

CHAPTER I

INTRODUCTION

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Mahatma K. Gandhi extolled women: “To call women the weaker sex is a libel; it is man’s injustice to woman. There is no occasion for women to consider themselves subordinate or inferior to men. A woman’s intuition has often proved truer than man’s arrogant assumption of superior knowledge...Woman is the companion of man, gifted with equal mental capacities...If nonviolence is the law of our being, the future is with woman.” (Quotations compiled by Tikekar, (2007).

1.1 Background of the study

Hospitality industry was earlier defined as any and every trade and business whose main vision was serving people outside the private homes(Barrows,1999). The Council on Hotel, Restaurant and Institutional Education (International CHRIE, 2004) report incorporated lodging, food, leisure, and travel related all services as the most accepted definition. One of the largest world’s employers is the hospitality industry (Reigel, 1998). It is observed from the facts that the hospitality industry has been experiencing an incredible growth within the past decades and it is expected to continue further than the year 2010. As a result, the industry worldwide faces dearth of trained hospitality professionals (Robinson, 2007) and the job opportunities are continuously rising.

With the mushrooming of lot of International hotel chains in the country, India is being looked as the potential destination for the expansion of hospitality industry. The World Travel and Tourism Council has projected that by 2019, there would be 275 million jobs available linked with the hospitality business. Even if there is lot of scope in this sector in the western developed countries, a lot of openings will be created in the developing countries like, India, Russia, Brazil and China. The intensification of hospitality industry has been speculated very high in such developing countries. Currently, in India, there are about 90,000 hotel rooms available and with the new chains opening up, these numbers

are escalating to 2,40,000 hotel rooms, which would also generate a lot of employment opportunities for hospitality graduates (The Hindu, 6th Sep, 2010). In such a demanding scenario, the industry is keeping up pace with the modern technology in all aspects, but the fact that services are required to be provided has not changed, albeit technological advancements are embraced by the industry. The essence of service depends purely on human aspects like touch, feel and presence for the efficient delivery and smooth operations.

In 1999, it was anticipated that the industry employed around 11.4 million people, It was predicted by the U.S. Bureau of Labor Statistics that by 2005, 12.4 million people will be employed in the industry. (International CHRIE). The lodging industry created 113.7 billion dollar sales compared to 105.3 billion dollar in 2003, and the number is still rising as per the American Hotel and Lodging Association (AH&LA, 2004).

It is seldom that the gender in the workplace will not matter. Regardless of the workplace, cultural backgrounds, historical base, men and women view at each other and the world in a specific gender based lenses (Tannen, 1990). Gender diversity has the potential to enhance the productivity of the organization by improving interactions in between the stakeholder, thus achieving the desired outcome. Women being the important aspect of the diversity cannot be underestimated.

1.2.1 Importance and nature of hospitality industry

Today, researchers are finding that many women employees prefer to remain in so called marzipan layer i.e is just below the top executive level. (The Economist: June 28th, 2003:90). In this layer women working in HR or Sales department are rarely allowed the upward mobility to the senior positions, whereas the highest position they can attain is the Director level. Thus, the women appear to dropout from the race of moving up to executive level (Isaacson, 2002). Beck (1998) suggests that it will be around 2466, that the women will take to reach at par in the executive suite. The main focus of the study thus, will be to determine as to why women's career progression appears to be stalled and the challenges they face needs to be addressed by devising suitable women friendly policies.

There was a period when the researchers hypothesized that women at senior levels would automatically continue to grow; by simply offering them senior level positions which would make easier for others to follow. But Rindfleish (2003) is one of the researcher who recognized that the future of women in the Hospitality industry will not unfold quiet so impeccably. He further states that the management of the hotels will have to intentionally provide certain women friendly policies to the women to increase their participation in the leadership positions. Vigil (2002) stated further that women in this scenario will have to take risk to move ahead. To add it to this, hospitality organizations continue to be sexualized workplace, that contributes to one of the many challenges women faces at the workplace.

1.2.2 Women's Place in Hospitality

The organizations today are better understanding the importance of investing in women employees. Organizations believe the importance of women possessing soft skills are superior managers and, therefore, are recruiting more women at all levels to bring in the desired change. They believe that women possesses higher emotional quotient than men and are more intuitive which an essential factor in people management.

Today, a woman has become the most fundamental part of the hospitality industry. They are breaking out of the stereotyped roles and are representing at the topmost positions in the hospitality industry.

The hospitality experience altogether would showcase a quiet poor picture without the smiling and charming face of the women to start with. It is an obvious fact that a woman has showed her mark of excellence not just in India, but throughout the world in Hospitality. The very existence of women and her touch brings the charm and classiness to the hospitality industry. Thus, it's a very proven fact that industry does today hold more respect and potential for women than before.

The pace of development of women managers continues to slowdown and not smooth with regards to different geographical boundaries and historical cultures (Burke, 2009). In India, the study and surveys disclose that women are surpassed by men in securing

top level positions (Centre for Social Research, 2009) and they appear to be underrepresented at managerial levels in Indian Hospitality scenario(HVS 2011-12). Globally various studies are carried on this issue, but the studies focusing women in hospitality remains unexplored in Indian context.

Hospitality industry has become the largest employer of women in the current date. According to a report published by leading newspaper in West Bengal and, South India 55- 60 percent of the employees in hotels are women whereas in Punjab, Maharashtra and Delhi the percentage is around 40- 50. The percentage is lowest in Jammu and Kashmir, UP and Bihar. And Mumbai being the financial hub of not just Maharashtra but the nation, has large chunk of hospitality jobs in the city, which has topflight hotels and airline operations wherein most of the jobs are performed by women. Out of the 3 regions of study Karnataka shows the best result in this area with 13.4 percent female and 86.6 percent male workers in this industry. West Bengal takes the central position with 9.38 percent female and 90.62 percent male employees. (Times of India, 23rd February, 2013)

Women are a budding part of the work force in hospitality industry today. According to the research carried out by the International Labor Office (ILO, 2004) about the female employment, for the last several decades, a quiet rising graph is seen where in 1960 it was 33 per cent, in 1980 it rose to 43 per cent in 1990 it touched 45 per cent. In the year 2003, 40 per cent of the world's 2.8 billion workers were women. In comparison to the previous decade, it's an increase of 200 million. According to the ILO, women represent over 90 per cent of all employees in the Food and Lodging industry. Now are the days, where the women talent has to be appreciated and acknowledged for her contribution in the global hospitality and tourism industry.

In recent times, the UN World Tourism Organization (UNWTO) has declared a broad-based action plan to encourage, empower and strengthen the role of women as an employers, employees and travelers. At a discussion held at ITB Berlin in March 2008, a special UNWTO Women in Tourism initiative was proposed. This proposal is intended to uplift and continue awareness about the social and economic opportunities that tourism can offer to women. It also stressed on the necessity of framing appropriate policy

framework to promote women's empowerment and protect women's rights in tourism and hospitality sector. It also appeals to encourage the public and private sectors to assist developing gender equality in tourism and hospitality sector. However, in spite of all these propositions, plans, and actions, women continue to be disproportionately hired, promoted and rewarded.

Women have made progressed in reaching top level positions since the middle of the last century; however, there is no significance amount of increase in the number of women undertaking hospitality education as compared to the number of women represented in higher management positions.

1.2.3 Nature of women's role in the Hospitality industry:

The hospitality workplace has been often termed as a 'sexualized' in many contexts. The environment and the characteristic of the hospitality industry is majorly responsible for shaping the way the men and women interact with each other.(Gutek,1985;et al ,1990).The word Hospitality refers to have a relax and good time, and offering services to the guest that would satisfy them. The image of the industry is depicted by pleasant atmosphere, wine glasses, good food, luxurious amenities, exclusive service, pampering and finally the feel good environment. Thus, the workplace characteristics have a direct influence on the employee behavior. People work in close groups with each other for a long number of hours during day and night. Job requirements expects the men and women work in guests rooms, bars, restaurants, kitchen together at any given time. These all conditions accentuates and perpetuates gender related stereotyping. In Hospitality industry men and women of different backgrounds, culture, nature, with different expectations and assumptions often creates very awkward situations for the women employees and guests. For example if a guest expects that the female barmaid should give him good service that a women may not feel obligated to offer, may create a problem. Thus, Wood (2004) rightly states that the hospitality industry could overcome these issues by increasing gender diversity which would help them to retain these pool of talent. The industry could gauge these challenges only when it would face it more

intensely. And finally the hospitality industry will have to design and implement various women friendly policies to address these challenges.

Another characteristic to be mentioned here of the Hospitality industry is the importance given to customary belief and traditions followed. The loyal and repeat guests have a certain expectations from the hotels as to how they would like to get treated and the various services they would like to get served by the hotels. Such guests value a reliable and constant product/ service. But looking at the current status of the industry, the industry has not been able to adopt the newer technologies and the policies at the required pace that have been adopted by other similar industries.

Thus, it makes it very clear that woman in the Hospitality industry still continues to face added challenges as a result of nature and characteristics of the industry that they work for. The Hospitality organizations do are gradually learning as to how best to develop culture in which both expectations and professional roles are not related to genders. It's a tough task to achieve this goal and requires constant consideration and commitment, by both the management and the women who aspire to reach at the senior level positions.

As one walks into any luxurious hotel or a restaurant, one would find pleasant and charming women welcoming you at the front desk. The hospitality industry today has become one of the largest employers of women. Thus, it is a very demanding job place wherein one has to interact with the guest one-on-one, sustain long working hours, work late nights, stay away from home for days and, lastly, undergo stressful situations all alone. Thus, the women working in Hospitality industry, in any operational departments like front-office, kitchen-a male dominated area, or housekeeping, does face gender-related issues with meagerly any solutions. The hospitality industry experts and analysts have been talking for years about the 'glass ceiling' that has barred women in the hospitality sector from rising to the upper level of supervisory and managerial positions. But nearly the same picture is seen in almost all the industries. Although women have come a long way at their place of work, men continue to embrace most of the leadership positions. However, the special characteristics and the unique culture of the hospitality industry has made it a bit challenging for the possibility of bringing in the change.

1.3 Career Progression

Career progression is a constant process of managing work, learning, leisure time, and transitions in order to move upward towards a personally determined goal and creating self preferred future.

In an organization, the study of career progression refers to:

- How an individual manages hi/her career within and between the organizations and,
- How organizations formulates the career progression of their employees, also referred to as succession planning within most of the organizations.

There are many factors for the under-representation of women employees in the Hospitality industry that majorly includes conflicting work and family priorities and male-dominant corporate culture; however for those women who are looking at reaching at top ,have to juggle and at times compromise between the home and work front to grab those lucrative opportunities.

The fresh, young women entrants in the industry especially needs to be realistic about their career progression and requires to devote time to learn and understand the culture and working of the industry as a whole.

One has to identify what one wants to achieve and should pursue those goals. Being women especially, it's essential to look beyond the traditional gender roles to understand wide array of jobs that the industry has to offer. Today, there is an increasing number of women representation in the traditionally thought of male dominant environment in the roles such as General Managers, Chefs, Bartenders etc.

The hospitality industry traditionally recruits such women who have a sound career profile having a sufficient operational department experience. This experience is considered essential for the upward mobility and thus one should aim to achieve these goals early in the career before one gets married or shoulders domestic commitments.

The hospitality industry requires oneself to invest in long working hours and irregular work schedules so; one requires a strong family support to go ahead in the career path. Thus, a strong family support will enable the women employees to invest their time early in their career to assemble a varied range of experience needed to succeed in the industry.

Creating a strong network through mentorship programmes is a one of the way to climb the ladder of success to the senior positions.

It's important that one does research and choose an organization that offers a conducive environment, supporting gender diversity. Various Hospitality organizations such as Accor and Hilton are prominent leaders in this field, committed to providing opportunities and facilities for its women employees for their career progression all over the world. They have developed and initiated various programmes to encourage and support the participation and development of women at all levels in their organizations.

Beyond individual efforts, the management of the Hospitality industry must come forward and work on developing a favorable environment that promotes gender diversity. They should develop certain women friendly policies to secure flexible working hours, safe and secured work environment to assist women in their career progression and increase their representation in the top positions.

The following figure 1.1 shows a career progression in the various departments in the hospitality industry which requires educational and work experience background to progress in the various departments of the hotel.

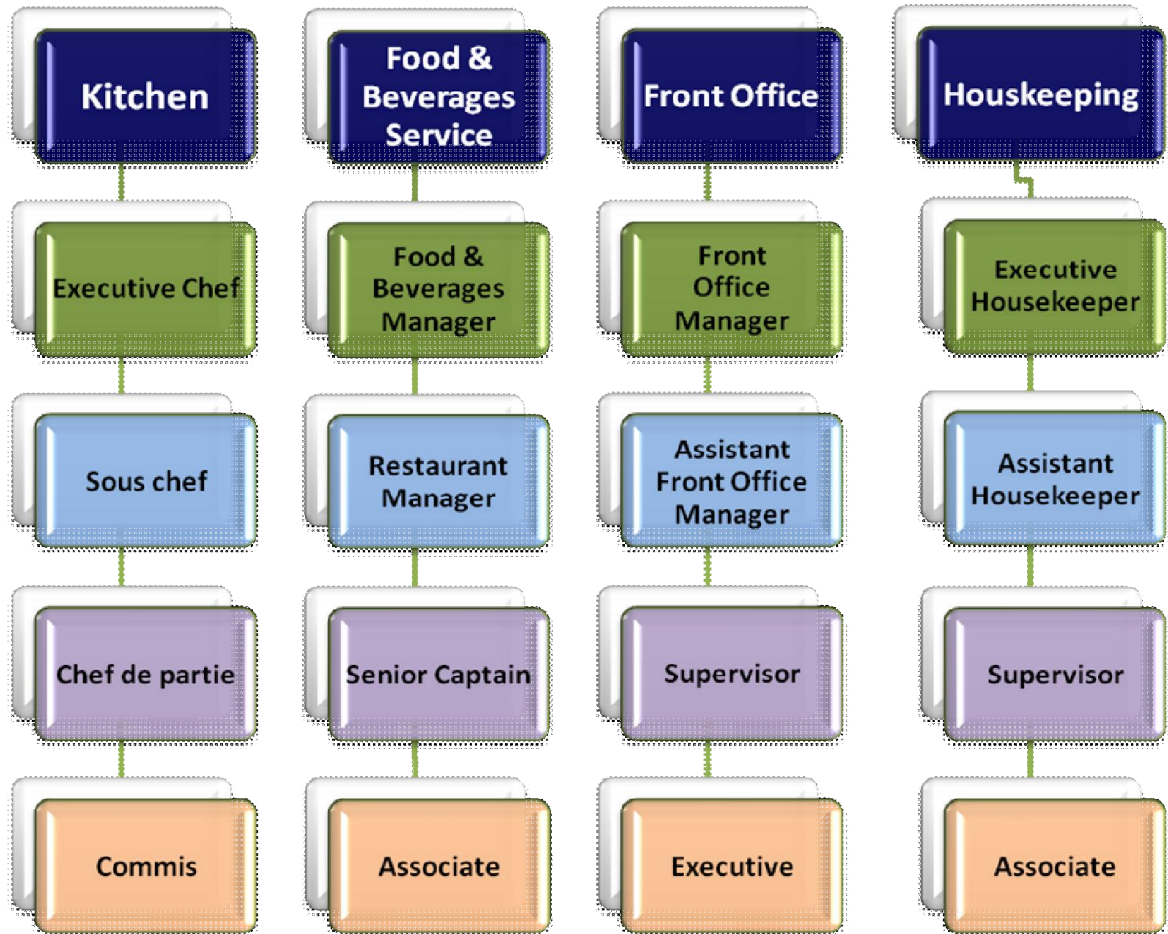


Figure 1.1: Career progression in Hospitality Industry

1.4 Challenges for women's career progression in Hospitality industry.

A number of factors can slow down a women's career progression and the salary (Catalyst 2003).

The most important point to be noted here is that the Hospitality industry in India has been socially accepted and perceived as a decent career option for women in the recent past only. Still the women is struggling hard to balance family responsibilities combined with work where one has to spend a lot of time to interact and entertain guests, which at

times is stressful and daunting to most women. Also it's the fact that even when one is back home after work, one really cannot keep the work aside especially when at senior positions. All these factors at times do not make this career option very appealing for the average Indian woman. Researchers have identified various factors that act as barriers to women's career progression. These include, masculine organizational culture, networking, deserted social life, geographical mobility, lack of visible women in senior positions, gender bias, work life balance, role models, cultural and societal pressures, glass ceiling, long work hours, traditional career path, pay inequality and sexual harassment.

The various studies indicate that there is a disparity in career paths between men and women in the hospitality industry and the industry needs to take suitable action to become more competitive by introducing better women friendly policies for women employees to help them climb the ladder into top positions. Groysberg (2013) study reflects that 87% of the female directors are facing gender-related problems. The above findings though are not related to hospitality industry, but still well matches with the findings of study related to hospitality industry.

Ms. Mini Chandran, (General Manager, SwaSwara, Gokarna) opines that the younger generation women are especially facing challenge of struggling and learning to handle the weak Indian male ego for the efficient team work. She further states that in this glamorous world of hospitality people do feel that this industry does not require intelligence to prove oneself. But the people working here do have to prove that there success is not dependent on merely the looks and social skills, but is only based on hard work.

Judy Hou, CEO, (Les Roches Jin Jiang International Hotel Management College) faces balancing personal and professional commitments as one of the biggest challenge. She further opines that women executives have to make great effort to balance between family time, work-related issues and child care responsibilities. This requires good time management skills and sacrifices, as hospitality industry is an extremely intense, time and energy consuming, fast-paced industry.

The cultural background prevailing in India at times does restricts women to consider hospitality as the first option of career due to the social taboo attached to hotels, night-shifts and irregular, long working hours. Women in India still prefer traditional professions such as educational, technical, medical, sales and administrative roles. Some of the major challenges most women employees in the industry face are managing various responsibilities - professional and personal commitments, being time-bound or not open to job transfers or mobility , which at times may prove critical to move up the ladder.

Mielle Batliwala, Director of Human Resources, Marriott Hotels opines that one may think that being a woman may be a disadvantage in a work arena where long hours, high stress levels and crisis management are at their highest. It is always tougher for a woman to grow and excel professionally. Age-old beliefs surrounding the roles of women and deep-rooted patriarchy make it difficult for the male gender to accept a woman in power, which is traditionally seen as a male domain. This becomes harder when men have to report to a woman.

Priti Chand,(VP, Corporate Communications, Zuri Group Global) indicates that hospitality industry faces two-fold challenges. There is a silent stigma attached to this sector that refrains a woman to be accepted as a professional at par, and not taken seriously as a leader of her field.

Rita Chaudhary, (Corporate Housekeeper, Sarovar Hotels & Resorts) opines that it's a personal choice whether to continue working in the hospitality industry after marriage or motherhood. Earlier most of the young couples had the family support. Now, in the current scenario with the increasing number of nuclear family set ups due to various reasons like moving out for jobs, career in different cities, women may not get support system to work in the hospitality industry. As a result, women's percentage of taking a break in career is increasing and such decisions are not exceptional to the hospitality industry.

The women face diverse sets of challenges at various stages in the career. After gaining experience and seniority, the women may at times get married and thus, the family pressure builds up. If she lives in a joint family, she needs to consider the view of her husband along with the opinion of other family members and manage the workplace too. All this together may cause stress and tension, thus affecting the work life balance.

Women in the hospitality industry are struggling hard to manage stress at work place coping up to maintain the work life balance. Married women especially in the industry are affected the most as per the research conducted in the Pune hospitality scenario. A tight rope scheduled between the home and the work place is taking a toll on the health of these women employees, thus leading a stressful situation at both ends.

Thus, keeping in view the above mentioned career obstacles, there arises a need to provide a comprehensive attention and take a review of various aspects of women managers' career progression in the hospitality industry. By reviewing and analyzing the status of existing research and opinions, the hospitality professionals will be able to take appropriate measures to improve the representation of women at all levels and develop women friendly policies to assist them in their career progression.

1.5 Meaning of Terms

The following definitions are directly related to the study, and any other terms are further explained in the text as necessary.

- a) **Hospitality Industry:** Includes hotels, eating and drinking establishments, and institutions that offer shelter, food, or both to persons away from home. (Buergermeister, 1983).
- b) **Career progression:** Factors that combine to influence the pattern of work related experiences such as job positions and duties (Marilyn, Davidson and Lurke, 2000). In this study career progression includes educational opportunities, salary increase, recognitions and current hierarchical position.
- c) **Sexual Harassment:** Any unwelcome acts or behavior (whether directly or by implication) such as physical contact and advances, demand or request for sexual favors, making sexually colored remarks, showing pornography or any other unwelcome physical, verbal or non-verbal conduct of sexual nature. (Supreme court of Indian Vishaka v. State of Rajasthan (1997))
- d) **Challenges:** problems or conditions that limit women's capability to move on in their career in the hospitality industry. (Source- Wikipedia)
- e) **Vertical segregation:** The situation where people do not get jobs above a particular rank in organizations because of their race, age, or sex. (Source- Wikipedia)
- f) **Long work hours:** It means that one works for a period of time that is longer than the usual, regular, or routine for a given activity. In other words, it may mean overtime. (Source- Wikipedia)
- g) **Mentoring:** Mentoring is a supportive learning relationship between a caring individual who shares knowledge, experience and wisdom with another individual who is ready and willing to benefit from this exchange, to enrich their professional journey. (Suzanne Faure)

- h) **Role model:** A role model is a person whose behavior, example, or success is or can be emulated by others, especially by younger people. (Source- Wikipedia)

This study aims at identifying and analyzing various challenges that are faced by women employees in their career progression in the Hospitality industry and also explores the women friendly policies provided to them by the hospitality industry.

1.6 Significance of the study:

For the Women employees:

The literature review in the later chapter confirms that women talent is not utilized to its fullest potential all over the globe. Most of the literature reviews talks about the challenges and issues faced by women employees in their career progression, whereas there are very few studies that reveal women position in management, especially in hospitality sector.

Thus, significantly there is a need to retain this women pool of talent by addressing to their challenges and issues at workplace by suggesting few women friendly policies for equal gender representation in the hospitality sector at all levels. Such policies will assist more and more women to climb up the career ladder.

For Human resource Managers:

Since, the Human Resource managers are on constant look out to retain the female talent in the industry, this study will give them a better insight of the challenges the women employee faces in their career progression and its intensity. Thus, it will help them to frame new policies and offer facilities to retain the talented women employees.

