced experience** was the most positively perceived benefit, reflecting stakeholders' high expectations for improved commuter and traveller satisfaction. Additionally, **economic uplift** was identified as a significant advantage, underscoring the potential of Spa and accommodation services to contribute to local economic development, aligning with contemporary perspectives. Furthermore, **job creation** emerged as a key favourable outcome, particularly among stakeholders in the hospitality and related sectors who hold more traditional views. This perspective was largely supported by the majority of commuters, irrespective of whether they subscribed to modern or conservative viewpoints.

Notably, these findings are based on the responses of the 14 participants interviewed for this study. The numbers depicted in the graph illustrate the trends within this sample and representativeness, as the participants were carefully selected to reflect the broader population. However, the results should be interpreted within the context of the study's limited scope and sample size.

- **Joint Planning Efforts:** Operators saw potential benefits in collaborating with hospitality providers to create integrated Spa and accommodation services tailored to commuter and traveller needs. That could contribute to the upgraded infrastructure

services, providing opportunities to invest in Green Infrastructure (GI) options as per DSDF 20221/22.

Quote from the Hospitality Industry Representative: P1 *"I believe that if Transportation Hub Operators, City Planners, Hospitality Industry Representatives, and Commuters, could collaborate, they could come up with a facility that is tailored to cater for traveller needs."*

4.5 POTENTIAL IMPLICATIONS OF INTEGRATING AMENITIES FOR REDUCING CONGESTION AND IMPROVING LOGISTICAL EFFICIENCY

Integration of Spa and accommodation facilities is anticipated to positively impact commuter well-being in multiple ways:

- **Convenience and Privacy:** Operators noted that private, comfortable resting spaces would be a highly valued addition, particularly for regular commuters and transit passengers needing a secure place to relax before travel.

Quote from Park Station Commuters: P3 & P4 who shared similar views *"The open spaces we wait in – make us feel uncomfortable, and unsafe. One is even afraid to use his phone openly, fearing they might be robbed."*

- **Daily Commute Reduction:** Affordable accommodations could also reduce daily travel for commuters, enabling them to stay overnight and commute home less frequently, such as on weekly basis.

Quote from Gautrain Rosebank Operator: P3 *"Affordable stay options could let some commuters stay over during the week and only travel home on weekends, easing travel stress."*

As the OR Tambo International Airport Operator's Quote puts it: P1 *"The integration idea could not only benefit commuters, but the Airlines' Crew could also get comfortable, near-by places to sleep. This could mean no walking to the near-by hotel, as this facility could be inside the Airport."*

- **Unified Customer Experience:** Insights from transport and hospitality industries could help create seamless, value-added experiences that appeal to various traveller segments, enhancing the attractiveness of public transit.

Quote from the City Planner: P3 *"A combined approach with the hospitality industry could improve the service offering for travellers at transit hubs."*

4.6 DEMAND FOR SPA AND ACCOMMODATION SERVICES WITHIN TRANSPORTATION HUBS

The analysis unveiled a rising interest from travellers in wellness and accommodation facilities within transportation hubs:

- **Well-Being and Relaxation Trends:** Respondents noted a surge in the popularity of wellness-oriented services, particularly among middle-aged and elderly commuters who value comfort while traveling. For instance, staff at OR Tambo Airport reported traveller inquiries about Spas and rest areas, indicating a *latent* demand.

Quote from the O.R Tambo International Operator: P1 *“Travellers often asked about this idea, especially wondering if there was reasonable accommodation located inside the Airport. Tired commuters do not want to travel again to hotels in-case they have to sleep over night. The Spa reinforces wellness idea, which the middle-class is very much into.”*

- **Affordable Accommodation Options:** There was a notable desire for cost-effective lodging options, with Commuters at Park Station and Rosebank highlighting the high costs associated with nearby hotels for daily or weekly stays. This need could foster the development of 24/7 urban centres, enabling continuous travel and economic progress as detailed in the Kliptown Urban Development Framework Review Revised, March 2024.

Quote from Gautrain Rosebank Operator: P3 *“Affordable accommodation in hubs could give commuters an option to stay overnight, avoiding long daily commutes.”*

4.7 SUMMARY OF THE CHAPTER

This section outlined the *qualitative* discoveries based on the research objectives of the study, examining the potential and repercussions of incorporating Spa and lodging services into Johannesburg's transportation hubs. The analysis conducted using Atlas.ti, revealed crucial demographic patterns among Commuters, City Planners, Representatives from the Hospitality sector, and Transportation Hub Operators, emphasizing variances in gender, racial composition, educational attainment, and travel behaviours.

The study highlighted the demand for ‘well-being’ and ‘relaxation’ services, especially among long-distance travellers and professionals, while also addressing challenges such as Zoning restrictions, ‘space’ limitations, and ‘affordability’ concerns. Participants highlighted the lack of dedicated resting areas, underscoring the necessity for cost-effective, easily accessible solutions that cater to both commuters and broader urban development goals.

Furthermore, the study delved into the potential *benefits* of these integrated services, which include increased commuter satisfaction, economic growth, and enhanced operational efficiency within transit hubs. Respondents expressed keen interest in 'budget-friendly' accommodations, particularly at Park Station and Rosebank, where expensive hotel choices were seen as hindrances.

City planners and transportation hub operators recognized the need for collaborative efforts among stakeholders to align these services with urban policies, such as the Growth and Development Strategy (GDS) 2040 and the Integrated Development Plan (IDP). Additionally, integrating these services was seen as a way to *enhance* public transport usage, reduce congestion, and provide a seamless travel experience. While the results suggest promising benefits, the study highlights the significance of policy adjustments, strategic planning, and further evaluation of demand to support successful execution.

CONSISTENCY TABLE: Research Objectives, Propositions, Data Collection and Data Analysis

RO#	RESEARCH OBJECTIVES	PROP#	PROPOSITION	DATA COLLECTION & METHOD	DATA ANALYSIS
1.	To investigate a South African <i>perspective</i> of integrating Spa facilities and accommodation services within transportation hubs in Johannesburg.	P1	The integration of Spa facilities and accommodation services within transportation hubs in Johannesburg is feasible and can effectively alleviate challenges related to access, affordability, and commuter well-being.	Interview 3, 4, 5, 6 ❖ Semi-structured interviews ❖ Focus Groups ❖ Document Analysis	Used Atlas.ti following this process: ❖ Coded data using Inductive Coding ❖ Categorisation & Sorting based on the study's Objectives ❖ Extracted excerpts ❖ Generated Themes ❖ Analysed data, in some instances, used visual representation.
2.	To assess the effectiveness of Spa facilities and accommodation services in alleviating challenges related to access, affordable and convenient resting spaces for commuters.		This proposition gives a clear direction for empirical investigation and summarizes the main aim of this study.	Interview 1, 2, 3 ❖ Semi-structured interviews ❖ Focus Groups ❖ Document Analysis	Followed the same process as outlined in number 1 above.

3.	To explore the potential benefits such as enhanced passenger satisfaction – including promoting relaxation and reducing traveller’s stress, and improved station utilization.			Interview 2, 3, 4, 5, 6 ❖ Semi-structured interviews ❖ Focus Groups	Followed the same process as outlined in number 1 above.
4.	To explore the potential implications of integrating these amenities for reducing congestion and improving logistical efficiency within transportation hubs.			Interview 4, 6 ❖ Semi-structured interviews ❖ Focus Groups	Followed the same process as outlined in number 1 above.
5.	To determine commuter demand for Spa facilities and accommodation services within transportation hubs in Johannesburg.			Interview 2, 5, 6 ❖ Semi-structured interviews ❖ Focus Groups Document Analysis	Followed the same process as outlined in number 1 above.

Table 4.4: Consistency Table of Research Objectives, Propositions, Data Collection & Analysis

5.1 INTRODUCTION

This chapter provides a detailed discussion of the findings presented in Chapter 4, focusing on addressing the research objectives. These objectives form the foundation of the investigation and guide the analytical framework used to interpret the results.

The *key* research objectives include:

- Assessing the effectiveness of Spa facilities and accommodation services in addressing commuter needs for accessible resting spaces.
- Exploring the benefits of these amenities in enhancing passenger satisfaction and improving station utilization.
- Examining the implications of integrated services on reducing congestion and improving logistical efficiency.
- Determining commuter demand for these services within Johannesburg's transportation hubs.

This chapter will address the following points:

1. **Effectiveness** of integrated Spa and accommodation services in providing **accessible, affordable resting spaces** for commuters.
2. **Benefits** of Spa and accommodation amenities in **enhancing** passenger **satisfaction, reducing travel stress**, and optimizing **station utilization**.
3. **Implications** of integrated services on **congestion reduction**, streamlined passenger flow, and **enhanced logistical efficiency** within transportation hubs.
4. Commuter **demand** for Spa and accommodation services in Johannesburg's transportation hubs, including **feasibility, preferences**, and **potential adoption**.

5.2 PROPOSITION 1

The integration of Spa facilities and accommodation services within transportation hubs in Johannesburg is feasible and can effectively alleviate challenges related to access, affordability, and commuter well-being.

The study's findings indicate a significant gap in existing amenities, reinforcing the need for a more comprehensive integration model.

5.2.1. Addressing Access, Affordability and Commuter Well-Being

a. Existing Amenities, Affordability, and Perceived Gaps

Current transportation hubs offer various amenities; however, affordability and accessibility remain concerns, particularly for budget-conscious commuters. Findings reveal that while high-end accommodations exist near Gautrain and OR Tambo, commuters at Rosebank and Park Station express a strong demand for budget-friendly temporary resting spaces. This was amongst others, expressed by the Gautrain Rosebank Operator in a Quote: P3 *"Affordable accommodation in hubs could give commuters an option to stay overnight, avoiding long daily commutes."*

This idea is echoed by Holyst (2018) who sees the integration to offer a unique combination of Sauna rooms and sleeping accommodations, catering to travellers' needs for relaxation, bathing, and rest. The absence of integrated Spa and accommodation services highlights an unfulfilled need in addressing commuter fatigue and travel disruptions.

b. Demand for Convenient Resting Spaces

Operators and Commuters at multiple hubs emphasize the need for enhanced commuter comfort, particularly for long-distance travellers. Quote from Park Station Commuter: P1 *"There are no places for resting, no Spas available, for bathing and relaxing. Long distance travel needs such amenities."* The study's findings align with Kasarda and Chen (2021), affirming that improved relaxation facilities would significantly enhance the commuter experience. The inability of many travellers to afford traditional hotel accommodations, especially in cases of missed or delayed transportation, further supports the necessity of these integrated services.