For the Future researchers in Hospitality Industry:

This study will benefit the future researchers in the hospitality industry. The researcher can base his/her study on this research design and study each variable in depth covering larger area. Further, the researcher can use this study as a guideline for them to develop the required career progression policies that can be used by the management of the hotels.

For the existing theory:

This study can be taken as a comparative study between the challenges faced and its depth in Indian context with the western context. There has been limited study carried out in hospitality sector on the challenges in the career progression of the women employees in India.

The results of this research will benefit hospitality industry in general by understanding the challenges faced by women in their career progression. Thus, the management of the hotel will be able to understand deeper aspects of these challenges related to women's career progression. It will enable the hospitality industry to devise women friendly policies to retain them in the long term and make this industry a more supportive place for women to work.

1.7 Organisation of thesis:

This study tries to analyse the research questions introduced in the further chapter. The thesis is divided into following chapters:

Chapter 1. It introduces the topic, and states the nature of Hospitality industry, importance and role of women in the Hospitality industry and the challenges faced by them in their career progression.

Chapter 2. An extensive review of literature is carried out to understand the status of women in Hospitality industry, the problems they face while working and the HR policies to assist them in their career progression. Further the research gaps were identified leading to the formulation of research objective.

Chapter 3. It states the outline of the Research methodology. This basically comprises of the research design formulated for this study, Population and sample chosen for the study, Scope and limitation of the study, Data collection instrument and tools of analysis.

Chapter 4. An analysis of the collected data as per the research design and testing of Hypotheses is stated in this chapter.

Chapter 5. Deals with the findings arrived from the analysis of data, suggestions, recommendations and conclusions as derived from the study. Further it states the scope for the future research.

Chapter 6. It presents the detailed bibliography of the cited research papers, articles, books and thesis referred for the study.

Appendices Lastly various documents are provided to assist the study containing the Survey instrument, list of sample hotels, Hotels Appreciation letters, and Sample size calculation table.

1.8 Summary

This chapter presented an overview of Hospitality industry, women's place in Hospitality industry and the challenges they face in their career progression. The under-representation of women in leadership positions and gender discrimination issues in the workplace have been reviewed in the previous studies, however, a little research has been focused on the perceptions of the Human resource managers and the women employees working at all levels in the hospitality industry regarding the challenges faced by women in the career progression in the industry. This chapter provided the background of the study, significance of the study and definitions of terms. The results of this research will assist the management of the Hotels to devise and adopt women friendly policies to assist women in their career progression thus, benefiting the hospitality industry in general.

CHAPTER II

REVIEW

OF

LITERATURE

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REVIEW OF LITERATURE

This chapter gives details of an extensive literature review that has been carried out to explore various challenges faced by women in the Hospitality industry in their career progression and the women friendly HR policies provided to assist them to overcome the same.

There are three sections in this part of review of literature. The first section consists of the role of women in management and the challenges and issues related to the women's career progression in the hospitality industry. The second part explains the importance of the human resource policies in hospitality industry. The last section is a summary and it addresses the likely contribution of the study to the hospitality industry.

2.1 Theoretical Framework

The hospitality industry has been male dominated for a quiet long number of years. In recent years, women are entering in this hospitality industry in larger numbers but there seems to be challenges that hold them back in progressing in their careers.

Thus, Schreiber (1998) has stated that this environment mostly makes the women employees emulate the male qualities in order to be successful in their careers. A research by Meyerson (2001) revealed that in the past, men were regarded as the bread winners and the women's role was basically a home maker and caretaker. Women with a little percentage of masculine traits do require to follow male models and male cultural standards in order to succeed in the hospitality industry(Bierema & Cseh). One trait, to state an example is that of being non-emotional, and women employees (managers) sometimes are projected as being too emotional.

Also Bierema & Opengart (2002) have opined the following factors that are obstacles to women career progression:

- Gender role and societal pressures

- Women's primary nature as caretaker and home maker
- Increasing opportunities in other areas
- Non availability of role models
- Career trends that differ from men
- Hidden curriculum necessary for success in a male-dominated atmosphere.

There are several theories which relate to why women have been held from progressing in their careers at work-places. Example – A “double-bind theory” states that some business leaders argue that women are too susceptible and not strong enough to take care of clients and problems, and at the same time these women are also categorized as “bitches” if they become strong and aggressive (Carroll, 1989).

Several studies state that current successful organizations are team-oriented, agile, flatter, flexible and holistic in their vision and strategy (Appelbaum et al., 2003). As a result, organizational leaders need to be non-coercive, comprehensive thinkers individuals who are skilled at building work relationships and fostering collaborative teams. These are the traits and behaviours most frequently associated with women's management style (Fletcher1998, Colwill and townsend1999).

Gilligan (1982) attributes women's development to the change in the maturity level and understanding which occurs in both men and women during the five years after graduating from college. Thus, women career progression should be considered inter-reliant rather than independent. According to Gilligan, caring was defined as not hurting others, giving and relationship are major principles in women's adult development. “When women construct the adult domain, the world of relationships emerge and become the focus of attention and concern”.

Michele Howe (2012) states in his study the traditionally male dominated nature of Hospitality industry is partly because of the culture and nature of the industry. He also emphasizes that the versatile nature and relocation of options in this job makes the senior

level women employee face dilemma of having to make a choice between family and career.

Women's career advancement theories have discovered that women have been underrepresented socially as well as theoretically.(Bierema & Opengart, 2002). The authors are of the opinion that women's career advancements are complicated to clarify as compare to their counterpart.

There exists a tight spot on whether to modify these existing theories or to shape the new ones (Swanson & Fouad, 1999). Some theories on women's career development defines their multi skilling ability to manage various work schedules as they are socially anticipated to be home makers and caretakers.(Bierema, 1998).

Eagley and Johnson (1990) study of gender differences in leadership style revealed that the women possess both interpersonal relationships and task accomplishment skills, whereas their male counterparts give more importance to task completion.

Chawla (2009) quotes that women today are visible more at management and key positions. As the business growth is escalating, opportunities for women have also increased in India. He further states that by nature women is gifted with good networking and communication skills. They are good multi tasker which is proven by women who are managing business and families efficiently.

Babaria and Chedda (2010) affirmed that the educated women in India demands equal opportunity and greater respect from the society as well as her partner. They are going out of four walls with a focused aim to achieve great positions in the business with their hard work, will power, perseverance, and competency.

Evangelia Marinakou (2014) study suggests that women showcase equal talents as compared to their male counterparts and they acquire skills that are considered to be more effective which are essential in the hospitality industry. They are basically caregivers, possess better communication skills, adaptable to the supporting behaviours and are more successful in facing the fierce competition and any changes more efficiently.

2.2 Career Path:

Rao and Rao (1990) & Prasad (2005) defined career path as 'a sequential pattern of jobs that forms a career'.

It is a logical possible sequence of levels in an organization that could be achieved by an individual based on his/her performance in the organization. Career path consists of two elements: line and ladder. Line is the specialized department wherein the individual works e.g. Food Production, Food and Beverage, Accommodation, Marketing, Finance, HRM etc. In line, the positions are placed in the hierarchical order. Thus, an individual placed on this path indicates, how the individual progresses in those positions. This placement of an individual is determined by considering the individual needs, his strengths and weaknesses, and organizational opportunities.

Table 2.1 Career Paths in the Lodging Industry with Position and Years to Achieve Position

15 years	General Manager	
10 years	Director of Operations	
05 years	Rooms Division Manager Front Office Manager	Food and Beverage Manager Assistant Food and Beverage Manager
04 years	Assistant Front Office Manager	Outlet Manager
1 year	Guest Service Manager Management Trainee	Assistant Outlet Manager

Source: "An Introduction to Career Opportunities in Hospitality and Tourism," by Carl D. Riegel, *A Guide to College Programs in Hospitality and Tourism*, John Wiley & Sons, Inc., New York, 1995.

Maxwell (1999) observed that female hotel managers possess better communication skills than their male counterparts, especially "with relation to deeper understanding and being more interested in their staff". It was also stated that women possess better management skills that are required by Hospitality industry such as good communication skills, teamwork, ability to adapt to any situation and flexibility.

Further, Gherardi (1994) suggested that the Hospitality industry exploits woman because of her attractiveness. In organisations wherein gender diversity is taken care, i. e the representation of women is there, the output and quality of work gets effectively done.

2.3 Challenges faced by women in their career progression

Researchers have identified a number of challenges to women's career progression. These included long work hours, work life balance, geographical_mobility, sexual harassment, old boy network, lack of role model, mentoring, organizational culture, gender biasness, vertical segregation and glass ceiling.

Another set of challenge defined by Burke (2005) is glass ceiling which is a subtle, apparent and seemingly hidden barrier that prevents women and minorities from moving up the ladder. Several studies till date has reflected that women still continues to face the glass ceiling problem when it comes to the top management positions (Mooney & Ryan, 2008; Enache, Simo, Sallan & Fernandez, 2011).

The study by Juliette Boone, James Houran, PhD and Tatia a Veller (2013) states the challenges like personal priorities hold greater influence over advancement opportunities than traditional workplace challenges. It stressed on most common self-imposed barriers like family and household responsibilities as a higher priority, as well as work-life balance, along with lack of mentoring, lack of careful career planning, stereotyping, and perception of feminine traits.

Knutson & Schmidgall (1999) affirmed glass ceiling as an invisible and an artificial barriers that refrains a qualified individual, e.g. women, from going ahead in their career within the organization and reaching the top. It further states that there is a trend of women and minorities seen to be over represented at the entry levels in the industry, but underrepresented at senior levels. Even though the percentage of women employees entering the industry is increasing, it's a needed to sustain them and assist them to climb the ladder.

Karunarathne, carried out study of 67 executives from five star hotels in Sri Lankan hospitality industry and revealed that they face various challenges related to low status,

low paid and unsecure jobs in the hotel industry. It's found that still most of the hotels do not recruit, promote or assist women workers. They are not much seen in the managerial positions. It examined the extent to which women faces challenges in order to create conducive ways for women career advancements. Organizational culture, gender equity, lack of support, and personal characteristics were rated as the major barriers. Career progression was held back due to various cross industry issues, strategic management, decision making and own initiatives.

The term glass ceiling refers to invisible barriers that avoid experienced and qualified people to move ahead and progress in the organization to reach the top position. (Knutson & Schmidgall, 1999).This generally applies to women employees or the minorities that are seen at the lower levels and are not represented at the senior levels in the organizations.

Bily and Manoochehri (1995) clarified the advancement of women's role over the ages: Traditionally a woman's role has been a homemaker and taking care of family. Since 1960s, many women have entered the industry and the number of working women has been still increasing. Even if this is the scenario, the percentage of women at mid-level and senior management level is still not satisfactory. Thus, the term "glass ceiling" is mentioned here. Schwartz (cited in Bily & Manoochehri, 1995) explained this term of glass ceiling as part of the management pyramid (Figure 2.1),

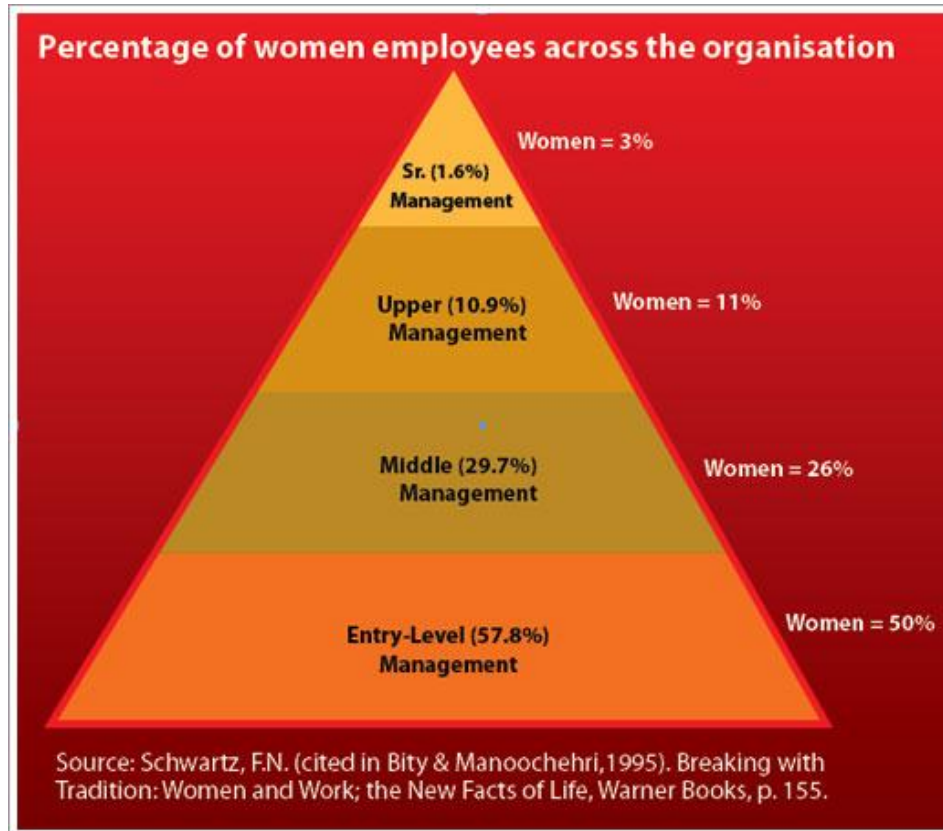


Figure .2.1

The numbers in the middle of the pyramid represent the percentage of managers in each category. The numbers on the right represent the women at each level. For example, 50% of entry-level managers are women while women accounts for only 3% senior management positions. In spite of the similarities in the backgrounds and experiences of men and women, the above figure showed women remain poorly represented at the senior level (Brownell, 1994).

(Brownell, 1994; Diaz & Umbreit, 1995) study has identified the difficulties women face in reaching the top management positions, along with the old boy network, work and family conflict, and poor childcare support.

2.3.1 Sexual Harassment

Ajay Raghavan,(2012) relates to the recently passed Sexual Harassment of Women at Workplace Bill, 2012 . It also highlights on the characteristics of the hospitality industry as bright personality, socially interactive place sometimes even in the private settings, interaction with customers, long uncertain and unusual working hours. All this indicates that the hospitality industry is prone to sexual harassment and related issues.

Sadeshini Pillay(2005) reveals the context of women in organization in South Africa and the barriers they face and how it can be overcome. It reveals that barriers like sexual harassment, male chauvinism, work life balance, organizational structure, glass ceiling and culture were the topmost challenges a women faces in her career progression at workplace.

Woods and Kavanaugh (1994) found that more than 80 percent of men and women perceive gender discrimination and sexual harassment in the workplace as a constant challenge. Women comprised of 58% of the respondents. The results revealed that most of the women hospitality graduates left the hospitality industry due to gender discrimination or sexual harassment. Another form of sexual harassment is creating an intimidating, unfriendly, or unpleasant work environment. Continuously staring with an intention to provoke and passing uncalled jokes or comments also are considered as act of sexual harassment (Woods &Kavanaugh). Woods further conducted a study which states that “nearly 25% of both female and male respondents agreed with the fact that: ‘most women in my field have been subjected to sexual harassment at work’” (Woods, 1994).

2.3.2 Gender discrimination

Sparrowe and Iverson (1999) conducted a study to observe the inequality of income in the hospitality industry. They state that, there exists a hidden form of gender discrimination in the hospitality industry as studied in the previous research, women may be represented equally at the management level but there still exists the disparity in the pay. They further observed that such disparity has been in existence for many decades and suggested to determine whether this continues or is reduced in the present conditions.

Many studies state that there exists a gender gap in the income levels. (Umbreit & Diaz) 1994, study on American women states that the hospitality industry is speedily becoming sex neutral as seen by increase number of employment opportunities in the industry. But the women still are not rewarded equally.

Umbreit & Diaz (1994) study revealed that the gender gap in incomes would have widened if the women did not academically succeed and thus the women is excelling today in higher paid jobs such as business management or undertaking more internships.

Dr. Mousa Masadeh (2013), carried out the study in Middle Eastern countries like Jordan where it reveals that the hotel industry is male dominated at the middle management level, with 33 females (16 per cent) and 174 males (84 per cent)

Woods and Kavanaugh (1994) analyzed that female managers in the hospitality industry earn \$6,400 less than their male counterparts. According to Brownell (1994) women consider lack of equity as the most dominating challenge in their career progression.

Dickerson and Taylor (2000) states that 40% of women after being surveyed were denied a promotion or raise because of their gender related characteristics.

Gregg and Johnson (1990) carried out a survey of women employees in hospitality and stated that they had to perform much harder at workplace and do a better job than their counterparts in order to get promoted at the workplace.

Molline C. Mwando, Patrick W. Mamimine, Farayi P. Kanokanga, Felistas Chimutingiza (2014), explored the challenges being faced by women in decision making positions in the hotel sector in Zimbabwe. Scourge of patriarchy, other critical challenges, power-phobia and fear of social backlash of the decision making function were few of the challenges faced.

2.3.3 Organizational Culture

Recent research has concentrated on male dominated organizational culture as a cause for the glass-ceiling phenomenon, that is, organizational culture forms one of the major barriers for women's career. Usually people prefer a particular organization or a job due

to their personal preferences, and partly due to cultural preferences based on experience and traits.

(Eagly & Johnson, 1990) study states that the management styles of male and female managers are almost equivalent. These differences had dropped to the extent as most of these were male dominated. Most of the research findings have concluded that women at top levels have customized their behavior to emulate traditional male styles (Brownell, 1994).

Eagly and Wood (1991) observed that generally very ambitious people will probably favor a competitive environment than people who are less ambitious. And, it seems likely that men will adhere more strongly to a competitive culture than women will.

Vianen and Fischer (2002) suggested that women get less attracted to take up the top management positions in comparison to men, because of their organizational culture preferences. The study reveals two major barriers a woman confronts that refrain her over the men on the way to reach top position. The first one is to step in to the management role, as very few women go forward to take this due to weaker masculine culture preferences. The second challenge is the rise from middle management to top management. Women seem to possess less motivation than men in pursuing a top management position. It is suggested that if an organization really wants to encourage more number of women entering in to top management positions, they should try to change the culture at this level and offer better salaries and equal status. Thus, the researcher concludes that both the selection process and self-choice are accountable for the slow career progression of women to top management positions.

Hayfaa Tlaiss, Saleema Kauser, (2010) study carried out of women in Lebanon Hospitality industry reveals the perception of female managers towards their career progression gets affected by organizational culture, its practices, and networks, while mentoring and tokenism were least critical. They perceived *wasta* as a powerful factor in the Lebanese culture.

Ng and Pine (2003) observed significant gender differences amongst the male and female employees in the hospitality industry, wherein the female managers are of opinion that there is a positive and strong relationship between communication skills and career development of female over male. They stressed on inadequate job knowledge, difficulty in establishing credibility, and lack of equity in training as significant challenges faced by female and male managers; and the male managers perceived them as most challenging as their counterparts.

2.3.4 Work and Family Conflicts

In recent years, research has reflected that work-family conflict is also one of the major challenges in women's career progression.

Brownell (1993) states that in spite the number of women who are both academically prepared and interested in pursuing hospitality management careers is increasing, women appear to be leaving the industry at a much higher rate than their male counterparts due to the barriers like lack of women mentors, informal information networks, and the impact of distinctive job characteristics.

Taylor (2004) states that women have been venturing into more flexible ancillary entrepreneurial ventures in hospitality to balance the work-family challenges by giving up their jobs in hospitality.

Okumus, Fevzi, Sariisik, Mehmet and Naipaul, Sandra (2010) study states that women working in five-star hotels in Turkey face insufficient time for friends and relatives, low wages and the difficulty of getting a promotion as few of the barriers while working in the hospitality industry.

Chen, Ying-Chang, Ying, Min-Zhen study carried out in Taiwanese hotel industry states that women are considered more suitable for this industry because of their pleasing personality and physical appearance. They face glass ceiling, lack of fairness in terms of employment, lack of fair job assignment, salary, etc. as few of the barriers at the time of promotion at top management level. It further reveals that female workers' career is mainly affected by personal factors such as personality, capability, physical qualities,

and family along with social factors such as organization culture (organization structure, welfare policy), and social culture (stereotype).

Liz Doherty, (2004) research carried out in the UK hospitality industry explores the effectiveness of work-life balance initiatives in assisting women progress to senior management. It states that long and irregular working hours is the major problem for women's progression in managerial role.

Lan Li, Roberta Wang Leung, (2001) study presents the general profile of female hotel managers in Singapore and examines barriers that may prevent middle-level female managers from moving up to the executive positions. The findings suggested that female managers have “given up” some family life in order to get ahead and the other barriers were due to cultural and societal sanctions.

Dr Sheeba Hamid,(2011) study focussed on the association between the level of stress and job satisfaction among female hotel employees on the basis of their marital, parental and managerial status in Delhi Hotels.

The hospitality, leisure, travel and tourism magazine- Women 1st(2010) carried out a research and recognized five major barriers that appears to be the most significant in preventing women’s career progression to senior level in this sector – the difficulty of combining work at senior level with home front responsibilities; preconceptions and gender bias, a dominant masculine organisational culture; lack of networking and elimination from informal networks of communication, and lack of visible women at top level positions

Vidya Patwardhan, and Venkatachalam, Balaji V (2011) found that even if women

Managers are seen at management levels and moving up, they do still face lot of challenges in reaching up this level. The various challenges faced by women employees are job characteristics, gender differences, family issues, work life balance, relationships at work, , mentoring ,long work hours, working environment and glass ceiling. The study carried out reflects that women continue facing these challenges in their career in the hospitality industry.

Mallon & Cassell (1999) emphasized on long hours of work as a significant challenge to seek promotions for many women employees in the industry. It's an assumption from the men's world that women's traditional role is childcare and caretaker of the home. Thus, women in top management tend to remain single or married without children.

Boone et al(2013: 12) in her study of senior hospitality male and female executives states that there is a shift in the barriers faced by women employee and they are more so ever, self imposed largely involving household and family. The author also gives positive suggestions to facilitate female careers in hospitality industry.

Brownell,(1998) expressed that "Hospitality management is a 24 X 7 job contradictory to a 9:00 a.m. to 5:00 p.m. job. To be successful in this industry it demands long working hours, a good skill of handling disaster management and problem solving. These all factors together create a demanding and grueling work experience".