c. Enhancing Commuter Well-being and Satisfaction

The study confirms that Spa and accommodation services contribute to overall commuter well-being by offering accessible, safe, and comfortable resting spaces. As Azman and Chan (2010) highlight, wellness-centred travel amenities improve passenger satisfaction and reduce travel-related stress. Quote from the O.R Tambo International Operator: P1 *"Travellers often asked about this idea, especially wondering if there was reasonable accommodation located inside the Airport. Tired commuters do not want to travel again to hotels in-case they have to sleep over night. The Spa reinforces wellness idea, which the middle-class is very much into."*

Respondents indicate that the integration of these services within transportation hubs would enhance convenience and provide a much-needed alternative to expensive hotels or waiting areas with limited facilities.

d. Effect on Station Utilization and Efficiency

Integrating Spa and accommodation services not only benefits commuters but also optimizes transportation hub utilization. The integration concept could address a need of secure places for luggage storage and rest (Kasarda & Chen, 2021). Findings suggest that providing affordable, short-term rest options could reduce congestion in waiting areas and improve logistical efficiency. This was indicated by the Park Station Operator, Quote: P2 *"There are chairs, but no secure or private resting spaces. We need a place where commuters can rest comfortably and safely before travel."* This aligns with the global best practices where such amenities contribute to better passenger flow and higher service satisfaction.

e. Addressing the Feasibility of Integration

Given the study's findings, integrating Spa and accommodation services within Johannesburg's transportation hubs presents a viable solution to existing challenges. The lack of such combined facilities represents an opportunity for strategic investment, enhancing both commuter experience and station efficiency. With the majority of commuters unable to afford traditional hotel accommodations, especially in the event of missed transportation or delayed arrivals, the availability of Spa and accommodation facilities at bus, train stations or airports become increasingly crucial (Kasarda and Chen, 2021). The study's *non-numerical* data support the proposition that these integrated services would meet a pressing need, reinforcing their potential as a sustainable, commuter-focused solution.

5.2.2. Benefits of Spa and Accommodation Amenities in Transportation Hubs

a. Enhancing Passenger Satisfaction and Reducing Travel Stress

The study findings reveal that integrated Spa and accommodation services are perceived as highly beneficial in improving passenger comfort and overall satisfaction. Respondents emphasized the need for resting areas, particularly for long-distance travellers at Park Station and OR Tambo International Airport, where waiting times are often extended due to delays or missed transportation. This view has been *echoed* by the Park Station Commuter: P1, *above* on the **Demand for Convenient Resting Spaces**.

According to Kasarda and Chen (2021), providing designated relaxation spaces significantly enhances the travel experience by offering *secure, comfortable* environments where commuters can rest, reducing travel fatigue and stress. The Rosebank Transportation Hub Operator's Quote: P3 *"A reduction of commuter stress by providing such 'comfort' could attract a number of travellers to use the public transportation system."* Similarly, Azman and Chan (2010) argue that wellness-centred amenities positively impact traveller well-being, making transit hubs more accommodating for various commuter needs.

The study data reinforce these perspectives, showing that the majority of participants identified 'resting' spaces as an essential missing component in current transit infrastructure. Operators and policymakers further acknowledged that integrating wellness facilities within transportation hubs could encourage more people to utilize public transport, ultimately fostering a more commuter-friendly urban landscape.

b. Optimizing Station Utilization and Passenger Flow

Beyond passenger comfort, integrating Spa and accommodation facilities within Johannesburg's transport hubs presents an opportunity to *optimize* station utilization. The findings indicate that providing affordable, temporary accommodations could 'reduce' congestion in waiting areas, as commuters would have designated spaces for rest instead of occupying terminals and boarding zones for extended periods. This view was indicated by the Park Station Operator: P2 *above* on the **Effect on Station Utilization and Efficiency**.

Aligned with Ashinze, Edeigba, Umoh, and Biu (2024), urban green infrastructure plays a pivotal role in enhancing city liveability and fostering economic growth. The study highlights that the respondents recognized the 'potential' for Spa and accommodation services to contribute to sustainable station management, ensuring that transportation hubs function more efficiently by reducing 'overcrowding' and 'enhancing' passenger mobility. This view is shared by the Gautrain Rosebank Operator, Quote: P3 *"Affordable stay options could let some commuters stay over during the week and only travel home on weekends, easing travel stress."*

o Economic Upliftment and Job Creation

The study further underscores the economic benefits of integrating Spa and accommodation services. Findings reveal that operators anticipate job creation and increased revenue generation

for the hospitality and transit sectors. Quote from O.R. Tambo Operator: P1 *"This could be a great business idea, creating job opportunities and boosting the local economy."* By establishing partnerships between transit authorities and hospitality providers, transportation hubs can evolve into multi-purpose commercial zones, fostering investment in green infrastructure (GI), as highlighted in the DSDF 2021/22.