Brownell further reported that to progress in the career one has to keep on changing his/her workplace, move to new places, countries, properties etc. It's very common for a hospitality individual to have a constant change in order to reach the top. Thus, one has to weigh the benefits one gets by forgoing and adapting to constant new situations in the hospitality industry.

Adler (1994) stated that there are very few women related to International management and representation of women at the top levels of American business has remained undeveloped (Altman et al., 2005). Another issue that could contribute to the women uncertainty in career progression is the issue of work-life balance. Work-life balance can be defined as the balance and satisfaction achieved between better functioning at work and home with a minimum role clash (Clark, 2000). The main concern of the women is the long and irregular working hours that are required to be put in at the work place in the hospitality industry. (Mooney & Ryan, 2008).

2.3.5 Gender Differences

Previous study revealed gender differences on factors that facilitate and constrain women's career progression.

Brownell (1994) carried a survey of 97 female and 318 male general managers. Out of the eight challenges to women's career progression, gender differences were found between female and male general managers in the study along with old boy network, family and pay and promotions, work conflict, job characteristics, lack of mentors, lack of credibility, and sexual harassment. For example, more than half of males (54%) viewed pay and promotions as a least faced challenge, while only 11% of females agreed to the same. Nearly half of males perceived old boy network as a minor challenge whereas over half of females considered this as a major challenge.

Ng and Pine (2003) found significant gender differences on the importance of effective communication skills, which indicated that female managers viewed a stronger positive relationship between communication skills and career development than males. Three obstacles were found to be significantly different between female and male managers, they were inadequate job knowledge, difficulty in establishing credibility, and lack of equity in training. In all these items, males viewed them as bigger obstacles than females.

Powell(1999) stresses on the issue of less representation of women at top level. He stated that there are many interested and qualified male for senior level jobs. It is difficult to avoid bias and discrimination at this stage because other credentials are of less importance at this level, thus giving the male to use gender based models and criteria for selection.

Hanan Kattara, (2005) study of female managers in Egypt, determines their positions in hotel departments, and states various challenges preventing them from reaching the top management positions like glass ceiling, gender discrimination, relationships at work, mentor support and lack of network access

2.3.6 Old boy network

John R. Hendrie (2008) study states the challenges present for women to be excellent Managers, team players and visionaries are old boy networks, salaries and gender equity, mentoring, gender stereotypes and work life balance.

Shelagh Mooney, Irene Ryan, (2009) relates to the struggle to retain talented female employees in their career progression having barriers such as the long working hours culture, old boy's network, recruiting and hiring practices and geographical mobility. These significantly influenced women's work-life balance, and personal-life choice.

Weber (1998) perceived importance of career obstacles as: old boy network, lack of assertiveness, male biasness and stereotyping, family and work clashes, improper career planning, and uncooperative boss.

2.4 Women friendly policies provided by HR

The organisation success depends majorly on the quality of employees it has and how efficiently their potential and talent is utilised to achieve its objectives (Nankervis & Debrah 1995). Therefore, the organisation primarily should develop efficient HRM practices and policies that would enable them to recruit, select and retain talented employees which in turn would contribute to the achievement of organizational goals and objectives. The literature review brought in light the importance of women friendly policies adopted by HR department and the performance of women employees in the industry.

The study of few of the literature on women friendly policies carried out seems to be same as family friendly working policies, which reassures that organizations do provide certain benefits to the women employees who in turn will help them to balance their family and work life (Bardoel et al., 1999). These policies mainly cover issues like long working hours, flexible work timings, part-time work, contract based jobs or work from home concept.(Bryson et al., 1998). Apart from this it also considers provision of leaves, maternity benefits, paternity leave and provision of crèche facility, assistance with childcare or providing own childcare options (Scheibl and Dex, 1998, Bryson et al., 1998). Few other literatures include assisting women with their career progression by offering various trainings and development programmes to assist in attaining the topmost positions.

Women friendly policies though seems to be a lucrative investment by Human resources, Blau et al. (2002) there are still reasons why these policies are, however, being introduced at a very slow pace. There is a tendency that more the flexibility given to the employees, harder it is to monitor such policies. Thus, the work has to be rescheduled at times which may incur additional cost for Human resource to reorganize the work schedules. The literature review on the other hand reveals that it's rather profitable for firms to invest in such women friendly policies to retain the women talent.

The most advantage of this is cost reduction. It is a tedious task to keep on training new entrants for an employee that has left the organization because of work life balance issue. Abbot et al.(1998) projected that the cost of employee turnover linked with work-life balance is approximately as high as \$75, 000 per employee.

(Freundlich, 2004, Equal Opportunities Commission, 2004) in his study has stated that such women friendly policies reduces the cost of absenteeism by 20 percent caused due to stress related sickness or emergency leave for childcare.

The implementation of these policies are a good instrument for employee retention, for provision of skilled employees and recruiting well trained and qualified workforce. (Women and Equality Unit, 2003, Equal Opportunities Commission, 2004). It also assists in boosting the staff morale, commitment and loyalty (Women and Equality Unit, 2003).

With the introduction of women friendly HR policies in the hospitality industry more women could be attracted, wherein their talent and potential could be utilized benefitting the organization. Such policies are effective, since a research conducted at the fourth World Women Work Congress in Berlin revealed that many managers discovered that employing more percentage of women is economically essential. It further stated that women being a part of organization uplifts the status of the organization, including good team work, emotional intelligence and communication skills (Kuepper, 2005).

As far as the challenges faced by women in hospitality industry are concerned, there hasn't been much study carried out in Indian Hospitality scenario. The studies conducted in this area are limited and numerous gaps exist with reference to Indian hospitality

industry. The study adds to the existing challenges with reference to the Indian hospitality scenario.

The research gaps have been identified by following approaches:

2.5 Research Gaps

If we look at the above stated literature reviews, it is quite clear that:

1. The women employees in hotel industry across the globe do face a lot of problems pertaining to their career progression in hospitality industry. The research has been carried out in countries like USA, UK ,UAE ,Australia, Newzealand, Turkey,Kenya, etc.
2. Though, the women in Indian hospitality context also faces challenges in hospitality industry in their career progression, a very few studies have been conducted or focus has been given in this area. However, study has been carried out in general on challenges faced by women at workplace.
3. The research carried out so far, is not being carried out at all levels of hierarchy of women employed in Hospitality industry.

Thus, the above research gaps lead to the following objectives:

1. To study the demographic profile of the women in hospitality industry.
2. To identify the factors affecting career progression of women employees in the hospitality Industry.
3. To analyze the factors affecting career progression of women in hospitality industry.
4. To explore the HR practices adopted by organizations to assist the women employees in their career progression in hospitality industry.
5. To suggest policies to the management to overcome these challenges faced by women employees.

2.6 Conceptual framework

The study is carried based on the following framework, wherein the researcher identified various challenges from the primary and secondary resources, that a women faces in her career progression in the Hospitality industry. Thus, challenges were taken as independent variable and career progression was assumed as dependent variable. The following challenges were analysed and the study was carried out to assess these challenges

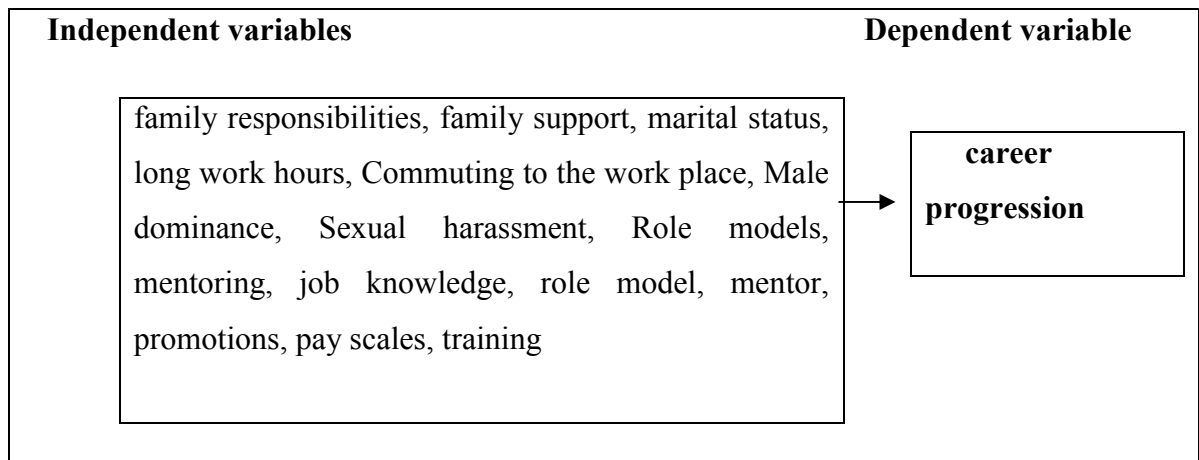


Table 2.2

2.7 TRACEABILITY MATRIX

OBJECTIVES – QUESTIONS LINK

Sr. No	Objectives	Questionnaire
1.	To study the demographic profile of the women in hospitality industry.	Part-I Questionnaire for women employees
2.	To identify the factors affecting career progression of women employees in the hospitality Industry	Review of Literature
3.	To analyze the factors affecting career progression of women in hospitality industry.	Part-II Questionnaire for women employees
4.	To explore the HR practices adopted by organizations to assist the women employees in their career progression in hospitality industry.	Literature review & Questionnaire for HR Manager
5.	To suggest policies to the management to overcome these challenges faced by women employees.	Data Analysis and Literature Review

2.8 Summary

The literature review discussed the theoretical framework of this study. It presented an overview of Hospitality industry's growth and the place of women in the same. The various challenges faced by women employees in their career progression in the Hospitality industry were discussed. Though, Indian hospitality industry is seeing a gradual progress in the number of women entrants in the industry, retention of these employees and assisting them in their career progression is an area of concern.

Over the several decades, women have been seen at greater percentage in workforce. Various other challenges faced by the women employees from the literature review were- lack of support from family, lack of mentors, long working hours, commuting at workplace, inadequate job knowledge and lack of equity in promotions.

Therefore the industry should design and adopt certain women friendly policies and working arrangements to cater to the needs and wants of women to assist them to utilize their potential to the fullest.

Thus, there exists a need to study the present gaps from the literature review to better understand the challenges faced by women employees in their career progression in hospitality industry. The management of the hotels should frame new policies to increase the representation of women in hotels and to assist them in their career progression.

With objectives framed as above the research methodology was carried out as stated in the next chapter.

CHAPTER III

RESEARCH

METHODOLOGY

CHAPTER III

RESEARCH METHODOLOGY

The aim of this research was to identify the challenges faced by women employees in their career progression in the hospitality industry. This chapter is dedicated to explain the statement of the problem, significance of the study, limitations, objective, hypotheses, research design, the population and sample size, sampling procedures, data collection and data analysis process and tools. Based on the gaps found and objectives framed thereof, the study is titled as "A study of challenges faced by women in their career progression in the Hospitality industry".

3.1 Statement of the Problem

The discussion done in the literature review confirms and brings importance to the women representation in the hospitality industry. Many studies brought forward from the literature review indicates that women do face a lot of challenges in their career progression in the hospitality industry.

Studies have showed the under-representation of women managers and gender discrimination issues in the hospitality industry. (Woods &Kavanaugh, 1994; Fagenson& Jackson, 1993; Gregg & Johnson, 1990). Still most of the organizations do not recruit, promote, or support women workers at par or equal to men (Fagenson, 1993). Brownell (1994) and Ng and Pine (2003) studied the perceptions of hospitality women managers and executives on factors that acts as barriers to women's career progression. They suggested that both hospitality educators and industry together should take responsibility for training and preparing women for their future and growth in the industry. However, a very little research has been focused on the challenges that women faces in her career progression in the hospitality industry with reference to Indian hospitality industry. This study is based on the similar approach that is adopted by Brownell and Ng and Pine.

3.2 Objectives of the study:

- 1.** To study the demographic profile of the women in hospitality industry.

A study and analysis of Demographic profile of the women will bring forward the information like age group of women working in Hospitality, their qualifications, religion, marital status, number of persons in the family for support which helps to understand various parameters of challenges faced by women.

- 2.** To identify the factors affecting career progression of women employees in the hospitality Industry.

This forms the base of the research study that the researcher aspires to seek. Various challenges faced by women in the Hospitality industry is reviewed through literature review and interviews conducted with the women employees working in the Hospitality industry to get a better insight for the study.

- 3.** To analyze the factors affecting career progression of women in hospitality industry.

An analysis of the challenges faced gives a clear understanding of the nature and types of challenges a woman faces in the Hospitality industry in her career progression which further may help the management to create and adopt better policies to assist them to overcome these obstacles.

- 4.** To explore the HR practices adopted by organizations to assist the women employees in their career progression in hospitality industry.

This objective is aimed at finding the information on the existing women friendly policies provided for the women employees to assist them in their career progression.

- 5.** To suggest policies to the management to overcome these challenges faced by women employees.

These suggestions are in the form of recommendations that the Management should develop and adopt to assist women employees which are the essential part of the talent pool of the industry to bring in the gender diversity and make the work environment a better place.

3.3 Hypotheses:

3.3.1 Hypothesis-1

Null Hypothesis(H_0) : “There is no difference in the work life balance related challenges faced by married and unmarried women in the hospitality industry in their career progression.

Alternative Hypothesis (H_1) :

Married women faces more work life balance related challenges than unmarried women in the hospitality industry in their career progression.

3.3.2 Hypothesis-2

Null Hypothesis (H_0) : “There is no significant difference between the challenges faced by women at all levels in the hospitality industry”.

Alternative Hypothesis (H_2)_: “Women at managerial level faces more challenges than women at supervisory and entry level in their career progression in the hospitality industry”.

3.4 Research Design

To achieve the research objectives the researcher adopted an exploratory and descriptive research design. As the name implies, the major objectives of this research was to identify, explore and describe the various challenges faced by women employees in their career progression in the Hospitality industry and the various women friendly policies that are offered to them to assist them in their career progression. A structured questionnaire was used to collect the data.

RESEARCH PLAN

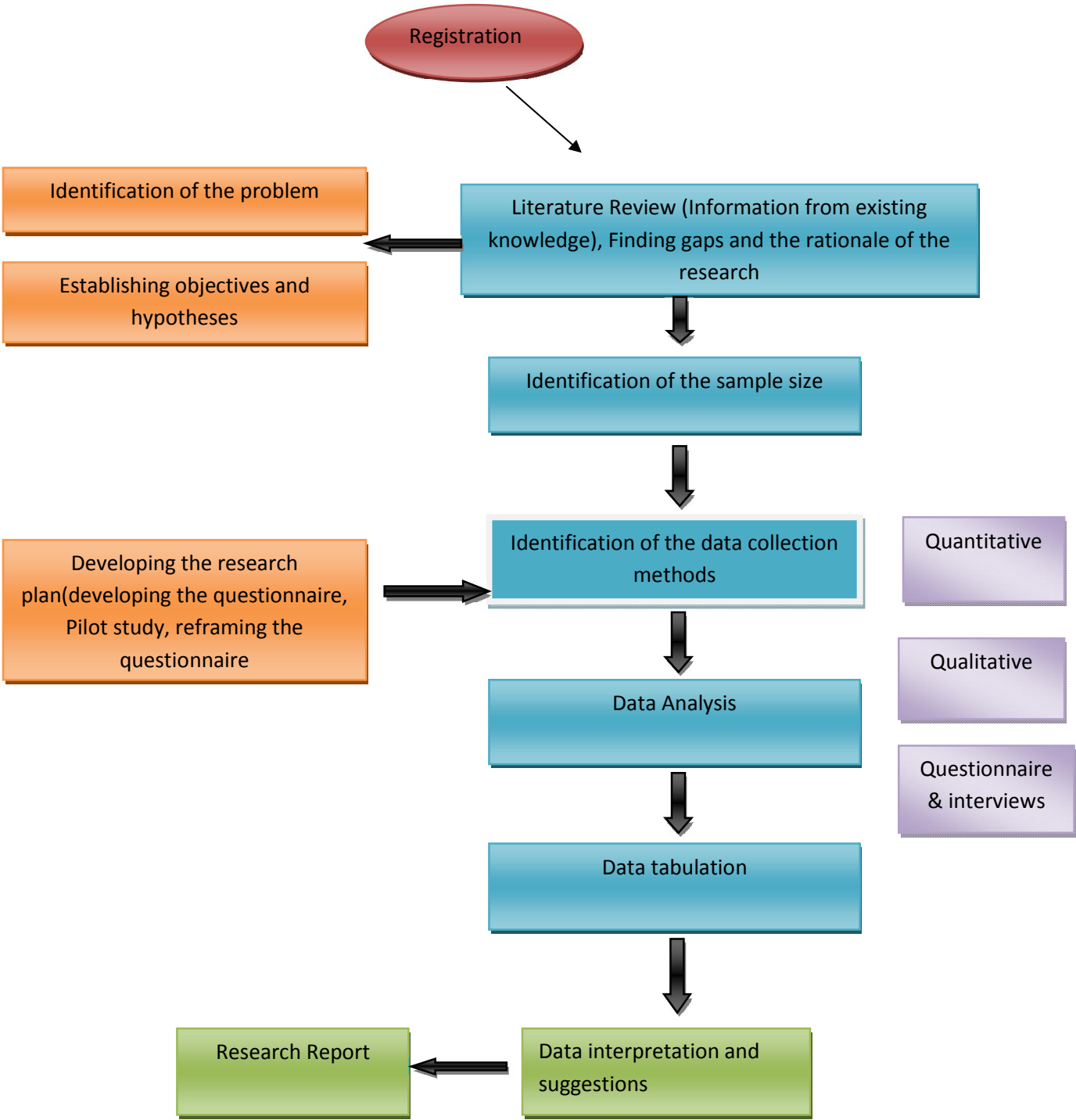


Figure 3.1

3.5 Population and Sample

The population for the study identified was the female employees at all levels in the five, four and three star hotels in Pune city and the HR managers of these hotels to understand their perceptions on the challenges faced by women employees and the facilities provided by them to overcome these challenges.

There were two sampling frames designed to carry out this research. The first one consisted of women employees from 26 five, four and three star hotels in Pune. The list of the hotels is provided at the end of this chapter and also in the Annexure. The second frame consisted of HR managers from 26 five, four and three star hotels.

The estimated sample sizes was based on the numbers of available women employees at managerial, supervisory and entry level in the hospitality industry and their HR managers. In this study, the projected sample was 35 HR managers and around 500 women employees.

Table 3.1 Category-wise selection of hotels in Pune

Five Star Hotels	Four Star Hotels	Three Star Hotels
JW Marriott, Pune	St Laurn Hotel	The Centurion Hotel
Hyatt Regency	The E Square Hotel	Kohinoor Executive Hotel
Four Points By Sheraton	Lemon Tree Hotel, Hinjewadi	Cocoon Service Hotel
The O Hotel	Seasons - An Apartment Hotel	Fortune Inn Jukaso
Le Meridien	Vits Hotel	Hotel Madhav International
Double Tree By Hilton	Hotel Aurora Towers	Hotel Sayaji
The HHI, Pune	The Central Park Hotel	Hotel Studio Estique
Hotel Oakwood Premiere	Royal Orchid Golden Suites	Orbett Hotel
Novotel	Ibis	Hotel Shree Panchratna
The Orchid	Oakwood Premier Pune	Fortune Inn Exotica
The Pride Hotel	Hyatt Place Pune Hinjewadi	Citrus Hotels
Hyatt Pune	Ramee Grand	Hotel Royal Park
Radisson Blu Hotel Pune	Keys Klub Hotel ParcEstique	The Oakwood

Kharadi		
Vivanta By Taj Blue Diamond	Royal Orchid Central Pune	Le Royce - The Boutique Hotel
Sun-N –Sand	Hotel Sagar Plaza	Ginger Pune Wakad
The O Hotel	The Corinthians Resort & Club	Hotel Woodland
West In	Deccan Rendezvous	The Coronet Hotel
Taj Gateway		
Holiday Inn Hinjewadi		
Courtyard By Marriott City Center		
Courtyard By Marriott Hinjewadi		

Table 3.2 Level of respondents by category of hotels

Level of respondents of women employees	Category of hotels			Total
	Five star	Four star	Three star	
Managerial level	94	19	11	124
Supervisory level	103	15	16	134
Entry level	284	45	16	345
HR Managers	15	05	06	26

3.5.1 Sampling Unit:

The population for the study was comprised of women employees and HR Managers from Hospitality industry in Pune from Five, Four and three star hotels. The researcher

contacted and identified respondents representing hospitality industry from various star category hotels to assist in selection of sample and data collection.

SAMPLE POPULATION

Unit of hotel	Respondents (Management)	Respondents (Employees)
Three, Four and Five-star hotels	Human Resource Manager, Head of the Departments	Manager, Supervisors, entry level staff

Table 3.3

3.5.2 Sample size:

The population being the “women employees and the HR manager of the hotels is homogeneous in nature due to the similar characteristics, service conditions and the environment of the hospitality industry. Considering the fact, a total sample of 282 women employees and 26 HR Managers (1 manager each) were selected from these hotels. 14 questionnaires were not considered as they were incomplete. The sample comprised of the women employees at all levels i.e. entry, supervisory and managerial of 26 five and four and three star category hotels. The method adopted for sampling was Quota sampling. The method of the sample derived is explained in annexure. Out of the total 600 women employees in the entire 26 hotels around 1/3 women responded as sample for the study.

POPULATION SIZE

	Five star Hotels	Four star Hotels	Three star hotels
NO.OF HOTELS	18	21	24
SAMPLE SELECTED	18	14	13
ACTUAL HOTELS RESPONDED	16	05	05
ESTIMATED POPULATION SIZE	720 WOMEN	105 WOMEN	120 WOMEN
SELECTED WOMEN SAMPLE	481	79	43
ACTUAL WOMEN RESPONDED	222	38	22

Table 3.4

3.5.3 Determining sample size from a given population size

The sample size is determined by referring to the model of Robert V Krejcie , Darley W. Morgan, “Determining Sample size for research activities, Educational and psychological measurement”,1970, 30, 607-610.(Annexure)

N is population size = 900

S is sample size = 269

The sample responded back for this study is 282 out of a population of 900. 14 questionnaires were screened and found incomplete, resulting in a sample size of 268.