Literature supports this outlook, with Yang, Wong, and Wang (2012) noting that strategic location selection plays a key role in a hotel's long-term success. Similarly, Seabrook (2006, cited in Yang, Wong, and Wang, 2012) identified location as a critical factor in hotel performance. Respondents in this study acknowledged that proximity to major transit points could make Spa and accommodation services a viable alternative to expensive hotels, making them accessible to a broader range of commuters. This view has been stated by the O.R. Tambo Operator: P1 *above*, addressing **Current Amenities, Affordability and Perceived Gaps**.

d. Collaborative Planning for Integrated Amenities

Findings emphasize the importance of joint planning efforts between transport authorities and private-sector stakeholders to create integrated Spa and accommodation facilities tailored to commuter needs. Quote from the Hospitality Industry Representative: P1 *"I believe that if Transportation Hub Operators, City Planners, Hospitality Industry Representatives, and Commuters, could collaborate, they could come up with a facility that is tailored to cater for traveller needs."* Stakeholders believe that structured partnerships could enhance infrastructure development, while city planners see alignment with urban sustainability goals.

The literature underscores that collaborative planning models contribute to more efficient service delivery. Research by Kasarda and Chen (2021) suggests that integrated services that include secure luggage storage, wellness facilities, and affordable accommodations can improve both passenger experience and operational efficiency. This study's findings support these conclusions, with respondents highlighting the potential of integrated facilities to make transportation hubs more appealing and functional.

5.2.3. Potential Implications of Integrating Amenities for Reducing Congestion and Improving Logistical Efficiency

a. Convenience and Privacy for Commuters

Findings from the study indicate that many commuters value private, ‘comfortable’ resting spaces, particularly for long-trip travellers or those experiencing extended layovers as highlighted by the Park Station Commuter: P1, on the **Demand for Convenient Resting Spaces** *above*. This aligns with Holyst (2018), who highlights how integrated Sauna and sleeping accommodations cater to travellers' needs for relaxation, bathing, and rest. The *non-numerical* data suggests that both Transportation Hub Operators and City Planners recognize the demand for such amenities, reinforcing the idea that improved facilities could enhance overall commuter satisfaction.

b. Reducing Daily Commute Frequency

A significant number of respondents expressed interest in affordable accommodation options, particularly those who commute long distances daily. The *potential* for ‘weekly’ rather than ‘daily’ commuting could alleviate transport congestion during peak hours. This idea was expressed by the Gautrain Rosebank Operator: P3 in his Quote, addressing the **Existing Amenities, Affordability, and Perceived Gaps** *above*. This is consistent with Azman and Chan (2010), who emphasize that access to well-being amenities contributes to overall commuter health and stress reduction.

c. Enhancing Public Transport Utilization

The seamless integration of Spa and accommodation facilities could provide a unified customer experience, making public transportation more attractive to various traveller segments. Findings show that respondents believe these amenities could improve station utilization, a concept supported by Kasarda and Chen (2021), who illustrate how enhanced amenities at transportation hubs have led to ‘increased’ passenger *satisfaction* in successful global case studies such as Incheon Airport. This idea reiterates what was stated by the Park Station Operator: P2 *above* on the **Demand for Convenient Resting Spaces**.

d. Logistical Efficiency and Infrastructure Development

The study’s findings also indicate that integrating these services would require coordinated planning between Transport Authorities and Hospitality Industry Representatives. This view was highlighted by the Hospitality Industry Representative: P1 on **Collaborative Planning for Integrated Amenities** *above*. This aligns with Kühn (2023), who discusses how travel surveys help ‘Policymakers’ shape transport infrastructure based on commuter *behaviour*. Additionally, Kasarda and Chen (2021) emphasize the role of modern design in improving transport hub

efficiency, further supporting the integration of wellness-focused amenities to ‘optimize’ passenger flow and reduce congestion.

5.2.4. Demand for Spa Facilities and Accommodation Services within Transportation Hubs in Johannesburg

a. Growing Demand for Wellness and Relaxation Services

Respondents highlighted a noticeable shift towards wellness-focused amenities, particularly among middle-aged and older travellers who prioritize ‘comfort’ during their journeys. Operators at OR Tambo International Airport reported frequent inquiries about Spa and rest services, suggesting *latent* demand for such facilities. This has been confirmed by the O.R Tambo International Operator: P1 *above* addressing **Enhancing Commuter Well-being and Satisfaction**. This aligns with Azman and Chan (2010), who assert that wellness amenities significantly enhance commuter well-being, offering a safe and comfortable environment for rest and relaxation.

b. Affordability Concerns and the Need for Budget-Friendly Accommodation

A recurring theme in the findings was the financial barrier associated with existing accommodations near transportation hubs. Commuters at Park Station and Rosebank emphasized that nearby hotels are often too expensive for daily or weekly use. This idea is confirmed by the Gautrain Rosebank Operator: P3, *above* whilst addressing **Existing Amenities, Affordability, and Perceived Gaps**. The demand for affordable accommodation *options* supports the concept of 24/7 cities, where round-the-clock accessibility to transit and hospitality services facilitates economic growth, as outlined in the Kliptown Urban Development Framework Review (2024) (Barrit, 2021).

c. The Role of Integrated Amenities in Enhancing Commuter Experience

Kasarda and Chen (2021) emphasize the transformative role of modern amenities in shaping commuter experiences. While Yang, Wong, and Wang (2012) also highlight the positive influence of amenities on commuter attitudes. These findings align with literature, as respondents expressed interest in integrated Spa and accommodation services that offer both relaxation and practical benefits, such as secure luggage ‘storage’ and private rest areas. Such views have been *echoed* by the Park Station Commuter: P1 *above* on the **Demand for Convenient Resting Spaces**. By incorporating these features, transportation hubs can enhance their attractiveness, encouraging higher transit usage and improving overall traveller satisfaction.

d. Policy and Planning Considerations for Spa and Accommodation Facilities

Understanding commuter demand is essential for effective decision-making and policy formulation (Kühn, 2023). Kasarda and Chen (2021), views this demand to be addressed by the role of amenities in shaping commuter experiences. The findings suggest that Transportation Hub Operators, City Planners, and Hospitality Providers should collaborate to develop integrated services that meet commuter needs while aligning with Urban Development Strategies. This idea has been highlighted by the Hospitality Industry Representative: P1 *above* on **Collaborative Planning for Integrated Amenities**. This approach is consistent with global best practices, where transport-linked hospitality services have successfully improved commuter convenience and logistical efficiency.