3.6 Scope and limitations:

1. This study is carried out in the luxury hotels (Five, Four and three star) in Pune city. The proportion of women employees in the three star category hotels was negligible as compared to five and four star hotels as mostly the services are outsourced, wherein the women employees are visible. E.g. Housekeeping department. In smaller chain of hotels, especially three star hotels, due to uneducated and contracted staff, there were restrictions on understanding and responding to the questions by the respondents.
2. The researcher has mostly collected data by distributing questionnaire personally and by email, thus data collected is more or less quantitative and less of qualitative. But the researcher admits that the combination of qualitative and quantitative techniques both would end up in giving the accurate results. However, it was not possible to collect the data qualitatively i.e. by conducting in depth interviews or focus group discussions.
3. The respondents in some hotels were hesitant to disclose the information due to HR policies of not disclosing the hotel data. Thus, the researcher had to make lot of efforts to convince the HR manager and the operational staff to fill so.

3.7 Research Instrument

The designing of the questionnaire was based on the one developed by Li and Leung (2001) and Yan Zhong (2006). The data analyzing was done using percentages to know their responses on the various challenges and issues related.

1. Brownell (1994) conducted a study on general managers' perceptions of factors related to women's career advancement in the industry in US. Ng and Pine (2003) conducted a study on the similar lines for women managers in Hong Kong. The research design adopted by Brownell (1994) and Ng and Pine (2003) and Dr. Megha Gupta (2010) formed the basic structure for this study with some changes as required. The research methods applied to this study is quantitative.

2. In addition, the challenges were identified and comparisons were made within each challenge. The qualitative measures in the form of two open-ended questions were used to assemble additional information about any other challenges the women faces and the suggestions were asked to overcome these challenges to promote their career progression in the hospitality industry.

3.7.1 Tools used for the study

In all two types of questionnaires were developed and used while conducting the study. One is for the women employees and the other is for the HR managers from the hotels.

The first set of questionnaire was based on the questionnaire used by Brownell (1994), and Ng and Pine (2003), further modified by Li and Leung (2001) and Yan Zhong (2006) and used with their consent. The benefit of using Brownell and Ng and Pine's questionnaire was that it provided stronger validity and reliability, as it is previously used and evaluated.

The second set was based on questionnaire developed by Dr. Megha Gupta(2010).

3.8 Modifications

The original questionnaire was developed for collecting information from managers in the hospitality industry. However, the present study was designed to understand the challenges faced by women employees at all levels and the HR managers. Thus, it was necessary to assess and alter the original questionnaire to better suit the new respondents.

- The original questionnaire was designed using a six-point Likert scale. For this research study, the revised questionnaire was designed with a five-point Likert scale, which would enable a sufficient response variance and make it simpler for respondents to complete the survey. (Steiber&Krowinski, 1990).
- Two open-ended questions for suggestions from women employees to facilitate women's career progression in the hospitality industry were asked.
- Demographic profile questions were revised for the women employees.

- Questionnaire was designed for HR managers to understand their perspective of the challenges faced by women employees and the policies provided by them to assist the women employees for their career progression.

3.8.1 Revised Questionnaire

The revised questionnaire was given to the women employees from the industry, as a part of pilot study to ascertain its validity, identify the challenges that were covered and look for any other suggestions. Few changes were made based on the suggestions received.

1. The Respondents were requested to give their opinions on a five-point Likert scale, considering “1” being “not important” and “5”, being “extremely important” to women’s career progression.
2. Factors identified as a challenge to women’s career progression were: difficulties in establishing credibility, conflicts with family activities, job characteristics such as irregular work hours, lack of equity in pay, lack of equity in training, lack of equity in promotion decisions, old boys network, sexual harassment, inadequate job knowledge, lack of mentoring/coaching, lack of role models, being married, being a single parent, child care responsibilities, and lack of support systems at work. Respondents were requested to give their opinion on each factor with “1” strongly agree and: “5” strongly disagree.
3. Demographic profile for women employees included age, religion, marital status, educational information, and years of experience in the hospitality industry.
4. Open-ended questions: Women employees and HR Managers were asked to opine on what management of the hotels could do to help women employees to progress in their profession and the ways to lessen the challenges they face.

3.9 Pre Test and Pilot Study

The questionnaire was pre tested on a sample of 8 women from industry working at different levels. Two HR Managers were considered in the pilot study. Few minor changes to the questionnaire were made after the pilot study.

3.10 Methods of data collection:

The primary data was collected with the help of following tools. The details are given below.

Interviews: The researcher conducted interviews and informal talks with the Human resource manager and the women employees from the sample of five, four and three star hotels in Pune city to get an insight of the challenges faced by the women and HR managers' perceptions of the same.

Questionnaire: A questionnaire was drafted keeping in mind the most of the challenges faced by women employees and handed over to the women employee to obtain their responses on a 5 point Likert scale with two open ended questions. The data was then analyzed keeping in mind the objectives and testing of hypotheses of the study.

Secondary data: The secondary data is collected from Academic journals (print and online versions), books, periodicals, internet investigations (websites), thesis references, government reports, magazines, hospitality newsletters, newspapers any other published reports.

3.11 Data tabulation

After data feeding in Excel sheets, it was coded and then used for analysis using SPSS software (Version 16.0). The relevant chi-square values for association of variables were calculated and placed below relevant tables.

The analysis of data was done in two stages.

1. Uni-variate analysis.

2. Bi-variate analysis.

First, the simple frequencies of all variables were taken in Excel format. The main purpose of the uni-variate analysis is to get clear data without inconsistencies. The frequency analysis is presented for the HR managers and to explain the demographic details of the women employees. The rest of the parameters will be presented in the bi-variate format. The chi-square values, degree of freedom and 'P' values arrived at by using SPSS software (Version 16.0) are also mentioned in tables.

3.12 Summary

This chapter discussed about the statement of the problem, objectives and hypotheses of the study. It also described the research methodology used in this study. It illustrates the research design; details of respondents and the sample size used. It also introduced and explained the changes brought in the questionnaires, data collection methods, its process, tools used and its analysis.

CHAPTER IV

DATA ANALYSIS

CHAPTER IV

DATA ANALYSIS

This chapter states the analysis of the data and the results obtained thereon Hypothesis testing is also presented in the results .The quantitative and qualitative data in this study were obtained by distributing the questionnaires in the five, four and three star hotels in Pune. Data Analysis comprised of organising, cleaning, transforming and modelling the collected data to meet the research objectives. The raw data was obtained and further converted into required statistical reports.

4.1 Results

As stated in earlier chapter two questionnaires are prepared and distributed in all the 26 hotels, one is for HR managers and one is for the employees. The analysis was done and presented separately for the two questionnaires. In the first part of this chapter the results obtained from the HR managers are presented in the form of uni-variate tables. The study was conducted in 26 Star hotels in Pune city to assess the problems faced by the women employees in their career progression while working in the hotel industry.

In all 26 HR Managers had filled in the forms which were provided to them. The following tables are dedicated to explain the results obtained from the analysis of these tools.

4.1.1. Total number of Hotels

Table 4.1 and graph 1 depicts the distribution of the hotels by star category of the hotel. It can be observed from the table that the proportion of respondents from three and four star hotels is around 19 percent each and almost 62 percent are from the five star hotel category. Hence it can be said that among the three categories the proportion of respondents from five star hotels are very high.

Table 4.1 Proportion of the hotels by star category of the hotel

Star category of the Hotel		
Star Category	Frequency	Percent
3 Star	5	19.2
4 Star	5	19.2
5 Star	16	61.5
Total	26	100

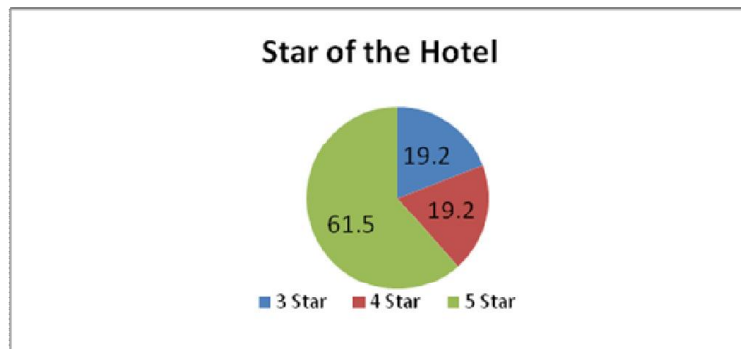


Figure 4.1

Table 4.2 Proportion of employees in the hotel

Total number of employees in the hotel		
Category	Frequency	Percent
Less than 50	1	3.8
50-100	2	7.7
101-300	15	57.7
301-500	7	26.9
501-750	1	3.8
Total	26	100

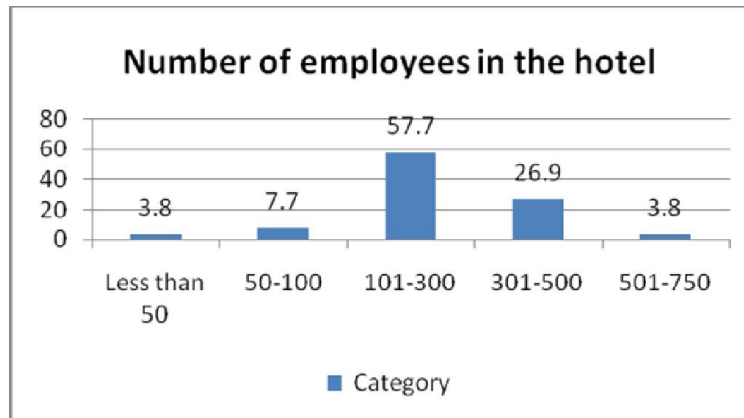


Figure 4.2

Table 4.2 and figure 2 shows the proportion of employees in the hotel as per the records of the hotel. The total number is categorized in five categories as less than 50, 50-100, 101-300, 301-500 and more than 500-750 employees. It can be observed from the above table that almost 58 percent of the hotels are having 100-300 employees, followed by 27 percent are having up to 500 employees. Only one hotel has less than 50 employees and more than 500 employees, whereas 2 hotels have up to 100 employees in their hotel. So it can be said that all the hotels have a large number of employees. As seen in the earlier table there is more 5 star hotels the number of employees are expected to be high in the hotels.

Table 4.3 Proportion of women employees in the hotel

Total number of women employees		
Category	Frequency	Percent
Less than 25	8	30.8
26-50	10	38.5
51-75	7	26.9
76-100	1	3.8
Total	26	100

Table 4.3 explains the proportion of women employees in the hotels. It can be seen from the table that most of the hotels are having very less proportion of women employees. Only one hotel shows around 75-100 women employees. More than 38 percent of the hotels have 26-50 women employees followed by 31 percent less than 25 women employees. The proportion of hotels having up to 75 women employees is almost 27 percent. In all, it can be said that the proportion of women employees in all the hotel categories is 10-100 women employees and not more than that.

Further the information was also taken from the HR managers about the number of total employees at the entry, supervisory and managerial level and also the pattern was followed for the women employees.

Table 4.3A Total number of employees at each level and the percentage of women

Employees at each level

Level of employees	Total employees in the hotel	Total number of Male employees	Total number of Female employees	Percentage of female employees
Entry	2643	2298	345	13 %
Supervisory	1042	881	161	15%
Managerial	462	338	100	22%
Total	4123	3517	606	14.6%

The table 4.3 A shows the total number of employees in the sample hotels. It is observed that the women employees at entry level are 13 %, at supervisory level are 15 % and at managerial level are 22 %.

Thus, it can be observed that overall percentage of women employees working is only 14.6 %.

Table 4.4 to table 4.9 throws light on the frequencies of the employees and women employees in the 26 hotels.

Table 4.4 shows the distribution of the total employees at the entry level. It can be observed from the table that the proportion of hotels having 51-100 employees at entry level is more than 38 percent which is highest among the all. The proportion of hotels having less than 50 employees at entry level is almost 27 percent. And 35 percent hotels have more than 100 entry level employees.

Table 4.4 Proportion of employees at entry level in the hotel

Number of employees at entry level		
Category	Frequency	Percent
Less than 50	7	26.9
51-100	10	38.5
More than 100	9	34.6
Total	26	100

In case of the supervisory level the number reduces. Table 4.5 shows that almost 73 percent hotels are having less than 50 employees at the supervisory level. This proportion is 15 percent for 51-100 employees and more than 11percent for more than 100 employees respectively.

Table 4.5 Proportion of employees at supervisory level in the hotel

Number of employees at supervisory level		
Category	Frequency	Percent
Less than 50	19	73.1
51-100	4	15.4
More than 100	3	11.5
Total	26	100

Table 4.6 Proportion of employees at managerial level in the hotel

Number of employees at managerial level		
Category	Frequency	Percent
Less than 10	8	30.8
11-50	18	69.2
Total	26	100

Table 4.6 shows the proportion of employees in the hotels at managerial level. It can be observed from the table that more than 69 percent hotels have 11-50 employees at the managerial level. The proportion of hotels having less than 10 employees at managerial level is almost 31 percent which is quite high in itself.

Along with the information about the total employees the information about the total number of female employees at entry, supervisory and at managerial level was also

gathered as this study focuses on the challenges faced by the women employees in their career progression.

Table 4.7 Proportion of female employees at entry level in the hotel

Number of female employees at entry level		
Category	Frequency	Percent
No women employee	2	7.7
Less than 10	8	30.8
11-20	12	46.2
Above 20	4	15.4
Total	26	100

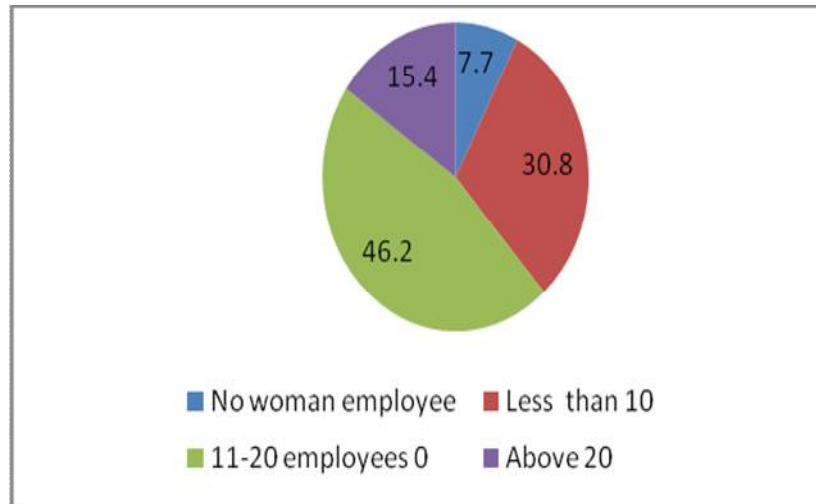


Figure 4.3

Table 4.7 to 4.9 describes about the proportion of the women employees at each level in the hotels. As shown in the table 4.7 around 46 percent hotels have up to 20 women employees at entry level, which is highest among the all. Around 15 percent hotels have more than 20 female employees at entry level, where as it is 31 percent for less than 10

employees at entry level. Around 8 percent hotels do not have any women employee at entry level.

Table 4.8 Proportion of female employees at supervisory level in the hotel

Number of female employees at supervisory level		
Category	Frequency	Percent
No women employee	3	11.5
Less than 10	20	76.9
11-20	3	11.5
Total	26	100

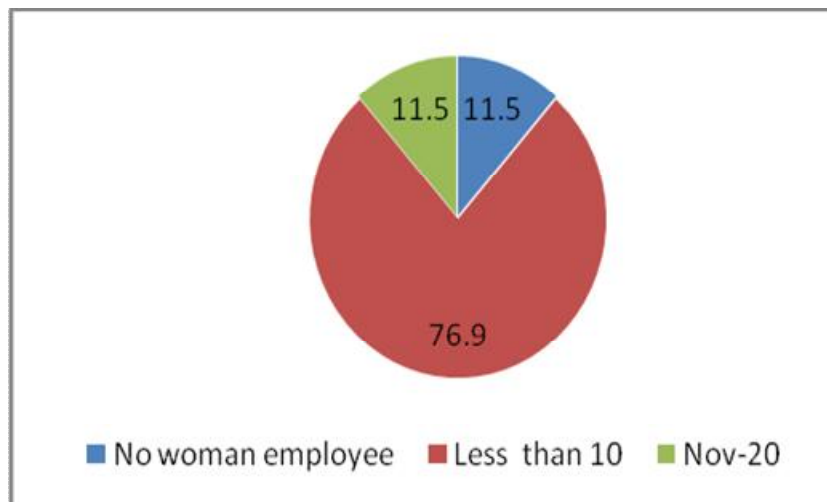


Figure 4.4

Table 4.8 shows the proportion of female employees at supervisory level in the 26 hotels of Pune city. Around 78 percent hotels have less than 10 female employees at supervisory level which is very high. 11 percent hotels have up to 20 women employees at supervisory level and around 11 percent hotels have no women employees in the supervisory level. From the above table it can be said that in all the categories of the hotel the number of female employees at supervisory level is very less than the entry level. Almost same kind

of picture can be observed in the hotels regarding the female employees at the managerial level. The proportion of hotels having less than 10 female employees increases up to 85 percent in case of the managerial level, which can be observed from the table below.

Table 4.9 Proportion of female employees at managerial level in the hotel

Number of female employees at managerial level		
Category	Frequency	Percent
No woman employee	2	7.7
Less than 10	22	84.6
11-20	2	7.7
Total	26	100

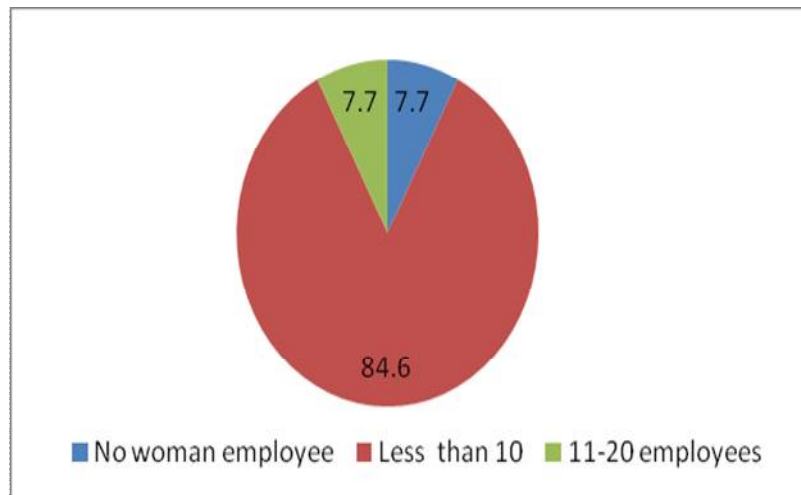


Figure 4.5

In the second part of the questionnaire the HR managers were asked about the current policies and facilities provided to the women employees in the hospitality industry to assist them in their career progression.

Table 4.10 Proportion of hotels having policy/guideline for male female employee ratio

Policy /guidelines for male/female employee ratio		
	Frequency	Percent
Yes	11	42.3
No	15	57.7
Total	26	100

Interpretation: It is observed that 58 % hotels in Pune do not have any policy/guidelines to be maintained regarding male/female employee ratio overall in the hotel.

Table 4.11 At which level women employees are preferred

At which level women are preferred		
	Frequency	Percent
Managerial	1	3.8
Supervisory	2	7.7
All above positions	21	80.8
None of the above	2	7.7
Total	26	100

The table shows that almost 81 percent of the hotels prefer the women employees at both supervisory and managerial level, whereas surprisingly 2 hotels do not prefer any female employee in their hotel. The proportion of hotels preferring women employees at managerial level and supervisory level is 3.8 percent and 7.7 percent respectively.

Interpretation: It is observed that 80% hotels prefer women employees at all levels. i.e entry, supervisory and managerial to maintain the balance.

Table 4.12 Proportion of hotels having flexible working hours

Provision of Flexible working hours		
	Frequency	Percent
Yes	10	38.5
No	7	26.9
Only in special cases	9	34.6
Total	26	100

Table 4.12 explains that only 38 percent of the hotels provide flexible hours for the women employees, whereas this proportion is almost 35 percent in special cases. Still 27 percent of the hotels do not provide any flexible hours to the female employees and are very rigid about the working hours, which might act as a hindrance in the career progression of the women.

Interpretation: It is observed that only 38 % hotels provide flexible working hours in the hospitality industry for the women employees by giving them consideration in the shifts. i.e. either morning or afternoon shift.

Table 4.13 Proportion of hotels having crèche facility

Provision of crèche facility		
	Frequency	Percent
Yes	2	7.7
No	24	92.3
Total	26	100

The women who are not having any support system of looking after the kids' needs crèche facility in the hotel. If it is provided by the hotel or the employer, it will easier for the women to look after their children the above table shows that this facility is provided only in 8 percent of the hotels which is very low. The women having kids and no support system or crèche facility faces more difficulty in retaining their jobs.

Interpretation: It is observed that 92% hotels do not provide Crèche facility for the women employees for childcare at work place

Table 4.14 Proportion of hotels having maternity leave policy

Provision of maternity leave policy		
	Frequency	Percent
Six months with pay	5	19.2
Six months(3months with pay+3months without pay	3	11.5
3 months with pay	18	69.2
Total	26	100

Table 4.14 explains whether the hotel having maternity leave policy for the women employees. It can be observed that more than 69 percent of the hotels do provided a 3 months leave with pay which is a considerably fair proportion. Around 19 percent of the hotels also provide 6 months maternity leave with pay. More than 11 percent of the hotels provide this facility but 3 months with pay and 3 months without pay.

Interpretation: It is observed that only 70 % hotels provide maternity leave 3 months with pay to the women employees in the hospitality industry as against the government policy of 6 months maternity leave.

Table 4.15 Proportion of hotels having maternity leave policy without considering the experience

Provision of maternity leave policy without considering the experience		
	Frequency	Percent
Yes	02	11.6
As per the policy	06	23.1
No	18	64.8
Total	26	100

Table 4.15 shows the proportion of the hotels where maternity leave is being given without considering the experience of the female employee. In some hotels the entry level employees or the fresher with less experience are not given maternity leave. Around 23 percent of the hotels say that they give the maternity leave without considering their experience of the female employee. Around 80 percent hotels do not give maternity leave without considering the working experience.

Interpretation: It is observed that 66 % hotels do not provide maternity leave to the women employees without considering their working experience.

4.16 Proportion of hotels having transport facilities in the night shift

Provision of transport facility in night shifts.		
	Frequency	Percent
Yes	22	84.6
No	4	15.4
Total	26	100

Table 4.16 shows the proportion of the hotels providing transport facility in the night shift to the employees. It can be seen from the table the proportion of hotels providing transport facility to the women employees is as high as 85 percent, but still 15 percent of the hotels among the total do not provide such facility to the employees.

Interpretation: It is observed that 85% hotels do provide transport facility to the women employees working in night shifts. Since women safety concerns is given prime importance, transport facility is provided to all women working in night shifts.

4.17 Proportion of hotels having age limit for new entrants

Provision of any age limit for new entrants		
	Frequency	Percent
Yes	9	34.6
No	17	65.4
Total	26	100

Table 4.17 shows that more than 34 percent of the hotels consider the age factor for the new entrants in the industry.

Interpretation: It is observed that 65% hotels do not have any age limit for the new entrants as women is considered as an integral part of the hospitality and the hotels do want them to recruit at all levels.

The below table explains about the preferences given by the hotels for the women employees based on marital status.

Generally hotels prefer unmarried women employees as they do not have to provide with facilities like crèche, flexible working hours or maternity leave and are ready to work long hours. But Table 4.18 shows that most of the hotels give equal preference to both the women without considering their marital status. In one hotel each the preference is given to only married women and unmarried women respectively.

4.18 Proportion of hotels gives preference to married/unmarried women

Gives preference to married/unmarried women		
	Frequency	Percent
Married women	1	3.8
Unmarried women	1	3.8
Equal preference to both	24	92.3
Total	26	100

Interpretation: It is observed that 92% hotels give equal preference to the married as well unmarried women at the time of recruitment.

4.19 Proportion of hotels having night shifts for women employees

Provision of night shifts for women employees		
	Frequency	Percent
Yes	3	11.5
No	14	53.8
Sometimes not in all departments	9	34.6
Total	26	100

The table shows that 11 percent of the hotels have night shifts, whereas the proportion is 54 percent for not having night shifts for the women employees. Almost 35 percent hotels say that in few departments the night shifts are given to the women but not in all departments.

Interpretation: It is observed that Night shifts are generally not allocated to the women employees as a part of safety, though around 12 % hotels do allocate such shifts occasionally.

4.20 Proportion of hotels having come back provision for women employees

Provision of comeback policy after a career break		
	Frequency	Percent
Yes	6	23.1
No	20	76.9
Total	26	100

Table 4.20 explains about the comeback provision given to the employees. If in case any employee has to leave the job because of any reason, there is a facility or provision given to her to come back and join the hotel after her break in career. The proportion of hotels providing such kind of facility is just 23 percent. But still 77 percent hotels do not provide such kind of comeback policy.

Interpretation: It is observed that around only 23% hotels provide come back policy after a break in career for the women in the hospitality industry.

4.21 Proportion of hotels having women grievance cell

Provision of Women grievance cell		
	Frequency	Percent
Yes	3	11.5
No	23	88.5
Total	26	100

With regards to grievance redressal cell for women employees, around 89 percent of the hotels do not have a separate grievance cell for the women employees, to register their grievances, which is quite high in itself. Only 12 percent hotels have such cell in their hotels.

Interpretation: It is observed that 89% hotels do not provide special grievance cell for the women employees to register and resolve their grievances.

4.22 Proportion of hotels having counselling cell for women employees

Provision of Counselling cell for women employees		
	Frequency	Percent
Yes	7	26.9
No	19	73.1
Total	26	100

The proportion of hotels having counselling cell for the women is 27percent. Almost 73 percent does not have counselling facility given to the women employees in their hotels.

Interpretation: It is observed that around 73% hotels do not provide any special counselling cell for women employees which is required to counsel the women at times of stress or difficulties of managing work life balance issues.

4.23 Proportion of hotels having women at GM level

How many women worked as GM in your hotel		
	Frequency	Percent
1	25	96.2
2	1	3.8
Total	26	100

Up till now almost all the hotels except 1 hotel have only 1 employee at the General Manger level.

Interpretation: It is observed that only one woman was observed in the capacity of GM in the hospitality industry in Pune city.

Further the HR managers were asked to fill up their views about whether the women employees face challenges in their career progression in the hospitality industry.

Table 4.24 to table 4.46 explains the views of the HR mangers about the parameters where the women employees faces challenges while working in the hospitality industry. A five scale Likert scale has been used to record their responses. First question was asked whether the women employees find it difficult to progress in their carriers due to the conflicts with family responsibilities. The HR managers perception with regards to challenge of facing conflicts with family responsibilities is around 54 percent felt that women employees cannot progress in their jobs due to the family responsibilities. The proportion of showing neutral approach is 23 percent and 23 percent of them do not agree with the fact that family responsibility becomes an obstacle in their carrier progression.

4.24 Perception of the HR managers about women having conflicts with the family responsibilities

Challenge: Conflicts family responsibilities		
	Frequency	Percent
SA/A	14	53.8
Neither agree nor disagree	6	23.1
SD/D	6	23.1
Total	26	100

Interpretation: It is observed that around 54 % women employees do face conflicts with family responsibility as a challenge while working in the hospitality industry in their career progression.

Table 4.25 Perception of the HR managers about women having childcare responsibilities

Challenge: Childcare responsibilities		
	Frequency	Percent
SA/A	19	73.1
Neither agree nor disagree	5	19.2
SD/D	2	7.7
Total	26	100

More than 73 percent of the HR managers agree with the fact that women employees do face childcare responsibilities as one of the challenge. Only 8 percent do not agree with this whereas 19 percent are neither agree nor disagree with this.

Interpretation: It is observed that 54% women employees do face childcare responsibilities as a challenge while working in the hospitality industry in their career progression.

Table 4.26 Perception of the HR managers about women being married

Challenge: Being married		
	Frequency	Percent
SA/A	12	46.2
Neither agree nor disagree	9	34.6
SD/D	5	19.2
Total	26	100

Table 4.26 shows that 46 percent HR managers feel that being married is an obstacle in the career progression of the women employees in hospitality industry. Due to the family responsibilities sometimes they are unable to give priority to their career resulting into the compromise in their promotions. Around 35 percent HR managers has shown neutral approach in responding to this and 19 percent have disagreed to this fact.

Interpretation: It is observed that 46% women do feel being married is an obstacle in the career progression of the women employees in hospitality industry. Due to the family responsibilities sometimes they are unable to give priority to their career resulting into the compromise in their promotions.

Table 4.27 Perception of the HR managers about women being single parent

Challenge: Being single parent		
	Frequency	Percent
SA/A	11	42.3
Neither agree nor disagree	10	38.5
SD/D	5	19.2
Total	26	100

There are some women employees who may be a single parent, either divorced or widowed. They face difficulty in their career progression because of the child care responsibility. Almost 42 percent of the HR managers strongly agree to this. Even the proportion of the managers showing neutral approach to this is quite high as 39 percent and more than 19 percent do not agree to this.

Interpretation: It is observed that 42% that being single parent does become a challenge while working in the hospitality industry as managing work and childcare becomes difficult.

Table 4.28 Perception of the HR managers about women lacking family support

Challenge: Lack family support		
	Frequency	Percent
SA/A	15	57.7
Neither agree nor disagree	6	23.1
SD/D	5	19.2
Total	26	100

The above table depicts the opinion of the HR managers about the challenge faced by women employees with regards to lack of family support. More than 57 percent managers feel that women employees do face the challenge of lack of family support while working in the hotels. The proportion of managers taking neutral approach is 23 percent where as 19 percent disagree with this fact.

Interpretation: It is observed that 57 % women employees do face the challenge of lack of family support while working in hospitality industry in their career progression which affects the work life balance of the women too.

4.29 Perception of the HR managers about women having special job characteristics

Challenge :Special job characteristics(long working hours)		
	Frequency	Percent
SA/A	20	76.9
Neither agree nor disagree	2	7.7
SD/D	4	15.4
Total	26	100

Having special job characteristics such as irregular or long working hours or shift duties can be one of the hindrances in the career progression of the women employees in the hotel industry. Almost 77 percent of the HR managers do agree with the challenge of special job characteristics that a woman faces in the hotel industry. The proportion of managers showing neutral approach to this is around 8 percent. Almost 15 percent of them do not agree upon this.

Interpretation: It is observed that 77% women face special job characteristics i.e. irregular/long working hours as the major challenge in the hospitality industry in their career progression which at times causes stress and affects the WLB of the women employees.

4.30 Perception of the HR managers about women having inadequate job knowledge

Challenge: Inadequate job knowledge		
	Frequency	Percent
SA/A	8	30.8
Neither agree nor disagree	12	46.2
SD/D	6	23.1
Total	26	100

The next table shows the opinions of the HR managers about women having adequate job knowledge. Almost 31 percent of them agree upon this. More than 46 percent neither agree nor disagree. The proportion of managers who do not agree with this is 23 percent.

Interpretation: It is observed that 30 % women employees face inadequate job knowledge as the challenge in the hospitality industry in their career progression. Most of the times the new entrants face such challenge as they are not completely aware of the working of the industry and thus may feel so.

4.31 Perception of the HR managers about lack of the acceptance of the profession by the society

Challenge: Lack of acceptance job		
	Frequency	Percent
SA/A	8	30.8
Neither agree nor disagree	8	30.8
SD/D	10	38.5
Total	26	100

Table 4.31 shows the views of the managers about the lack of acceptance of the profession by the society. The special characteristics of the hospitality jobs are not yet socially accepted by the people. Around 31 percent of HR managers are of the opinion that this can be an obstacle in the career progression of the women employees. More than 38 percent disagree with this and 31 percent have a neutral approach towards this.

Interpretation: It is observed that 30 % women face lack of acceptance of the profession by the society is as the challenge in the hospitality industry. Societal and cultural pressures availing in India does create this sort of a challenge for the women employees.

4.32 Perception of the HR managers about women having problems in commuting to the work place

Challenge: Commuting at work place		
	Frequency	Percent
SA/A	9	34.6
Neither agree nor disagree	7	26.9
SD/D	10	38.5
Total	26	100

Table 4.32 shows the views of the HR managers about women having problems in commuting to the work place. Most of the women face difficulty in commuting and reaching to the work place. Almost 35 percent of the HR do agree upon this where as more than 38 percent disagree to the same. Almost 27 percent neither agree nor disagree with this.

Interpretation: It is observed that 34 % women face commuting at workplace as a challenge while working in the hospitality industry as most of the hotels are situated at the outskirts of the city and commuting does become a issue specially at peak periods.

4.33 Difficulty in moving to new place of transfer

Challenge: Difficulty in moving to new place of transfer		
	Frequency	Percent
SA/A	11	42.3
Neither agree nor disagree	7	26.9
SD/D	8	30.8
Total	26	100

Table 4.33 shows the views of the HR managers about the women employees facing difficulty in moving to new place of transfer. Almost 42 percent are of the opinion that the women employees face difficulty in moving to new place of transfer. The proportion of HR managers disagreeing to this is almost 31 percent which is quite high. The proportion of HR managers showing neutral approach is 27 percent.

Interpretation: It is observed that 42 % women employees face difficulty in moving to new place of transfer as one of the challenge while working in the hospitality industry.

4.34 Perception of the HR managers about lack of fairness in pay

Challenge: Lack fairness in pay		
	Frequency	Percent
SA/A	4	15.4
Neither agree nor disagree	10	38.5
SD/D	12	46.2
Total	26	100

Table 4.34 explains about the women employees feeling that there is lack of fairness in the pay amongst the men and women employees. In this case more than 42 percent of the HR managers do not feel that there is any unfairness in the pay. Only 15 percent of them feel that lack of fairness in the pay can be an obstacle in the career progression of the women employees. 38 percent HR managers have a neutral approach.

Interpretation: It is observed that 15 % women face lack of fairness of pay as a challenge while working in the hospitality industry.

4.35 Perception of the HR managers about lack of fairness in training

Challenge: Lack of fairness training		
	Frequency	Percent
SA/A	4	15.4
Neither agree nor disagree	6	23.1
SD/D	16	61.5
Total	26	100

Table 4.35 depicts the views of the HR managers about the lack of fairness in the training given to the women employees. Near about 62 percent of the respondents do not agree with this that there is any lack of fairness in the training given to the women employees. Still 15 percent of them have agreed upon this, where as the proportion of managers having neutral approach is 23 percent.

Interpretation: It is observed that 15 % women face lack of fairness in training as a challenge while working in the hospitality industry. Though equal opportunities are given mostly by all hotels to their employees, there are few women who feel that they are not provided with adequate training programmes.

4.36 Perception of the HR managers about lack of fairness in promotion

Challenge: Lack of fairness in promotion		
	Frequency	Percent
SA/A	4	15.4
Neither agree nor disagree	3	11.5
SD/D	19	73.1
Total	26	100

The above table explains the views of the HR managers about lack of fairness in the promotion of the women employees. Few women employees do feel that there exists gender bias at the time of promotion. The proportion of managers showing disagreement about this is as high as 73 percent. They do not feel that there is any unfairness in giving promotions to the women employees. More than 11 percent of the respondents were neutral.

Interpretation: It is observed that 15 % women face lack of fairness in promotion as a challenge while working in the hospitality industry.

4.37 Perception of the HR managers about lack of mentoring

Challenge: Lack of mentoring		
	Frequency	Percent
SA/A	17	65.4
Neither agree nor disagree	4	15.4
SD/D	5	19.2
Total	26	100

Table 4.37 shows the views of the HR managers about lack of mentoring to the women employees. Women employees feel that they do not get mentoring as management do not trust them to be with them for a long term.

19 percent HR managers disagreed to this. They feel that the women employees do get mentors in the hotel in their career progression. 65 percent managers agreed upon this which is high where as 15 percent are neutral.

Interpretation: It is observed that 65 % women face lack of mentoring as a challenge while working in the hospitality industry in their career progression.

4.38 Perception of the HR managers about lack of Role models

Challenge: Lack of role models		
	Frequency	Percent
SA/A	19	73.1
Neither agree nor disagree	2	7.7
SD/D	5	19.2
Total	26	100

The above table shows the views of the HR managers about the women employees facing the challenge of lack of role models. This is because very few women are seen in the leadership roles in the hospitality industry which could motivate the women employees to grow in the industry and establish themselves. More than 73 percent HR managers feels that the women employees do not get role models in the hospitality industry. Only 19 percent HR manager disagreed with this. 7 percent HR managers have shown neutral approach.

Interpretation: It is observed that 73 % women face lack of role model as a challenge while working in the hospitality industry in their career progression. This is because very

few women are seen in the leadership roles in the hospitality industry which could motivate the women employees to grow in the industry and establish themselves.

4.39 Perception of the HR managers about women lacking support at workplace

Challenge: Lack of support at workplace		
	Frequency	Percent
SA/A	3	11.5
Neither agree nor disagree	2	7.7
SD/D	21	80.8
Total	26	100

Table 4.39 explains the views of the HR managers about women employees lacking support at the work place. Almost 81 percent HR managers disagreed to the fact that women employees lack support at the workplace. Only 11 percent HR managers feels that here is lack of support to the women employees at their work place whereas 7 percent HR managers have shown neutral approach.

Interpretation: It is observed that only 11 % women face lack of support system at workplace as a challenge while working in the hospitality industry in their career progression.

4.40 Perception of the HR managers about women lacking safety and security at workplace

Challenge: Lack of safety and security workplace		
	Frequency	Percent
SA/A	6	23.1
Neither agree nor disagree	4	15.4
SD/D	16	61.5
Total	26	100

It is assumed that hospitality industry lacks in safety and security measures of the women employees at their work places. The work places are not safe for the women employees. More than 65 percent of the HR managers are against this and feels that the hotels are safe and secured to work and the safety and security of the women employees are particularly taken care of. Surprisingly 23 percent of the HR feels that the work places in the hospitality industry are not safe and secure for the women employees to work with. 15 percent HR managers are neutral about this fact.

Interpretation: It is observed that only 23 % women face lack of safety and security at workplace as a challenge while working in the hospitality industry in their career progression.

4.41 Perception of the HR managers about women having sexual harassment at workplace

Challenge: Sexual harassment at workplace		
	Frequency	Percent
SA/A	5	19.2
Neither agree nor disagree	5	19.2
SD/D	16	61.5
Total	26	100

The above table shows the views of the HR managers about women facing sexual harassment at their work places. More than 61 percent HR managers do not feel that there is any sexual harassment at the work place faced by the women employees face. Both the proportion of managers agreeing with this and having neutral approach is 19 percent.

Interpretation: It is observed that only 19 % women face sexual harassment as a challenge while working in the hospitality industry in their career progression

4.42 Perception of the HR managers about women having conflicts among each other

Challenge: Women having conflicts among each other		
	Frequency	Percent
SA/A	13	50.0
Neither agree nor disagree	6	23.1
SD/D	7	26.9
Total	26	100

More than one fourth of the HR managers do not feel that conflicts among each other are one of the major obstacles in the career progression of the women employees in the hospitality industry. Half of the managers do agree with this. 23 percent have not shown neutral approach.

Interpretation: It is observed that around 50 % women employees have conflicts amongst each other while working in the hospitality industry in their career progression.

4.43 Perception of the HR managers about women having conflicts with women bosses

Challenge: Conflicts with women bosses		
	Frequency	Percent
SA/A	6	23.1
Neither agree nor disagree	7	26.9
SD/D	13	50.0
Total	26	100.0

23 percent of the HR managers feel that women employees do have conflicts with their women bosses which can be a major hindrance in their career progression. Around 50 percent of the HR managers do not agree with this. The proportion of HR managers having neutral approach towards this is 27 percent.

Interpretation: It is observed that only 23 % women face conflicts with women bosses while working in the hospitality industry in their career progression.

4.44 Perception of the HR managers about women having difficulty in establishing own credibility

Challenge: Difficulty establishing one's own credibility		
	Frequency	Percent
SA/A	6	23.1
Neither agree nor disagree	8	30.8
SD/D	12	46.2
Total	26	100

In the above table it can be seen that the women have difficulty in establishing their own credibility which can be one of the obstacle in their progress and promotions. More than 62 percent HR managers do not agree with this. In this case the proportion of managers having neutral approach is quite high i.e.31 percent. Only 23 percent HR managers agree to this fact.

Interpretation: It is observed that only 23 % women face establishing one's own credibility as a challenge while working in the hospitality industry in their career progression.

4.45 Perception of the HR managers about women having problems with male dominating society

Challenge: Male dominating society		
	Frequency	Percent
SA/A	11	42.3
Neither agree nor disagree	6	23.1
SD/D	9	34.6
Total	26	100

Around 35 percent of the HR managers feel that the male dominating society is one of the obstacles in the career progression of the women employees in the hospitality industry. Most of the times since, hospitality industry is male dominated, women do face this as an obstacle to grow in their careers. Almost 35 % managers show their disagreement in this regard.

Interpretation: It is observed that around 42 % women face male dominating society as a challenge while working in the hospitality industry in their career progression.

4.46 Perception of the HR managers about women having problems of vertical segregation

Challenge: Vertical segregation		
	Frequency	Percent
SA/A	11	42.3
Neither agree nor disagree	5	19.2
SD/D	10	38.5
Total	26	100

Vertical segregation is the situation where people do not get jobs above a particular rank in organizations because of their race, age, or sex. The problem of vertical segregation is also a measure challenge which the women face in their career progression while working in the hospitality industry. Since the hospitality industry has majority of male at leadership positions, more than 42 percent women do feel this as a challenge.

Interpretation: It is observed that around 42% women face vertical segregation as a challenge while working in the hospitality industry in their career progression.

4.2 Results for women employees

The population for the study identified was the women employees at all levels in the five, four and three star hotels in Pune city. Also the HR managers of these hotels were identified to understand their perceptions on the challenges faced by women employees in their career progression in the hospitality industry and the facilities provided by them to overcome these challenges.

There were two sampling frames designed to carry out this research. The first one consisted of women employees from 26 five, four and three star hotels in Pune. The estimated sample sizes were based on the women employees working at managerial, supervisory and entry level in the hospitality industry and the HR managers.

In this study, the projected sample was 35 HR managers and around 375 women employees. But practically 26 HR managers and 268 women employees could be included in the sample as there were very few women employees in some of the hotels and in few hotels no women employees were working. In the first part of the discussion and analysis the results obtained from the interviews of the HR managers has been presented in the form of tables and figures. In the second part of the chapter the results obtained from the analysis of the women employees' responses from the 26 hotels are presented.

4.2.1 Demographic profile of the women employees

The analysis of the data has been carried out as per the objectives of the study and presented in this chapter. As per the first objective of the study the demographic profile of the women employees is being analyzed and the frequency tables are presented. In the demographic profile of the women employees, age groups, mean age of the women employees, marital status and the religion they belong to is being presented. The next part the tables and graphs represent the category of the hotels they are working in, number of years of experience and number of women at the entry, supervisory and managerial level.

In the first section of the questionnaire, the age, marital status and religion covers personal information and category of the hotel, number of years of experience in the

hotel, and number of years spends at entry, supervisory and managerial level covers occupational information. The tables of these parameters are described in the following section.

Table 4.47 explains age of the women employees. For understanding this, the single age years of the women are categorized into three groups. The age groups are women between 18-25 years, 26-40 years and women above 40 years. The mean age of these 268 women is 26.5 years.

The table shows that the proportion of women aging 18-25 years is more than 52 percent. So it can be seen half of the women in the sample are between 18-25 years of age, followed by 26-40 years, i.e.44 percent. A very negligible proportion of women employees fall into the third i.e. above 40 years age group. Hence it can be said that most of the women working in the hospitality industry are between 18-40 years.

Table 4.47 Proportion of employees as per their Age groups

Age group		
	Frequency	Percent
18-25 Years	140	52.2
26-40 Years	119	44.4
Above 40 Years	9	3.4
Total	268	100.0

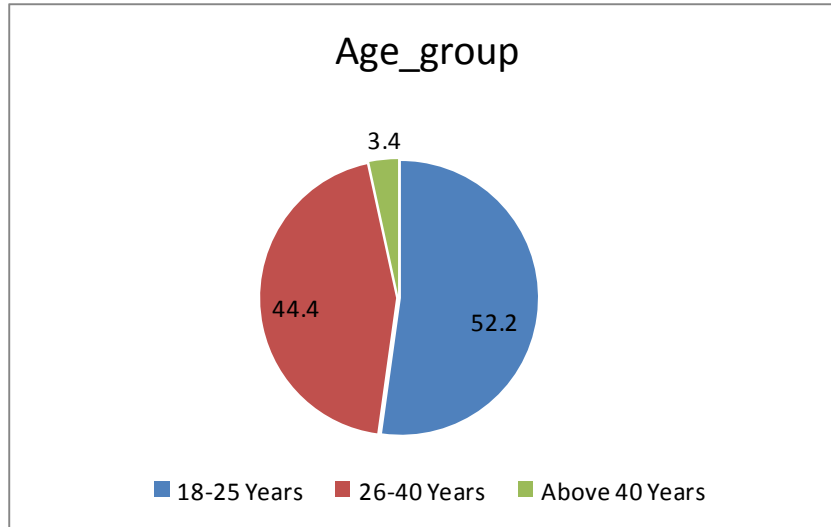


Figure 4.6

Interpretation: It is observed that the average age of women an employee working in the hospitality industry is 18-40 years.