5.3 SUMMARY OF THE CHAPTER

The study findings confirm the feasibility and necessity of integrating Spa facilities and accommodation services within Johannesburg's transportation hubs to tackle challenges related to access, affordability, and commuter well-being. The study highlights a significant 'demand' for wellness and rest amenities, revealing the inadequacy of current infrastructure in meeting commuters' needs. The absence of affordable and accessible resting spaces underscores the need for a comprehensive integration model aligned with urban mobility trends and commuter expectations.

Enhancing passenger satisfaction, reducing travel stress, and optimizing station utilization through integrated Spa and accommodation services can greatly enhance the commuter experience. Commuters, especially those at high-traffic hubs like Park Station, Rosebank, and OR Tambo International Airport, view these amenities as valuable additions that can enhance transit convenience and overall well-being, aligning with global best practices.

Beyond commuter benefits, the integration of these services has broader economic and infrastructural implications. Strategic investment in integrated facilities could lead to job creation, increased commercial activity, and a more dynamic transportation ecosystem, supporting the development of 24/7 cities and fostering economic growth and urban sustainability.

The study further emphasizes the importance of strategic partnerships, infrastructure development, and policy alignment to ensure the successful integration of Spa and

accommodation services. Collaboration between Transportation Authorities, City Planners, and Hospitality Providers will be essential in designing and implementing a model that is both financially viable and responsive to commuter needs. Urban development frameworks, such as the Growth and Development Strategy (GDS) 2040 and the Integrated Development Plan (IDP), provide a relevant policy backdrop against which such services can be effectively integrated.

In *summary*, the feasibility of integrating Spa and accommodation facilities within Johannesburg's transportation hubs is strongly supported by the study's findings and existing literature. Addressing affordability and accessibility concerns through targeted infrastructure investment will enhance commuter experiences while contributing to broader economic and urban development objectives. Implementing these amenities as Johannesburg evolves as a major transit hub presents a strategic opportunity to *modernize* public transportation, improve logistical efficiency, and elevate the overall commuter experience sustainably and impactfully.

6.1 INTRODUCTION

This chapter outlines the *key* recommendations derived from the study's findings concerning the integration of Spa facilities and accommodation services within transportation hubs in Johannesburg. These recommendations aim to tackle the identified challenges such as accessibility, affordability, infrastructure constraints, and policy obstacles. Moreover, they strive to 'optimize' the economic and social benefits of these services, enhancing commuter well-being and fostering sustainable urban development. Aligned with global best practices and strategic urban planning frameworks, this chapter offers actionable insights into the proposed **integration model** for Policymakers, Transportation Authorities, and Private-sector Stakeholders.

Moreover, this chapter offers a final reflection on the study's contributions with respect to urban development, transport infrastructure, and commuter experiences. This final section summarizes the study's *main* findings, reinforcing the significance of integrated wellness and accommodation services in shaping the future of Johannesburg's transportation hubs. The study also recognizes its limitations and suggests areas of opportunity for future research to better inform research and opportunities for transit-oriented hospitality.

6.2 THE STUDY'S OVERVIEW AND OBJECTIVES

This study explored the potential benefits of integrating Spa and accommodation services within Johannesburg's transportation hubs, concluding that these services could significantly enhance commuter experiences while addressing accessibility, affordability, and logistical obstacles.

6.2.1 Research Objective 1: Effectiveness in Addressing Commuter Needs

The study findings reveal that the current transportation hubs lack sufficient 'wellness' and 'accommodation' amenities, especially for budget-conscious commuters in need of convenient rest areas. While OR Tambo International Airport offers premium Spa services, accessibility remains a challenge. This sentiment is echoed by the O.R. Tambo Operator, P1, who stated: *"If services like a Spa and budget-friendly accommodation were available, it could cater to different travellers who need rest and relaxation before continuing their journey."*

This lack of accommodation facilities leaves a significant gap at other major hubs like Park Station and Rosebank. Integrating Spa and accommodation services would provide affordable and accessible solutions, reducing travel fatigue and improving 'overall' commuter well-being.

6.2.2 Research Objective 2: Potential Benefits for Passenger Satisfaction and Station Utilization

Respondents highlighted the potential benefits of Spa and accommodation services, particularly in reducing travel stress, promoting relaxation, and enhancing passenger satisfaction. Furthermore, improved station utilization could result from increased pedestrian traffic, prolonged stays, and higher engagement with commercial activities within transit hubs. City Planners highlighted the potential for these services to take *direction* from the Growth and Development Strategy (GDS) 2040 and the Integrated Development Plan (IDP), to contribute to the broader urban development goals, such as increasing ‘residential’ and ‘commercial’ density around transit hubs and promoting sustainable transportation

6.2.3 Research Objective 3: Implications on Congestion and Logistical Efficiency

The study revealed that incorporating wellness and accommodation facilities could help alleviate congestion by encouraging commuters to rest rather than travel during peak hours. Additionally, the availability of temporary rest spaces may improve the flow of travellers, reduce overcrowding and enhance logistical efficiency at transit hubs. Operators *noted* that private, comfortable resting spaces would be a highly valued addition, particularly for ‘regular’ commuters and ‘transit’ passengers needing a secure place to relax before travel.

6.2.4 Research Objective 4: Commuter Demand and Market Viability

A strong demand exists for these integrated services, particularly among middle-aged and long-distance travellers. The study confirms that many commuters would welcome affordable, well-located ‘wellness’ and ‘accommodation’ options, reinforcing the viability of this concept. However, financial constraints, high rental costs, and regulatory barriers such as Zoning laws must be addressed for successful implementation. A similar idea was shared by the Gautrain Rosebank Operator, P3 in his Quote: *"Affordable accommodation in hubs could give commuters an option to stay overnight, avoiding long daily commutes."* Overnight stay in these hubs, could support the development of 24/7 cities, facilitating round-the-clock travel and economic growth as outlined in Kliptown Urban Development Framework Review Revised, March 2024.

6.3 LIMITATIONS

It is important to acknowledge the limitations of this study, which influenced the scope and depth of the research findings:

6.3.1 Geographical Scope and Exclusion of Other Amenities

This study focused solely on three transportation hubs, that is, O.R. Tambo International Airport, Rosebank Gautrain hub, and Park Station, excluding perspectives from other key transit areas in Johannesburg. Additionally, other amenities that could complement the integration of Spa and accommodation services were not examined.

6.3.2 Restricted Access to Lounge Areas at O.R. Tambo International Airport

The researcher encountered difficulties in accessing premium lounge areas at O.R. Tambo International Airport for interviews, as these are located within the *departure* section, restricting entry to non-travellers. Multiple visits were required before securing interviews with transportation operators through the assistance of Menzies Aviation (South Africa).

6.3.3 Challenges in Obtaining Relevant Literature

The concept of integrating Spa and accommodation services within transit hubs is primarily documented in South Korea, with most scholarly sources available in Korean ("Hangul"). Due to the lack of Johannesburg-specific studies, the researcher relied on *proxy* variables. Additionally, while traveller blogs provided valuable insights, they could not be referenced as academic sources due to their non-scholarly nature.

6.4 RECOMMENDATIONS

6.4.1 Practical Implications

a. Conduct a Comprehensive Demand Analysis and Pilot Programs

The study revealed a strong demand for wellness and accommodation services among commuters, particularly in high-traffic hubs with limited amenities. To ensure an effective implementation strategy:

- A detailed demand analysis should be conducted to quantify potential users, assess peak usage periods, and determine priority locations for integration. As emphasized by Kühn (2023), understanding commuter demand is crucial for effective decision-making and policy formulation.
- Pilot programs should be launched at transportation hubs with the highest demand, such as Park Station, to assess feasibility, commuter reception, and operational challenges before full-scale implementation.
- Targeted marketing campaigns should be introduced at key hubs to raise awareness of available services and promote the benefits of wellness and accommodation facilities to commuters.

b. Facilitate Economic Growth and Job Creation

The integration of Spa and accommodation services presents a significant economic opportunity by stimulating job creation and increasing consumer spending within transportation hubs. To maximize these benefits:

- Strategic partnerships with local businesses and contractors should be established to create employment opportunities within the hospitality and wellness industries.
- Skills development initiatives should be introduced, training local communities in hospitality management, Spa therapy, and customer service, ensuring sustainable employment and service excellence.

c. Address Infrastructure Constraints

The study highlighted limitations in existing infrastructure, particularly in terms of utilities such as water, power, and space, which may restrict the feasibility of integrating these services across all hubs. To overcome these barriers:

- Infrastructure audits should be conducted to assess current capabilities and determine necessary upgrades at priority hubs.
- Investment in utility upgrades is essential to ensure that hubs can support the additional demand for water, electricity, and space required for Spa and accommodation facilities.
- The implementation of sustainable resource management systems, such as water recycling and energy-efficient designs, should be prioritized to align with global sustainability goals.

d. Reform Zoning Laws and Align Policy Frameworks

Regulatory and policy barriers, including zoning restrictions, currently limit the feasibility of integrating overnight accommodation and wellness services within transportation hubs. To enable successful implementation:

- Collaboration with City Planners should be initiated to advocate for amendments in zoning laws, promoting mixed-use development that integrates transit and hospitality services.
- Policy reforms should be pursued to align transit-oriented development with wellness and accommodation infrastructure, ensuring seamless integration into broader urban development plans.
- Integrated Spa and accommodation services should be incorporated into *long-term* city mobility and development strategies, reinforcing their role in enhancing Johannesburg's transport infrastructure.

e. Ensure Affordability and Accessibility for Commuters

The study found that many commuters perceive existing accommodation options near transportation hubs as unaffordable, limiting their ability to benefit from such services. To enhance accessibility:

- Budget-friendly accommodation options should be introduced, catering specifically to commuter needs by offering short-stay, affordable lodging solutions.
- Public-private partnerships (PPPs) and government subsidies should be leveraged to reduce operational costs, ensuring that these services remain financially accessible to a broad range of commuters.