Table 4.48 Percentage distribution of the women employees as per their marital status

Marital status		
	Frequency	Percent
Married	101	37.7
Unmarried	160	59.7
Divorced	7	2.6
Total	268	100.0

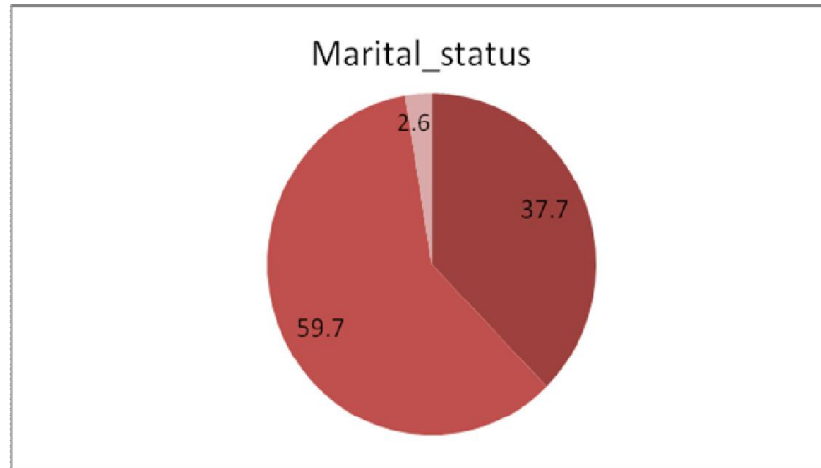


Figure 4.7

Table 4.48 the distribution of women by their marital status. The women are categorized into mainly three categories such as married, unmarried and divorced. It can be observed from the above table and graph that highest proportion of the women employees is unmarried, followed by married women. The proportion of divorced women is only 2.6 percent.

Interpretation: It is observed that around 60 percent of the women employees are unmarried working in the hospitality industry.

Table 4.49 Percentage distribution of the women employees by their religion

Religion of the women		
	Frequency	Percent
Hindu	194	72.4
Muslim	7	2.6
Sikh	6	2.2
Christian	48	17.9
Buddhist	1	0.4
Parsi	12	4.5
Total	268	100.0

Table 4.49 describes about from which religion the women belong to. It can be observed from the above table that most of the women are Hindu (72.4percent). Almost 18 percent of the women respondents are Christian, 4 percent are from Parsi community. The proportion of Muslim, Sikh and Buddhist women is very negligible amongst all.

4.2.2 Professional work experience details of the women employees

As explained above the professional details are also asked to the respondents and presented separately in the form of tables and graphs. In this criterion, the information sought is mainly the category of the hotel, number of years of experience at each level: entry, supervisory and managerial

Table 4.50 Percentage distribution of the women employees by category of hotel

Category of the Hotel		
	Frequency	Percent
3 Star	15	5.6
4 Star	58	21.6
5 Star	195	72.8
Total	268	100.0

Table 4.50 describes the percentage distribution of the women employees as per the category of the hotel, i.e. three, four and five star. It can be seen from the above table that a measure chunk of the respondents are from five star hotels as there are very few women employees found in 3 and four star hotels. The proportion of women employees in three star hotels is as low as 6 percent amongst all. This proportion is almost 22 percent in four star hotels.

Table 4.51 Percentage distribution of the women employees by years of experience in the hotel

Years of experience		
	Frequency	Percent
1-3 Years	113	42.2
3-5 years	58	21.6
5-7 years	46	17.2
8-10 years	28	10.4
11-15 years	12	4.5
15 Years and above	11	4.1
Total	268	100



Figure 4.8

Table 4.51 shows the proportion of women employees by their number of years of work experience in the hospitality industry. It can be observed from the above table that most of the employees in these hotels are having less experience and are fresher's in the

industry. Almost 42 percent of the women employees are having 1-3 years of experience. More than 21 percent are working in the hotels since 3-5 years. The employees with experience of 5-7 years and 8-10 years are 17 and 10 percent respectively. The proportion of women employees having experience of 10 and above years is less than 5 percent.

Interpretation: It is observed that the number of women employees working in hospitality industry for

10 and more number of years is less than 5 percent

8-10 years is 10 percent.

5-7 years is 17 percent

3-5 years is 21 percent

1-3 years is 42 percent

Table 4.52 Percentage distribution of the women employees at entry level

No. of women employees at Entry level		
	Frequency	Percent
1-3 years	217	90.0
4-6 Years	21	8.7
7 years and above	3	1.2
Total	241	100.0

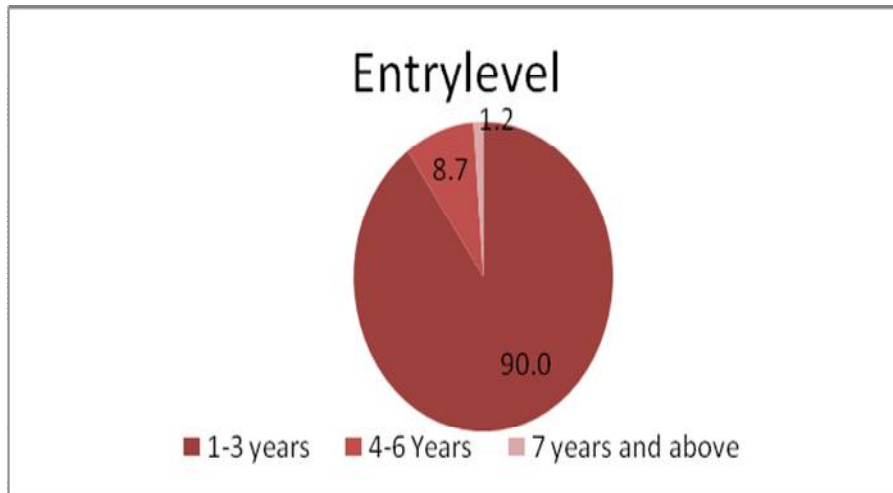


Figure 4.9

Table 4.52 shows the proportion of women at the entry level. It can be seen from the above table that among the 268 women 241 women have entered as entry level employee. Among these 241 90 percent are with 1-3 years' experience at entry level. The proportion of entry level employees having 4-6 years' experience is almost 9 percent. Only 1 percent of women have worked more than 7 years at entry level.

Observation: The number of years the women employees working in hospitality industry at entry level are:

7 years and more than that is 1 percent

4-6 years is 9 percent

1-3 years is 90 percent

1-3 years is 42 percent

Table 4.53 Percentage distribution of the women employees at supervisory level

Supervisory level		
	Frequency	Percent
1-3 years	121	73.3
4-6 Years	37	22.4
7 years and above	7	4.2
Total	165	100.0

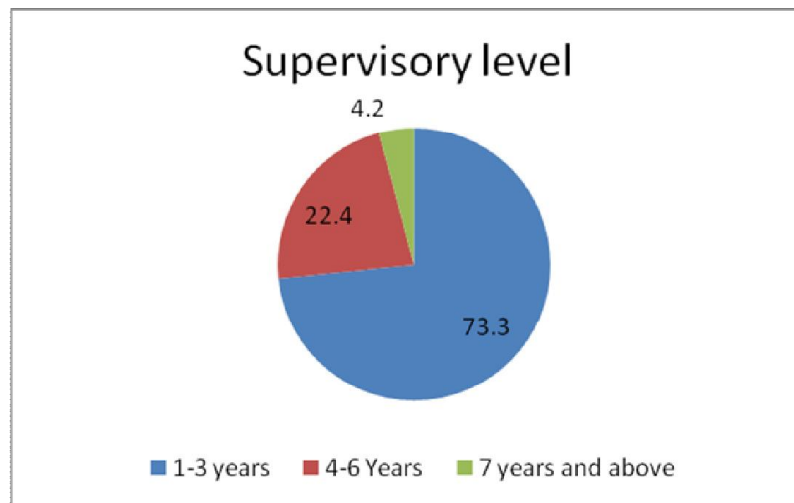


Figure 4.10

Table 4.53 shows the distribution of the women at supervisory level. Among 268 women 165 women have entered as supervisors. The proportion is more than 73 percent who have worked as supervisors for 1-3 years. Around 22 percent have worked 4-6 years and the proportion of women working more than 7 years as supervisors is as low as 4 percent.

Observation: The number of women employees working in hospitality industry at supervisory level:

7 years and more than that is 4 percent

4-6 years is 22 percent

1-3 years is 73 percent

Table 4.54 Percentage distribution of the women employees at managerial level

Managerial level		
	Frequency	Percent
1-3 years	48	58.5
4-6 Years	24	29.3
7 years and above	10	12.2
Total	82	100.0

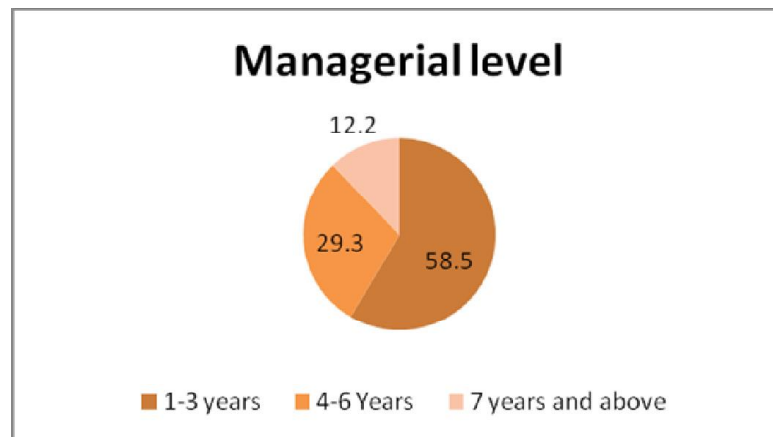


Figure 4.11

The above table and graph shows the distribution of women employees at managerial level. Among the 268 women 82 women are working at managerial level. More than 58 percent have 1-3 years' experience of working as managers. This proportion is 29 percent for 4-6 years experience. Only 12 percent women have more than 7 years of experience of working as managers.

Observation: The number of women employees working in hospitality industry at managerial level:

7 years and more than that is 12 percent

4-6 years is 29 percent

1-3 years is 58 percent

4.2.3 Opinion of the women employees on the challenges they face in their career progression.

Table 4.55 Opinion of the women employees on conflict with family responsibilities

Challenge: Conflict with family responsibilities		
	Frequency	Percent
SA/A	146	54.5
Neither agree nor disagree	63	23.5
SD/D	59	22.0
Total	268	100.0

Interpretation: It is observed that around 55 % of the women employees do face conflicts with family responsibility as a challenge while working in the hospitality industry in their career progression. Mostly when women has to balance work and family responsibility, it may cause stress and pressure leading to obstacles in career progression due to special job characteristics, demanding work, late working hours etc.

Table 4.56 Opinion of the women employees on conflict with childcare responsibilities

Challenge: Childcare responsibilities		
	Frequency	Percent
SA/A	141	52.6
Neither agree nor disagree	62	23.1
SD/D	65	24.3
Total	268	100.0

Interpretation: It is observed that around 53 % of the women employees do face childcare responsibilities as a challenge while working in the hospitality industry in their career progression. This is majorly because these women may not have family support or crèche facility at the workplace wherein they can rely and work carefree.

Table 4.57 Opinion of the women employees on Marital Status (being married)

Challenge: Marital status		
	Frequency	Percent
SA/A	117	43.7
Neither agree nor disagree	78	29.1
SD/D	73	27.2
Total	268	100.0

Interpretation: It is observed that around 43.7 % women face being married as one of the challenge while working in the hospitality industry in their career progression. This is

because as per the Indian culture still some people do not prefer married women working in the hospitality industry for long working hours, the environment of the hotel, people they interact etc.

Table 4.58 Opinion of the women employees on being single parent

Challenge: Being single parent		
	Frequency	Percent
SA/A	111	41.4
Neither agree nor disagree	78	29.1
SD/D	79	29.5
Total	268	100.0

Interpretation: It is observed that 41 % women do feel that being single parent is one of the challenge that they face as taking care of child's need becomes difficult single headedly with the long working hours and other industry expectations.

Table 4.59 Opinion of the women employees on lack of family support

Challenge: Lack of family support		
	Frequency	Percent
SA/A	137	51.1
Neither agree nor disagree	60	22.4
SD/D	71	26.5
Total	268	100.0

Interpretation: It is observed that more than 51% women employees do face the challenge of lack of family support while working in hospitality industry in their career progression. As the hospitality industry has special job characteristics like long working hours, no flexibility in timings, it becomes difficult for women at times to manage both fronts without family support.

Table 4.60 Opinion of the women employees on special job characteristics

Challenge: Special job characteristics		
	Frequency	Percent
SA/A	162	60.4
Neither agree nor disagree	55	20.5
SD/D	51	19.0
Total	268	100.0

Interpretation: It is observed that around 60% women face special job characteristics i.e. irregular/long working hours as a major challenge in the hospitality industry in their career progression. As women is expected to play a dual role of co-bread winner and family care taker, these long working hours does act as a challenge to balance both fronts.

Table 4.61 Opinion of the women employees on inadequate job knowledge

Challenge: Inadequate job knowledge		
	Frequency	Percent
SA/A	140	52.2
Neither agree nor disagree	72	26.9
SD/D	56	20.9
Total	268	100.0

Interpretation: It is observed that around 52% women employees do face inadequate job knowledge as the challenge faced in the hospitality industry in their career progression. In case of new entrants or freshers, inadequate knowledge about the job may bring down their confidence and at times act as a challenge in the male dominated domain of hospitality industry.

Table 4.62 Opinion of the women employees on lack of acceptance by society

Challenge: Lack of acceptance by society		
	Frequency	Percent
SA/A	139	51.9
Neither agree nor disagree	64	23.9
SD/D	65	24.3
Total	268	100.0

Interpretation: It is observed that around 51% women do face lack of acceptance of the profession by the society as the challenge faced by women employee in the hospitality industry. As per cultural and societal pressure, a woman working in hospitality industry is still not regarded with respect. Thus, this becomes a challenge for women to progress in such career in the given environment.

Table 4.63 Opinion of the women employees on commuting to workplace

Challenge: Commuting to workplace		
	Frequency	Percent
SA/A	141	52.6
Neither agree nor disagree	70	26.1
SD/D	57	21.3
Total	268	100.0

Interpretation: It is observed that around 52% women employees do face commuting at workplace as a challenge in career progression. The hotels in the Pune city are mostly situated at the outskirts and the commuting time and distance is quiet hectic to match the industry requirement, especially at peak hours.

Table 4.64 Opinion of the women employees on difficulty in moving to new place

Challenge: Difficulty in moving to new place		
	Frequency	Percent
SA/A	131	48.9
Neither agree nor disagree	62	23.1
SD/D	75	28.0
Total	268	100.0

Interpretation: It is observed that around 48% women employees do face difficulty in moving to new place of transfer as one of the challenge while working in the hospitality industry. As in the Indian cultural background women is required to look after primary the household responsibilities and then manage work. In case of transfers in job for career progression, she is unable to meet the demands. Thus, it becomes difficult to move to new places for career progression or learning.

Table 4.65 Opinion of the women employees on lack of fairness in pay

Challenge: Lack of fairness in pay		
	Frequency	Percent
SA/A	98	36.6
Neither agree nor disagree	88	32.8
SD/D	82	30.6
Total	268	100.0

Interpretation: It is observed that 36 % women face lack of fairness of pay as a challenge while working in the hospitality industry. Few women do feel that they are not paid equally for the same job that a male performs.

Table 4.66 Opinion of the women employees on lack of fairness in training

Challenge: Lack of fairness in training		
	Frequency	Percent
SA/A	102	38.1
Neither agree nor disagree	85	31.7
SD/D	81	30.2
Total	268	100.0

Interpretation: It is observed that around 38 % women face lack of fairness in training as a challenge while working in the hospitality industry. In some organizations the management prefers to provide training to male employees as they are not assured of the

women employees' stability with their organization and feel that the male employees would make more progress in their performance with the newer training inputs.

Table 4.67 Opinion of the women employees on lack of fairness in promotions

Challenge: Lack of fairness in promotions		
	Frequency	Percent
SA/A	108	40.3
Neither agree nor disagree	84	31.3
SD/D	76	28.4
Total	268	100.0

Interpretation: It is observed that around 40 % women face lack of fairness in promotion as a challenge while working in the hospitality industry. As the hospitality industry appears to be male dominant, the promotions are also considered for male employees more than females as the management may not trust the women for her commitments with the organization for a long term.

Table 4.68 Opinion of the women employees on lack of mentoring

Challenge: Lack of mentoring		
	Frequency	Percent
SA/A	151	56.3
Neither agree nor disagree	54	20.1
SD/D	63	23.5
Total	268	100.0

Interpretation: Mentoring is often neglected to the women employees by the senior management in the hospitality industry. This results in failing to find and develop their own networks for career development. It is observed that around 56 % women employees face lack of mentoring as a challenge while working in the hospitality industry in their career progression.

Table 4.69 Opinions or agreement of the women employees on lack of role models

Challenge: Lack of role models		
	Frequency	Percent
SA/A	147	54.9
Neither agree nor disagree	51	19.0
SD/D	70	26.1
Total	268	100.0

Interpretation: Since the hospitality industry essentially seems to be male dominated, the number of women at senior level management is quiet low. Role models induct the employees into new careers, organizations and job profile. They contribute to an individual's career growth by motivating, inculcating self belief and giving career direction. It is observed that around 55% women employees face lack of role model as a challenge while working in the hospitality industry in their career progression. Thus, women may not get motivated enough to grow in their career due to lack of role models.

Table 4.70 Opinion of the women employees on lack of support system at workplace

Challenge: Lack of support system at workplace		
	Frequency	Percent
SA/A	126	47.0
Neither agree nor disagree	70	26.1
SD/D	72	26.9
Total	268	100.0

Interpretation: In few organizations women do feel that the work environment is not supportive in terms of working hours, attitude of male counterpart, subordinates, work culture etc. Thus, it is observed that around 47 % women face lack of support system at workplace as a challenge while working in the hospitality industry in their career progression as it de motivates the individual to perform at its best to grow.

Table 4.71 Opinion of the women employees on lack of safety and security at workplace

Challenge: Lack of safety and security at workplace		
	Frequency	Percent
SA/A	88	32.8
Neither agree nor disagree	107	39.9
SD/D	73	27.2
Total	268	100.0

Interpretation: The hospitality industry has few special job characteristics like long working hours, late evening shifts, guest interactions etc .It is observed that around 32 % women face lack of safety and security at workplace as a challenge while working in the hospitality industry in their career progression.

Table 4.72 Opinion of the women employees on sexual harassment at workplace

Challenge: Sexual harassment at workplace		
	Frequency	Percent
SA/A	102	38.1
Neither agree nor disagree	92	34.3
SD/D	74	27.6
Total	268	100.0

Interpretation: There has been a provision of sexual harassment cell in majority of the hotels taking care of the sexual harassment issues of the women employees. Sexual harassment can take place by the male employees as well as from the guests too. Still it is observed that around 38 % women face sexual harassment issue as a challenge while working in the hospitality industry in their career progression.

Table 4.73 Opinion of the women employees on conflicts among each other

Challenge: Conflicts amongst each other		
	Frequency	Percent
SA/A	144	53.7
Neither agree nor disagree	59	22.0
SD/D	65	24.3

Interpretation: It is observed that around 53 % women face conflicts amongst each other as a challenge while working in the hospitality industry in their career progression. It's a general tendency that when women work with each other tends to have jealousy, competition etc amongst each other, which creates undue, conflicts between them. A conflict between two women is termed as “catfight,” that does not exist for men.

Table 4.74 Opinion of the women employees on conflicts with women bosses

Challenge: Conflicts with women bosses		
	Frequency	Percent
SA/A	115	42.9
Neither agree nor disagree	80	29.9
SD/D	73	27.2
Total	268	100.0

Interpretation: It is observed that around 42 % women face conflicts with women bosses as a challenge while working in the hospitality. The “Queen Bee Syndrome” is the term used for a female boss who has typically “male traits” — ambition, believes in results not people, authoritative, and feels threatened by efficient women subordinates.

Table 4.75 Opinion of the women employees on difficulty in establishing own credibility

Challenge: Difficulty in establishing own credibility		
	Frequency	Percent
SA/A	129	48.1
Neither agree nor disagree	77	28.7
SD/D	62	23.1

Interpretation: It is observed that around 48 % women face establishing one's own credibility as a challenge while working in the hospitality industry in their career progression.

Table 4.76 Opinion of the women employees on male dominant society

Challenge: Male dominant society		
	Frequency	Percent
SA/A	136	50.7
Neither agree nor disagree	57	21.3
SD/D	75	28.0
Total	268	100.0

Interpretation: The hospitality industry has been considered traditionally a male dominated profession because of the culture and nature of the industry. It is observed that around 51 % women employees face male dominating society as a challenge while working in the hospitality industry.

Table 4.77 Opinion of the women employees on vertical segregation

Challenge: Vertical segregation		
	Frequency	Percent
SA/A	93	34.7
Neither agree nor disagree	111	41.4
SD/D	64	23.9
Total	268	100.0

Interpretation: Vertical segregation is the situation where people do not get jobs above a particular rank in organizations because of their race, age, or sex. It is observed that around 35 % women face vertical segregation as a challenge while working in the hospitality industry in their career progression as hospitality industry in India is still male dominated.

4.2.4 Hypotheses testing of the women employees on the challenges they face in their career progression with marital status.