6.4.2 Future Studies

a. Studies on Commuter Behaviour and Willingness-to-Pay

Research should investigate commuter ‘preferences’, ‘spending behaviour’, and ‘willingness to pay’ for wellness and lodging services at transit hubs because this *concept* is new in Johannesburg. This would provide insightful information for pricing strategies, service design and market segmentation in order to guarantee accessibility and financial stability.

b. Integration’s operational and feasibility models at transportation hubs

The best models for combining lodging and Spa services in transit hubs should be investigated in future studies. This should include *comparative* Case Studies from global cities where similar integrations exist, exploring their scalability and adaptability to Johannesburg’s urban and transit environment.

6.5 CONCLUSION

The potential integration of Spa facilities and accommodation services within Johannesburg's transportation hubs offers a ‘noteworthy’ opportunity to *elevate* commuter and traveller experiences while aligning with the city’s urban development and sustainability goals.

This study underlined a considerable demand for these services, spurred by trends in well-being, convenience, and cost-effectiveness. The provided recommendations aim to tackle the challenges and opportunities identified in the study, aiming for the successful implementation of Spa facilities and accommodation services within Johannesburg’s transportation hubs. By adopting a demand-focused, economically viable, and policy-compatible strategy, these services

can notably *enhance* commuter well-being, maximize station utilization, and support urban development aspirations.

Furthermore, effective collaboration among Policymakers, Transport Authorities, and Private Stakeholders will be crucial to overcoming regulatory *barriers* and ensuring the long-term viability of integrated wellness and accommodation services. Future research should continue to explore the effects of such integrations on commuter behaviour, economic growth, and transit infrastructure planning, reinforcing the role of transportation hubs as dynamic, commuter-friendly urban spaces.

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APPENDIX A: CONSENT FORM FOR INTERVIEW PARTICIPANT

Dear Sir/Madam,

My name is Cris, I am an MBA student at Wits Business School (WBS), Johannesburg. My supervisor is Dr Jenika Gobind. I'm conducting a research study about integrating Spa facilities and accommodation services at transportation hubs. The study title is "Jimjilbang: A South African perspective".

I'm inviting you to take part in my research study's interviews which will last about 15 – 20 minutes. The interview will take place at the time suitable to you, here at OR Tambo International Airport Passenger Lounge. With your permission, I'd like to audio record the interview. This data will be stored for one year electronically, a back-up is arranged by the researcher and will be deleted after the study is published. Only the researcher will have access to it.

The interview will be confidential and anonymous. When I share the results of the research study, I will not include your name. If you decide to take part in this research study, it should be because you want to volunteer. You can stop being in the study anytime. You are free not to answer any questions if you do not want to.

Taking part in this research study will not cost you anything or benefit you in any ways. This study will be written up as a research report. The report will be available on the university library website. If you would like to receive a summary of this report, I will be happy to send it to you.

If you have any questions during or afterwards about this research study, feel free to contact me or my supervisor on the details listed below. If you have any concerns or complaints about the ethical procedures of this research study, you are welcome to contact the University of Human Research Ethics Committee (Non-Medical) +27(0) 11 717 1408, email hrecnon-medical@wits.ac.za.

Yours sincerely,
Cris

Researcher:
Crescentia Ngwenya, 9509953J@wits.students.ac.za

Supervisor:
Dr Jenika Gobind, jenika.gobind@wits.ac.za

CONSENT FORM

Title of research project: **“Jimjilbang: A South African perspective”**

Name of the researcher: **Cris Ngwenya**

I, agree to participate in this research project.

I agree to the following:

(Please circle the relevant options below):

The research study was explained to me.	YES	NO
I understand what this study is about.	YES	NO
I understand that I can volunteer to take part in this study.	YES	NO
I understand that the interview may be audio recorded.	YES	NO
I agree that the direct quotations from my interview may be used by the researcher in their research report.	YES	NO
I agree that my participation will remain anonymous (my name or other Identifying data will not be used by the researcher in their research report.	YES	NO
I agree that other researchers may use the information I provide in my interview (depending on their own ethics clearance being obtained) but my name and any personal information will not be passed on.	YES	NO

----- name of the participant

----- date

----- signature

-----name of the organisation/ & Logo Stamp

----- signature

Crescentia Ngwenya 9509953J@wits.students.ac.za name of the researcher

----- date

INTERVIEW QUESTIONNAIRE FOR COMMUTERS

PLEASE DO NOT WRITE YOUR NAME

TICK THE RESPONSE THAT IS APPROPRIATE TO YOU

SECTION A: DEMOGRAPHIC DATA

1. Indicate your gender by selecting the correct space.

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2. To which age group do you belong?

- ☐ 18 - 24
- ☐ 25 - 34
- ☐ 35 - 44
- ☐ 45 and above

3. What is your highest educational qualification?

- ☐ Intermediate
- ☐ Bachelor
- ☐ Honours
- ☐ Master
- ☐ PHD

SECTION B: SPA FACILITIES & ACCOMMODATION SERVICES INTEGRATION

4. Which travel pattern describe your travelling schedule?

- ☐ Travelling within Johannesburg
- ☐ Travelling between Johannesburg and Pretoria
- ☐ Travel between Johannesburg and North-West
- ☐ Travel between Johannesburg and the Eastern Cape
- ☐ Travel between Johannesburg and Cape Town
- ☐ Travel between Johannesburg and KZN

5. What are your typical travel patterns and frequency of using transportation hubs like a bus or train stations and airports?

6. How frequently do you use transportation hubs like bus or train station and airports?

7. Can you describe your experience and challenges when it comes to finding resting spaces or amenities within transportation hubs?

8. How important are factors like relaxation, bathing, and rest to your overall travel experience and well – being? Please describe.

9. Would you consider utilizing Spa facilities and accommodation services within transportation hubs if they were available?

10. How is your level of expectations and preferences regarding the integration of Spa facilities and accommodation services within transportation hubs?

Thank you for participating in this study!

INTERVIEW QUESTIONNAIRE FOR TRANSPORTATION HUB OPERATORS

PLEASE DO NOT WRITE YOUR NAME

TICK THE RESPONSE THAT IS APPROPRIATE TO YOU

SECTION A: DEMOGRAPHIC DATA

1. Indicate your gender by selecting the correct space.

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2. To which age group do you belong?

- ☐ 18 - 24
- ☐ 25 - 34
- ☐ 35 - 44
- ☐ 45 and above

3. What is your highest educational qualification?

- ☐ Intermediate
- ☐ Bachelor
- ☐ Honours
- ☐ Master
- ☐ PHD

SECTION B: SPA FACILITIES & ACCOMMODATION SERVICES INTEGRATION

4. Which travel pattern describe your travelling schedule?

- ☐ Travelling within Johannesburg
- ☐ Travelling between Johannesburg and Pretoria
- ☐ Travel between Johannesburg and North-West
- ☐ Travel between Johannesburg and the Eastern Cape
- ☐ Travel between Johannesburg and Cape Town
- ☐ Travel between Johannesburg and KZN

5. What are the existing amenities and services provided within transportation hubs under the current management?

6. Have there been any discussions or considerations regarding the integration of Spa facilities and accommodation services within these hubs?

7. What challenges or barriers do you foresee in implementing such integration?

8. How do you anticipate the integration of Spa facilities and accommodation service impacting commuter experience and overall well-being?

9. What are your thoughts on the potential benefits and drawbacks of integrating Spa facilities and accommodation services within transportation hubs?

Thank you for participating in this study!

INTERVIEW QUESTIONNAIRE FOR HOSPITALITY INDUSTRY REPRESENTATIVES

PLEASE DO NOT WRITE YOUR NAME

TICK THE RESPONSE THAT IS APPROPRIATE TO YOU

SECTION A: DEMOGRAPHIC DATA

1. Indicate your gender by selecting the correct space.

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2. To which age group do you belong?

- ☐ 18 - 24
- ☐ 25 - 34
- ☐ 35 - 44
- ☐ 45 and above

3. What is your highest educational qualification?

- ☐ Intermediate
- ☐ Bachelor
- ☐ Honours
- ☐ Master
- ☐ PHD

SECTION B: SPA FACILITIES & ACCOMMODATION SERVICES INTEGRATION

4. Which travel pattern describe your travelling schedule?

- ☐ Travelling within Johannesburg
- ☐ Travelling between Johannesburg and Pretoria
- ☐ Travel between Johannesburg and North-West
- ☐ Travel between Johannesburg and the Eastern Cape
- ☐ Travel between Johannesburg and Cape Town
- ☐ Travel between Johannesburg and KZN

5. Can you provide your insights into the feasibility and challenges of integrating Spa facilities and accommodation services within transportation hubs?

6. How do you see such integration benefitting both hospitality industry and commuters?

7. What are the key considerations or best practices to ensure the success of such integration?

8. How do you perceive the potential demand for Spa facilities and accommodation services within transportation hubs?

9. What collaborations can be explored between transportation hub operators and the hospitality industry to facilitate the integration?

Thank you for participating in this study!

INTERVIEW QUESTIONNAIRE FOR CITY PLANNERS OR POLICY MAKERS

PLEASE DO NOT WRITE YOUR NAME

TICK THE RESPONSE THAT IS APPROPRIATE TO YOU

SECTION A: DEMOGRAPHIC DATA

1. Indicate your gender by selecting the correct space.

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2. To which age group do you belong?

- ☐ 18 - 24
- ☐ 25 - 34
- ☐ 35 - 44
- ☐ 45 and above

3. What is your highest educational qualification?

- ☐ Intermediate
- ☐ Bachelor
- ☐ Honours
- ☐ Master
- ☐ PHD

SECTION B: SPA FACILITIES & ACCOMMODATION SERVICES INTEGRATION

4. Which travel pattern describe your travelling schedule?

- ☐ Travelling within Johannesburg
- ☐ Travelling between Johannesburg and Pretoria
- ☐ Travel between Johannesburg and North-West
- ☐ Travel between Johannesburg and the Eastern Cape
- ☐ Travel between Johannesburg and Cape Town
- ☐ Travel between Johannesburg and KZN

5. What are the broader urban development goals and priorities for transportation hubs in the context of your city or region?

6. How do you envision the integration of Spa facilities and accommodation services contributing to these goals?

7. What regulatory frameworks or policy initiative may need to be considered to support such integration?

8. What are the potential impacts of integrating Spa facilities and accommodation services within transportation hubs on urban planning and infrastructure development?

9. How can transportation authorities collaborate with urban planners and policy makers to promote the integration of Spa facilities and accommodation services within transportation hubs?

Thank you for participating in this study!