As per the second objective of the study data was collected on the perception of the women employees on the challenges they face in while working in the hospitality industry. The objective of the study is to identify these challenges. It is hypothesized that the in the hospitality industry, married women employees faces more work life balance related challenges in career progression as compared to unmarried women employees. To check this hypothesis the challenges faced by the women employees were cross tabulated with the marital status and chi square test was applied to check the association between the challenges faced by the women and their marital status. There is a strong association in the marital status of the women employees and the work life balance related challenges faced by them in their career progression in the hospitality industry. Hence, the alternative hypothesis is supported /accepted and the null hypothesis is not supported/ not accepted.

The tables are presented in detail in the next part of this section with the values of the hypotheses testing. The challenges regarding the work life conflict are discussed in the next section of this chapter.

Table 4.78 Conflicts with family responsibilities faced by the women by their marital status

	Conflict with family responsibilities			Total
	SA/A	Neither agree nor disagree	SD/D	
Married	72.2	17.6	10.2	100
Unmarried	42.5	27.5	30.0	100
	146	63	59	268
Total	54.5	23.5	22.0	100.0

Chi-Square – 24.647, df - 2, P =0.000

The above table depicts the proportion of women by their marital status who thinks that they have to face family conflicts and which can be a hindrance in their career progression. It can be clearly seen from the above table that the proportion of married women (72.2) agreeing with this is more than the unmarried women (42.5), whereas 30 percent of the unmarried women are disagreeing with this fact that, because of the conflicts with their family responsibilities, the women employees are unable to progress in their career. The p values of the chi square clearly indicate the strong association between the marital status and the conflict with the family responsibilities.

Table 4. 79 Child care responsibilities faced by the women by their marital status

	Child care responsibilities			Total
	SA/A	Neither agree nor disagree	SD/D	
Married	75.9	13.9	10.2	100
Unmarried	36.9	29.4	33.8	100
	141	62	65	268
Total	52.6%	23.1%	24.3%	100.0

Chi-Square – 40.136, df - 2, P =0.000

The above table explains the association between the child care responsibilities and marital status of the women. The table clearly shows that almost 76 percent married women feel that due to the childcare responsibilities they cannot progress in their carrier, where as in contrast the proportion of unmarried women who agree with this is only 37 percent. Even the proportion of unmarried taking neutral approach and disagreement is more than the married women. The chi square test also proves the strong association between the child care responsibilities and marital status.

Table 4. 80 Being married is a challenge faced by the women by their marital status

	Marital Status (Being married)			Total
	SA/A	Neither agree nor disagree	SD/D	
Married	63.0	22.2	14.8	100
Unmarried	30.6	33.8	35.6	100
	117	78	73	268

Chi-Square –9.970, df P =0.000

Women married women think that being married is an obstacle in their career progression. Only 15 % women employees disagree to this fact. It is also to be noted that the proportion of married women taking neutral approach is 22 %. The reason behind this may be that they have not experienced the conflicts with the family responsibilities after getting married. The chi square test also proves the association between being married and facing challenges in the career progression.

Table 4.81 Being single parent is a challenge faced by the women by their marital status

	Being single parent			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	41.7	38.0	20.4	100
Unmarried	41.2	23.1	35.6	100
	111	78	79	268
Total	41.4	29.1	29.5	100.0

Chi-Square – 9.970, df - 2, P = 0.007

Table 4.81 depicts that the proportion of married and unmarried women agreeing to the fact that being single parent is a major challenge in the career progression of the women working in the hospitality industry. Surprisingly the proportion of both married and unmarried women agreeing to the fact is same. The women employees who has taken neutral approach is more in the married category than the unmarried. More than 35 percent unmarried are disagreeing to this, whereas only 20 percent married women agree to the fact. The p value of the chi square also represents the association between being single parent and career progression.

Table 4.82 Lack of family support faced by the women by their marital status

	Lack of family support			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	67.6	18.5	13.9	100
Unmarried	40.0	25.0	35.0	100
	137	60	71	268
Total	51.1	22.4	26.5	100

Chi-Square – 21.660, df - 2, P =0.000

The above table explains the level of agreement of women working in the hospitality industry by their marital status. The table shows that the married women proportion of women agreeing with this is more than the unmarried category and vice versa with the disagreement. Around 25 percent of unmarried women and more than 18 percent of married women did not opine about the lack of family support and career progression. The chi square test clearly shows that due to the lack of family support the women working in the hospitality industry cannot progress in their carrier.

Table 4. 83 Special job characteristics by their marital status

	Special job characteristics			Total
	SA/A	Neither agree nor disagree	SD/D	
Married	69.4	17.6	13.0	100
Unmarried	54.4	22.5	23.1	100
	162	55	51	268
Total	60.4	20.5	19.0	100

Chi-Square – 6.678, df - 2, P =0.035

Above table shows the special job characteristics does become a challenge in the career progression of the women working women in the hospitality industry. It can be observed from the above table that not much difference can be seen between the proportion of married and unmarried women agreeing on this fact. The same pattern is observed in case of the neutral approach. The chi square values also do not support this association between the lack of family support and marital status of the women and their carrier progression.

Table 4.84 Lack of acceptance by society by their marital status

	Lack of acceptance by society			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	52.8	27.8	19.4	100
Unmarried	51.2	21.2	27.5	100
	139	64	65	268
Total	51.9	23.9	24.3	100

Chi-Square – 2.905, df - 2, P =0.234

It is known that due to the special job characteristics the jobs in the hospitality industry are not easily acceptable in the society. The variation in the level of agreement within the married and unmarried is checked and presented in the above table. It can be observed from the above table that there is no much difference in the level of agreement between the married and unmarried women regarding this parameter. Even the other two categories also show almost the same trend. The chi square test also shows that there is no association between the marital status and lack of acceptance of the job by the society.

Table 4.85 Commuting at work place by their marital status

	Commuting to workplace			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	62.0	23.1	14.8	100
Unmarried	46.2	27.5	26.2	100
	141	69	58	268
Total	52.6	25.7	21.7	100

Chi-Square – 7.746, df - 2, P =0.052

Table 4.85 shows the association between the marital status and commuting to the work place. Among the 268 women 108 women are married against 160 unmarried. Among these 108 married women 62 percent agree with this that commuting at the work place is difficult and is a challenge faced by the them , whereas this proportion is 46 percent in case of the unmarried women. In the other categories not much variation is seen regarding the above parameter. The p value of the chi square test also does not show much association in these characteristics.

Table 4. 86 Difficulty in moving to the work place by their marital status

	Difficulty in moving to the work place			Total
	SA/A	Neither agree nor disagree	SD/D	
Married	64.8	20.4	14.8	100
Unmarried	38.1	25.0	36.9	100
	131	62	75	268
Total	48.9	23.1	28	100

Chi-Square – 21.206, df - 2, P =0.000

The above table depicts the proportion of women agreeing with the challenge of difficulty in moving to the work place while working in the hospitality industry. Among the 108 married women almost 65 percent feel that they face difficulty in moving to the work place against 38 percent unmarried women. The same trend can be seen vice versa for the disagreement among the married and unmarried. The p value of the chi square also supports and proves the association between the marital status and difficulty in moving to the work place.

Table 4. 87 Inadequate job knowledge by their marital status

	Inadequate job knowledge			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	50.9	32.4	16.7	100
Unmarried	53.1	23.1	23.8	100
	140	72	56	268
Total	52.2	26.9	20.9	100

Chi-Square – 3.376, df - 2, P =0.159

The above table shows the association between the marital status and inadequate job knowledge. The proportion of married and unmarried women agreeing upon the fact that because of the inadequate job knowledge, the women working in the hospitality industry is unable to progress in their career is almost same. Even in the other two categories not much difference can be seen in the married and unmarried women. Hence not much variation is seen within the categories. Even the p values of the chi square also prove that there is no strong association between the marital status and lack of job knowledge.

Table 4. 88 Lack of fairness in pay by their marital status

	Lack of fairness in pay			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	40.7	39.8	19.4	100
Unmarried	33.8	28.1	38.1	100
	98	88	82	268
Total	36.6	32.8	30.6	100

Chi-Square – 10.499, df - 2, P =0.004

Table 4.88 explains the level of agreement of the women on the lack of fairness in the pay in the hospitality industry. It can be clearly observe from the above table that almost 41 percent of the married women agree upon this statement that there is lack of fairness in the pay against 34 percent of unmarried women. Of course this proportion is reverse in case of the disagreement for the married and unmarried women. The chi square values show the association between the marital status and the lack of fairness in the pay in the hotels.

Table 4. 89 Lack of fairness in training by their marital status

	Lack of fairness in training			Total
	SA/A	Neither agree nor disagree	SD/D	
Married	45.4	36.1	18.5	100
Unmarried	33.1	28.8	38.1	100
	102	85	81	268
Total	38.1	31.7	30.2	100

Chi-Square – 1.843, df - 2, P =0.003

The above table explains the level of agreement on the lack of farness in the training by the marital status of the women employees working in the hospitality industry. The table also shows that among the married and unmarried more married women agree that there is lack of fairness in the training. They feel that the unmarried women get the more chances of attending the training programmes than the married women. In this case around 32 % women both the married and unmarried took neutral approach which is quite high. Still the chi square value proves the association between the level of agreement of the married and unmarried women.

Table 4.90 Lack of fairness in promotions by their marital status

	Lack of fairness in promotions			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	46.3	35.2	18.5	100
Unmarried	36.2	28.8	35	100
	108	84	76	268
Total	40.3	31.3	28.4	100

Chi-Square – 8.643, df - 2, P =0.013

The above table explains the association between lack of fairness in promotions and the marital status of the women employees working in the hotels in Pune. More than 46 percent of the married women agree with this whereas this proportion is 36 percent in case of the unmarried women. In this case also the proportion of women neither agree nor disagree is almost 31 percent. The chi square value does not show a strong association between this factor and the marital status.

Table 4.91 Lack of mentoring by their marital status

	Lack of mentoring			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	62.0	23.1	14.8	100
Unmarried	52.5	18.1	29.4	100
	151	54	63	268
Total	56.3	20.1	23.5	100

Chi-Square – 7.663, df - 2, P =0.022

Table 4.91 shows the level of agreement of the women employees in case of lack of mentoring by their marital status. Not much variation is seen the level of agreement between the married and unmarried women in all the categories. Even the p values and chi square values of the tests do not support the statement that there is an association between the marital status of the women and lack of mentoring. The marital status of the women does not make any difference in the mentoring in the hotels.

Table 4.92 Lack of role models by their marital status

	Lack of role models			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	63.0	16.7	20.4	100
Unmarried	49.4	20.6	30.0	100
	147	51	70	268
Total	54.9	19	26.1	100

Chi-Square – 4.990, df - 2, P =0.082

The above table explains the relationship between the lack of role models and marital status of the women working in the hotels in Pune. As seen in many of the above tables almost 63 percent of the married women agree with this which is higher than the unmarried women (50 percent). No particular trend can be seen in the other two categories of the level of agreement. Even the chi square values are very low and the p value also does not support the significant relationship between the parameter and the marital status of the women employees.

Table 4.93 Lack of support system at workplace by their marital status

	Lack of support system at workplace			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	50.0	33.3	16.7	100
Unmarried	45.0	21.2	33.8	100
	126	70	72	268
Total	47	26.1	26.9	100

Chi-Square – 10.491, df - 2, P = 0.004

Table 4.93 explains the level of agreement of the women on lack of support system at work place by their marital status. Half of the married women agree upon this that married women are lacking the support at the work place than the unmarried women. Not much variation is in the categories of the level of agreement, however the chi square and p values shows that there is a positive relationship between the lack of the support at the work place and marital status of the women employees.

Table 4.94 Lack of safety and security at workplace by their marital status

	Lack of safety and security at workplace			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	33.3	47.2	19.4	100
Unmarried	32.5	35.0	32.5	100
	88	107	73	268
Total	32.8	39.9	27.2	100

Chi-Square – 6.461, df - 2, P = 0.040

The table above shows the lack of safety and security at the workplace in the hospitality industry. It can be observed from the above table that the proportion of married and unmarried women agreeing that there is a lack of safety and security while working in the hotels is almost same. The proportion of married women taking a neutral stand is as high as 47 percent as compared to unmarried women. More than 32 percent unmarried women do not feel that there is lack of safety and security in the hospitality industry. Looking at the variation and the values of chi square it can be also said that there is no relationship between this parameter and marital status of the women employee.

Table 4.95 Sexual harassment at workplace by their marital status

	Sexual harassment at workplace			Total
	SA/A	Neither agree nor disagree	SD/D	
Married	42.6	37.0	20.4	100
Unmarried	35.0	32.5	32.5	100
	102	92	74	268
Total	38.1	34.3	27.6	100

Chi-Square -4.799, df - 2, P =0.091

Table 4.95 explains about the sexual harassment which the women have to face at their work places. About 43 percent of the married women feel that they have to face such kind of sexual harassment at the workplace, whereas this proportion is 35 percent for the unmarried women. In this case also the proportion of women not having any definite opinion was as high as 37 percent in married and more than 32 percent in unmarried category. The proportion of women who showed their disagreement is higher in unmarried than in married women. Even the chi square value does not support this relationship.

Table 4.96 Conflicts among each other faced by the women by their marital status

	Conflicts among each other			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	63.0	20.4	16.7	100
Unmarried	47.5	23.1	29.4	100
	144	59	65	268
Total	53.7	22.0	24.3	100

Chi-Square – 7.385, df - 2, P =0.025

Table 4.96 depicts the relationship between the conflicts among each other and marital status of the women employees. It can be observed that 63 percent of the married women feel that such kind of conflicts are there and which can be a hindrance in their career progression. The proportion of women showing disagreement with this is more in the unmarried category than the married. The chi square value does not support the variation.

Table 4.97 Conflicts with women bosses faced by the women by their marital status

	Conflicts with women bosses			
	SA/A	Neither agree nor disagree	SD/D	Total
Married	42.6	35.2	22.2	100
Unmarried	43.1	26.2	30.6	100
	115	80	73	268
Total	42.9	29.9	27.2	100

Chi-Square – 3.400, df - 2, P =0.183

Table 4.97 shows that there is not much variation or difference in the opinions of the married and unmarried women regarding the conflicts with the women bosses. Similar trend can be seen in all the three categories and even the chi square values also do not support the relationship.

Table 4.98 Difficulty in establishing own credibility by their marital status

	Difficulty in establishing own credibility			Total
	SA/A	Neither agree nor disagree	SD/D	
Married	50.9	33.3	15.7	100
Unmarried	46.2	25.6	28.1	100
	129	77	62	268
Total	48.1	28.7	23.1	100

Chi-Square – 5.901, df - 2, P = 0.052

The above table explains the difficulty in establishing their own credibility in the job as a challenge and the opinions of the women by their marital status. Almost 51 percent of the married women feel that they face this difficulty, whereas this proportion is 46 percent i.e. not very low in the unmarried women. There is a difference between level of disagreement of the married and unmarried women in this regard.

Table 4.99 Male dominant society faced by the women by their marital status

	Male dominant society			Total
	SA/A	Neither agree nor disagree	SD/D	
Married	59.3	20.4	20.4	100
Unmarried	45.0	21.9	33.1	100
	136	57	75	268
Total	50.7	21.3	28	100

Chi-Square – 6.400, df - 2, P = 0.041

The above table shows the proportion of women feeling that they have to face the male dominant society as a challenge in their career progression. More married women than the unmarried women agree upon this. However the chi square values do not establish this relationship.

Table 4.100 Vertical segregation faced by the women by their marital status

	Vertical segregation			Total
	SA/A	Neither agree nor disagree	SD/D	
Married	52.0	30.6	17.3	100
Unmarried	29.0	38.6	32.4	100
	93	86	64	243
Total	38.3	35.4	26.3	100

Chi-Square – 14.236, df - 2, P = 0.001

Table 4.100 explains the relationship between the vertical segregation faced by the women and their marital status. It can be clearly seen that married women faces the challenge of vertical segregation more than the unmarried women. Even a large variation is seen in the level of disagreement within the married and unmarried women. The chi square values clearly support the relationship between the vertical segregation and the marital status of the women employees.

4.2.4 Hypotheses testing of the women employees on the challenges they face in their career progression with their designation (levels).

As per the second hypothesis it is assumed that the women employees working at the managerial level faces more challenges than the women at entry and supervisory level. To test this hypothesis the challenges were cross tabulated with the designation of the women employees and chi square test was applied to assess the association between these two. The detailed tables with the chi square values are presented in the next part of the chapter. From the analysis it can be observed that there is not much variation in the proportion of managerial women employees and supervisory and entry level women employees who are facing challenges in their career progression. The chi square values and level of significance also supports the above fact. i.e. There is no association in the designation of the women employees and challenges faced by them. All the women employees irrespective of their designation face all types of challenges while working in the hospitality industry in their career progression. Hence the alternative hypothesis supported/accepted and the null hypothesis is not supported/ not accepted.

Table 4.101 Conflicts with family responsibilities faced by the women by designation

Conflict with family responsibilities				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	53.8	24.6	21.5	100.0
Managers	56.2	20.5	23.3	100.0
	146	63	59	268
Total	54.5	23.5	22	100.0

Chi-Square – 0.500, df- 2, P =0.779

Table 4.102 Conflicts with childcare responsibilities faced by the women by their designation

	Childcare responsibilities			Total
	SA/A	Neither agree nor disagree	SD/D	
Entry and Supervisory level	51.3	24.6	24.1	100.0
Managers	56.2	19.2	24.7	100.0
Total	52.6	23.1	24.3	100.0

Chi-Square – 0.926 df - 2, P =0.629

Table 4.103 Conflicts faced by the women with being married by their designation

	Marital Status(Being married)			
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	43.6	30.3	26.2	100.0
Managers	43.8	26.0	30.1	100.0
Total	43.7	29.1	27.2	100.0

Chi-Square – 0.637 df - 2, P =0.727

Table 4.104 Conflicts faced by the women with being single parent by their designation

	Being single parent			Total
	SA/A	Neither agree nor disagree	SD/D	
Entry and Supervisory level	40.5	28.7	30.8	100.0
Managers	43.8	30.1	26.0	100.0
Total	41.4	29.1	29.5	100.0

Chi-Square – 0.583 df - 2, P =0.747

Table 4.105 Conflicts faced by the women with lack of family support by their designation

	Lack of family support			
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	52.8	21.5	25.6	100.0
Managers	46.6	24.7	28.8	100.0
Total	51.1	22.4	26.5	100.0

Chi-Square – 0.832 df - 2, P =0.66

Table 4.106 Conflicts faced by the women with special job characteristics by their designation

Special job characteristics				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	60.5	20.5	19.0	100.0%
Managers	60.3	20.5	19.2	100.0%
Total	60.4	20.5	19.0%	100.0%

Chi-Square – 0.002 df - 2, P =0.999

Table 4.107 Conflicts faced by the women with inadequate job knowledge by their designation

Inadequate job knowledge				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	52.8	26.7	20.5	100.0
Managers	50.7	27.4	21.9	100.0
Total	52.2	26.9	20.9	100.0

Chi-Square – 0.107 df - 2, P =0.948

Table 4.108 Conflicts faced by the women with lack of acceptance by society by their designation

Lack of acceptance by society				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	54.9	24.6	20.5	100.0
Managers	43.8	21.9	34.2	100.0
Total	51.9	23.9	24.3	100.0

Chi-Square – 5.540 df - 2, P =0.063

Table 4.109 Conflicts faced by the women with commuting to work place by their designation

Commuting to workplace				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	52.3%	27.2	20.5	100.0
Managers	53.4%	23.3	23.3	100.0
Total	52.6%	26.1	21.3	100.0

Chi-Square – 0.513df - 2, P =0.774

Table 4.110 Conflicts faced by the women with difficulty in moving to new work place by their designation

	Difficulty in moving to new place			Total
	SA/A	Neither agree nor disagree	SD/D	
Entry and Supervisory level	47.7	24.1	28.2	100.0
Managers	52.1	20.5	27.4	100.0
Total	48.9	23.1	28.0	100.0

Chi-Square – 0.509 df - 2, P =0.775

Table 4.111 Conflicts faced by the women with lack of fairness in pay by their designation

	Lack of fairness in pay			Total
	SA/A	Neither agree nor disagree	SD/D	
Entry and Supervisory level	36.9	32.3	30.8	100.0
Managers	35.6	34.2	30.1	100.0
Total	36.6	32.8	30.6	100.0

Chi-Square – 0.093 df - 2, P =0.955

Table 4.112 Conflicts faced by the women with lack of fairness in training by their designation

Lack of fairness in training				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	39.5	29.7	30.8	100.0
Managers	34.2	37.0	28.8	100.0
Total	38.1	31.7	30.2	100.0

Chi-Square – 1.332 df - 2, P =0.514

Table 4.113 Conflicts faced by the women with lack of fairness in promotions by their designation

Lack of fairness promotions				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	41.0	30.3	28.7	100.0
Managers	38.4	34.2	27.4	100.0%
Total	40.3	31.3	28.4	100.0%

Chi-Square – 0.396 df - 2, P =0.82

Table 4.114 Conflicts faced by the women with lack of mentoring by their designation

Lack of mentoring				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	57.4	19.5	23.1	100.0
Managers	53.4	21.9	24.7	100.0
Total	56.3	20.1	23.5	100.0

Chi-Square – 0.364 df - 2, P =0.834

Table 4.115 Conflicts faced by the women with lack of role models by their designation

Lack of role models				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	56.9%	18.5%	24.6%	100.0%
Managers	49.3%	20.5%	30.1%	100.0%
Total	54.9%	19.0%	26.1%	100.0%

Chi-Square – 1.302 df - 2, P =0.522

Table 4.116 Conflicts faced by the women with lack of support system at work place by their designation

	Lack of support system at workplace			Total
	SA/A	Neither agree nor disagree	SD/D	
Entry and Supervisory level	49.2	25.1	25.6	100.0
Managers	41.1	28.8	30.1	100.0
Total	47.0	26.1	26.9	100.0%

Chi-Square – 1.417 df - 2, P =0.492

Table 4.117 Conflicts faced by the women with lack of safety and security by their designation

	Lack of safety and security at workplace			
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	32.3	39.5	28.2	100.0
Managers	34.2	41.1	24.7	100.0
Total	32.8	39.9	27.2	100.0

Chi-Square – 0.341 df - 2, P =0.843

Table 4.118 Conflicts faced by the women with sexual harassment at work place by their designation

	Sexual harassment at workplace			Total
	SA/A	Neither agree nor disagree	SD/D	
Entry and Supervisory level	36.9	33.8	29.2	100.0
Managers	41.1	35.6	23.3	100.0
Total	38.1	34.3	27.6	100.0

Chi-Square – 0.971 df - 2, P =0.615

Table 4.119 Conflicts faced by the women with conflicts among each other by their designation

Conflicts amongst each other				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	51.8%	23.6%	24.6%	100.0%
Managers	58.9%	17.8%	23.3%	100.0%
Total	53.7%	22.0%	24.3%	100.0%

Chi-Square – 1.345 df - 2, P =0.511

Table 4.120 Conflicts faced by the women with lack of role models by their designation

Conflicts with women bosses				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	43.1	29.7	27.2	100.0
Managers	42.5	30.1	27.4	100.0
Total	42.9	29.9	27.2	100.0

Chi-Square = .008 df - 2, P = 0.996

Table 4.121 Conflicts faced by the women with difficulty in establishing own credibility by their designation

Difficulty in establishing own credibility				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	49.7	27.2	23.1	100.0
Managers	43.8	32.9	23.3	100.0
Total	48.1	28.7	23.1	100.0

Chi-Square = .986 df - 2, P = 0.611

Table 4.122 Conflicts faced by the women with male dominant society by their designation

Male dominant society				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	50.8	20.0	29.2	100.0
Managers	50.7	24.7	24.7	100.0
Total	50.7	21.3	28.0	100.0

Chi-Square – .939 df - 2, P =0.625

Table 4.123 Conflicts faced by the women with vertical segregation by their designation

Vertical segregation				
	SA/A	Neither agree nor disagree	SD/D	Total
Entry and Supervisory level	33.3	39.4	27.2	100.0
Managers	52.4	23.8	23.8	100.0
Total	38.3	35.4	26.3	100.0

4.2.5 Women friendly policies provided to the women employees working in the hospitality industry by the HR department.

Certain women friendly facilities are expected to be provided to the women employees in the hotels. An analysis of women friendly policies was done to assess whether the hotels

provide such policies to the women employees to assist them in their career progression. The following tables explain the types of facilities provided to them:

Table 4. 124 whether women employees have the facility of special leaves

Provision of special leaves		
	Frequency	Percent
Yes	113	42.2
No	155	57.8
Total	268	100.0

The above table shows if the women employees are provided with the facility of special leave. Around 58 percent women do not get such kind of facility in the hotels. 42 % women employees have agreed to this.

Interpretation: It is observed that 58 % women have disagreed about the provision of special leaves for like childcare or taking care of old parents etc.by the hotels.

Table 4. 125 whether women employees have the facility of special medical leaves/ maternity leave/medical check up leave

Provision of Special medical leave		
	Frequency	Percent
Yes	70	26.1
No	198	73.9
Total	268	100.0

Table 4.125 shows whether the women get special medical leaves/ maternity leave/medical check up leave. In this case also it can be observed that around 74 percent women employees do not get any kind of special medical leave in the hotels.

Interpretation: It is observed that 74 % women employees have disagreed on the provision of any special medical leaves / maternity leave/ medical check up leaves provided for women employees in the hospitality industry.

Table 4. 126 whether women employees have the Crèche facility

Provision of Crèche facility		
	Frequency	Percent
Yes	2	7.7
No	24	92.3
Total	26	100

The women employees were also asked whether they are provided with crèche facility for childcare at site. Around 92% hotels are not providing such kind of facility or any other day care facility where the women employees can keep their children while at work.

Interpretation: It is observed that around 92 % hotels don not provide any crèche facility to take care of children while at work in the hospitality industry in Pune.

Table 4. 127 whether women employees have special quota at recruitment level.

Provision of Special quota at recruitment level		
	Frequency	Percent
Yes	105	39.2
No	163	60.8
Total	268	100.0

Table 4.127 depicts if the women have special quota at recruitment level. Almost 61 percent women say that there is no special quota provided to the women. Though, 39 percent do agree that they are given preference.

Interpretation: It is observed that 60 % women employees disagreed on the provision of special quota for women employees in the hospitality industry.

Table 4. 128 whether women employees have night shifts

Provision of Night shifts		
	Frequency	Percent
Yes	78	29.1
No	190	70.9
Total	268	100.0

The above table shows the proportion women who are allotted night shifts in the hotels. It can be observed from the above table that still 29 percent of the women employees among the 268 ,are being allotted night shifts as a part of their job profile.

Interpretation: It is observed that 71 % women employees have agreed on the fact that no night shift duties are allocated to the women employees, except in some cases where it may be the policy of the organization as per the requirement of job profile.

Table 4.129 whether women employees have pick up and drop facility

Provision of Pick up and drop facility		
	Frequency	Percent
Yes	23	8.6
No	245	91.4
Total	268	100.0

It can be observed from the above table that the proportion of hotels that are providing pick up and drop facility is very negligible as 8 percent only. Majority of the hotels in the study do not provide any pick up and drop facility to the women employees, and hence commuting to the work place becomes a problem for the women employees.

Interpretation: It is observed that 92 % women employees have disagreed on the fact of provision of pick up and drop facility by the hotels for the women employees.

Table 4.130 whether women employees have transportation available during night shifts

Provision of transportation available during night shifts		
	Frequency	Percent
Yes	268	100.0
No	0	0.0
Total	268	100.0

Interpretation: It is observed that all women employees have agreed on the fact of provision of pick up and drop facility by the hotels for the women employees during night shifts.

Table 4. 131 whether women employees have grievance cell in the Hotel

Provision of Grievance cell		
	Frequency	Percent
Yes	19	7.1
No	249	92.9
Total	268	100.0

In case grievance cell for women it can be observed that, as like pick up and drop facility, only 7 percent hotels provide separate grievance cell for women employees , where women can put up their problems and grievances that they face at their work places.

Interpretation: It is observed that 93 % women employees have disagreed to the provision of any separate grievance cell for the women employees to put up their grievances in the hospitality industry.

Table 4. 132 whether women employees have come back policy after career break in the Hotels

Comeback policy after a career break		
	Frequency	Percent
Yes	19	7.1
No	249	92.9
Total	268	100.0

The above table is presented to explain if the women have the facility of comeback policy after a career break. Only in 7 percent of the hotels provide such kind of comeback policy.

Interpretation: It is observed that 94 % women employees have disagreed to the provision of comeback policy after a career break to the women employees in the hospitality industry.

Table 4. 133 whether women employees get childcare leave at any time in the career

Provision of Childcare leave		
	Frequency	Percent
Yes	68	25.4
No	200	74.6
Total	268	100.0

As like medical leaves or special leaves, the women employees are expected to get the facility of childcare leave. Among the 268 women only 25 percent of the women have reported to get the childcare facility in their hotels which is very low.

Interpretation: It is observed that 75 % women employees have disagreed to the provision of special childcare leave to the women employees at any time in the career in the hospitality industry.

Table 4. 134 whether women employees have flexible working hours

Provision of Flexible working hours		
	Frequency	Percent
Yes	75	28.0
No	193	72.0
Total	268	100.0

Information was also collected, if the women employees get flexibility in their working hours. Only 28 percent get this type of flexibility in the working hours. Most of the hotels do not provide any flexibility in the working hours.

Interpretation: It is observed that 72 % women employees disagreed to the provision of flexible working hour's facility in the hospitality industry.

Table 4. 135 whether women employees do not have Job transfers

Provision of no job transfers		
	Frequency	Percent
Yes	154	57.5
No	114	42.5
Total	268	100.0

In case of job transfer more than 58 percent women reported that they do have the job transfers.

Interpretation: It is observed that 58 % women employees have agreed that consideration is been given to women employees with regards to no transfer of job in the hospitality industry.

Table 4. 136 whether women employees get special perks and incentives

Provision of Special Perks and incentives		
	Frequency	Percent
Yes	92	34.3
No	176	65.7
Total	268	100.0

It is observed that in few hotels some special perks and incentives are given to the women employees. Among the 268 women more than 34 percent of the women reported to get special perks and incentives. So the proportion of women not getting any incentives is as high as 66 percent.

Interpretation: It is observed that 66 % women employees have disagreed to the provision of any special perks and incentives given to women employees in the hospitality industry.

4.3 Hypothesis Testing:

4.3.1 Table of Chi square values for 1st Hypothesis

Variable tested - Challenges faced by the women employees regarding work life balance and marital status

Sr. No	Name of the variable	Chi square value	P value
1.	Conflict with family responsibility	24.647	0.000
2.	Child care responsibilities	40.136	0.000

3.	Being married	28.634	0.000
4.	Being single parent	9.970	0.007
5.	Lack of family support	21.660,	0.000
6.	Special job characteristics	6.678	0.035
7.	Lack of acceptance by society	2.905	0.234
8.	Commuting at work place	7.746	0.052
9.	Difficulty in moving to the work place	21.206	0.000
10.	Inadequate job knowledge	3.376	0.159
11.	Lack of fairness in pay	10.499	0.004
12.	Lack of fairness in training	1.843	0.003
13.	Lack of fairness in promotion	8.643	0.013
14.	Lack of mentoring	7.663	0.022
15.	Lack of role models	4.990	0.082
16.	Lack of support system	10.491	0.004
17.	Lack of safety and security at work place	6.461	0.040
18.	Sexual harassment at work place	4.799	0.091
19.	Conflicts among each other	7.385	0.025
20.	Conflicts with women bosses	3.400	0.183
21.	Difficulty in establishing own credibility	5.901	0.052

22.	Male dominant society	6.400	0.041
23.	Vertical segregation	14.236	0.001

Table 4 .137

There is a strong association in the marital status of the women employees and the work life balance related challenges faced by them in their career progression in the hospitality industry. Hence, the alternative hypothesis is supported /accepted and the null hypothesis is not supported/ accepted.

4.3.2 Table of Chi square values for 2ndHypothesis

Variables tested - Challenges faced by the women employees and designation (Managerial vs. entry and supervisory level)

Sr. No	Name of the variable	Chi square value	P value
1.	Conflict with family responsibility	0.500	0.779
2.	Child care responsibilities	0.926	0.629
3.	Being married	0.637	0.727
4.	Being single parent	0.583	0.747
5.	Lack of family support	0.832	0.66
6.	Special job characteristics	0.002	0.999
7.	Inadequate job knowledge	0.107	0.948
8.	Lack of acceptance by society	5.540	0.063
9.	Commuting at work place	0.513	0.774
10.	Difficulty in moving to the work place	0.509	0.775

11.	Lack of fairness in pay	0.093	0.955
12.	Lack of fairness in training	1.332	0.514
13.	Lack of fairness in promotion	0.396	0.82
14.	Lack of mentoring	0.364	0.834
15.	Lack of role models	1.302	0.522
16.	Lack of support system	1.417	0.492
17.	Lack of safety and security at work place	0.341	0.843
18.	Sexual harassment at work place	0.971	0.615
19.	Conflicts among each other	1.345	0.511
20.	Conflicts with women bosses	0.008	0.996
21.	Difficulty in establishing own credibility	0.986	0.611
22.	Male dominant society	0.939	0.625
23.	Vertical segregation	7.854	0.020

Table 4.138

There is no association in the designation of the women employees and challenges faced by them. All the women employees irrespective of their designation face all types of challenges while working in the hospitality industry in their career progression. Hence, the alternative hypothesis is not supported /accepted and the null hypothesis is supported/ accepted.

4.4 Graphical presentation of years of experience of Women managers

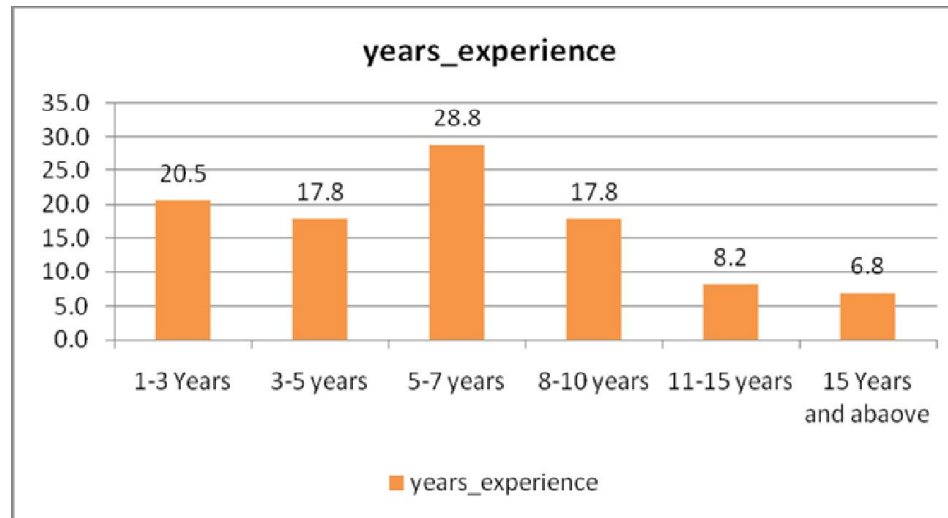


Figure 4.12

Among the 268 respondents 73 were managers, associate managers and assistant managers. The information on the years of experience of all the respondents was collected and presented in the first section of the thesis. The above graph shows the proportion of women managers by their years of experience of work in the hospitality industry. It can be observed from the graph that almost 29 percent of them have 1-5 years of experience, followed by 20 percent women with 1-3 years of experience. Almost 18 percent of the women have 3-5 years and 8-10 years of work experience. The proportion of women having 11-15 years of experience is 8 percent and 7 percent of the women managers have more than 15 years of experience.

Using the above data a special analysis is done to see that how many years a woman has to take to become manager. The pie chart below speaks about the same. It can be observed from the chart that almost 74 percent of the women have to take at least 5 years for in their career progression to become managers (from entry level to manager level), whereas 26 percent of the women have to take more than 6 years to become managers.

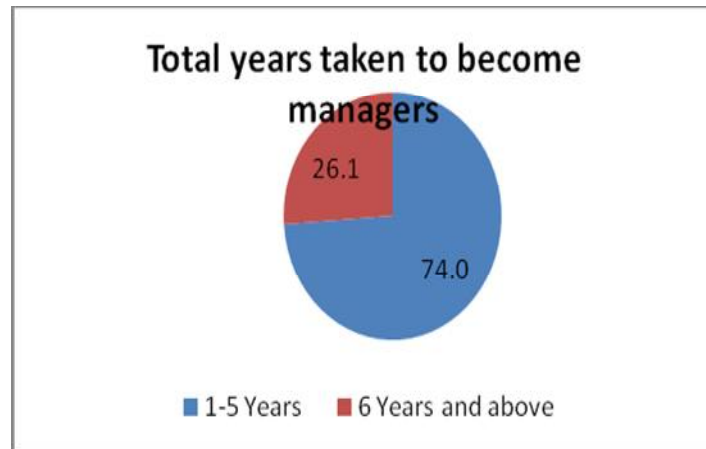


Figure 4.13

The respondents have voiced about their needs to be fulfilled by the management and the facilities they require to progress in their career.

The study clearly notes that the woman has to balance high level of stress, competition and tension at the work place and home front too. In these entire juggling acts she might have to face a poor work life balance, resulting in undue stress. Thus, the woman undergoes a vicious cycle of failure and stress resulting in poor career progression.

It is clearly noticeable from the research that women are mostly seen working at the entry and supervisory levels as compared to managerial positions in the industry. They are mostly visible at front office, HR and House keeping department. Managerial positions are mostly observed in HR, Guest relations or House keeping department as it is essentially looked as a female domain. This reinforces the fact that hospitality industry still stresses on gender bias.

4.5 Summary

This chapter stated the data analysis results and the research questions. The respondents were the women employees from 26 five, four and three star hotels in Pune city along with their HR Managers. The challenges faced by women employees in their career progression and the perceptions of the HR manager on the same were analyzed. Also the women friendly HR policies provided to them were analyzed. Results revealed significant

challenges faced by women employees. There were significant women friendly policies that were not been provided by the hotels.

In response to the first open-ended questions, the majority of the women employees opined that developing few women friendly policies could help the women employees to overcome their challenges in the Hospitality industry. They suggested that by providing flexible work timings, training programmes, pick up and drop facility, and incentives and perks would assist them in their career progression.

CHAPTER V

FINDINGS,

SUGGESTIONS,

ECOMMENDATIONS

AND CONCLUSION

CHAPTER V

FINDINGS, SUGGESTIONS, RECOMMENDATIONS

AND

CONCLUSION

This chapter provides findings from the study carried out, suggestions and recommendations to the management of the Hotels as well as conclusion of the study along with the scope for the future research.

The percentage of women employee in the Pune hospitality industry comprises of around 13 %. It has been observed from the literature review that there has been insignificant research carried out on the challenges and issues they face while working in the hospitality industry.

5.1 Findings

Key findings of the study are:

5.1.1 Demographic Profile:

i. Age group: Around 50 % of the hotels had 26-50 women employees working as against 100-300 total employees working in the hotel.(table 4.3) The average age of the women employees was 26 years working in the industry.

ii. Percentage of women employees at various level: It was observed that women employees working at :

Entry level were: 13 %

Supervisory level were: 15 %

Managerial level were: 22 %

It can be observed that overall percentage of women employees working is only 14.6 %.

Thus, it is concluded that women are still underrepresented in the hospitality industry as compared to men. (Table 4.3 A)

- iii. Around 50 % women were between the age of 18-25 years, 44% were between 26-40 years and very negligible women were of the age above 40 years. (table 4. 47)
This shows that women working are mostly young, fresh and middle aged.
- iv. **Marital status:** Majority of women (60%) working were unmarried. (table 4. 48).
Most of the women were fresher's having 1-3 years of work experience. Very less women (5 %) were having more than 10 years of experience. (table 4. 51)
- v. **Work Experience** Most of the women at entry level had 1-3 years of experience. (table 4. 54)Most of the women at supervisory level had 1-3 years of experience. (table 4. 52,4.53 and 4.54)Majority of women (73%) working at managerial level have 1-3 years of experience. Very few women (12 %)were seen working at managerial level for more than 7 years.

5.1.2 Women friendly HR policies

- i. **Special leaves/ Medical leaves:** Majority of women (60 %) have disagreed to the provision of special leaves like childcare or caring for old parents. (table 4. 124)
- ii. **Male /Female ratio:** Most of the hotels (60 %) did not have any policy/guidelines maintained with regards to the male and female ratio (4.10). No special quota had been assigned for women at recruitment level by majority of the hotels. (table 4. 127)
- iii. **Pick up and drop facility:** Majority of women (92 %) are not provided with pick up and drop facility which at times creates problems in commuting as most of the hotels are situated at outskirts of the city. (table 4. 129)
- iv. **Flexible hours:** Majority of the hotels (62 %) did not provide any flexible working hours which affects the work life balance of women employees that in turns affects the career progression. (table 4.12 &4. 134)

- v. **Crèche facility:** Most of the hotels (92 %) did not provide any crèche facility which is a major challenge women faced with regards to child care responsibility that makes them homebound and at times leave their jobs too. (table 4.13 & 4. 126)
- vi. **Maternity leave benefits:** Only 11 % hotels provided maternity leave benefits of 6 months with pay as per the government norms which is quiet low. This facility is only extended to the permanent employees whose percentage is quiet low. (table 4.14)
- vii. **Age limit:** Majority hotels (65 %) had no age limit for the women employees at the time of recruitment as they required to balance the gender diversity. (table 4.17)
- viii. **Marital status:** Majority of the hotel (92 %) prefer both married as well as unmarried women at the time of recruitment. (table 4.18)
- ix. **Night shifts:** Most of the hotels (88 %) did not allocate night shifts as a part of safety and security of the women employees except few exceptions in some departments.(table 4.19 & 4. 128)
- x. **Grievance redressal cell:** Most of the hotels(89 %) did not provide any grievance redressal cell for women employees to register and resolve their grievances arising at workplace due to various reasons. (table 4.21 & 4.131)
- xi. **Come back policy after career break:** Majority hotels did not provide any comeback policy to the women employees after their career break due to various reasons like maternity, spouse transfer, childcare responsibility etc. Thus, hotels in turn loose talented pool of women employees. (table 4.20 & 4.132)
- xii. **Counselling cell:** Most of the hotels (73 %) did not provide any counseling cell for women employees where they could be counseled for their career planning, work life balance issues or any other issues they face. (table 4.22)
- xiii. **Incentives and perks:** Majority of the women had disagreed to provision of any perks and incentives by the hotels that actually would motivate them to work more efficiently in the male dominated environment. (table 4. 136)

xiv. Women working at senior positions were very insignificant (3%) as compared to their male counter parts. (table 4.23)

5.1.3 Opinion of women employees and HR managers on challenges faced in the career progression:

- i. **Conflicts with family responsibility:** Around 55 % women did face this challenge which affects their work life balance and thus, at times demotivates them to grow in their career.(table 4.24 & 4.55)
- ii. **Child care responsibilities:** It was faced as a major challenge by 54 % women employees as no provision of even crèche facility was provided by most of the hotels where women could carefree at workplace. (table 4.25 & 4. 56)
- iii. **Marital status:** It was a challenge faced by women as it increases the responsibility of women at home front which makes it difficult to give priority to their careers at time , thus compromising growth opportunities. .(table 4.26 & 4.57)
- iv. **Single parent:** It was found as a challenge by women, as managing child single handedly with long/ irregular working hours becomes difficult thus, affecting the work life balance too. .(table 4.27 & 4.58)
- v. **Family support:** Lack of family support was a major challenge faced by 51 % women employees as it hampers the work life balance due to the long working hours and other industry expectations. (table 4.28 & 4.59)
- vi. **Special job characteristic:** Women is expected to be a co bread winner as well as homemaker. Majority women faced irregular / long working hours which disturb the women's home as well as work front, thus becoming an obstacle in the career progression. (table 4.29 & 4.60)
- vii. **Inadequate job knowledge:** Mostly the fresher's who join industry faces inadequate job knowledge as a challenge as they were not mostly aware of the working of the industry which at times lowers their confidence. (table 4.30 & 4.61)

- viii. Lack of acceptance by the society:** Few women employees (45 %) did face lack of acceptance by the society as a hindrance in their career progression due to cultural and societal pressures that still prevails in India. (table 4.31 & 4.62)
- ix. Commuting at work place:** It was a challenge faced by women employees as most of the hotels are situated at the outskirts, where more time had to be spent on commuting in addition to the long working hours of the industry. Thus, it did at times affect the health and work life balance of women employees. (table 4.32 & 4.63)
- x. Difficulty in moving to new place:** Around 45 % women faced difficulty in moving to new place a challenge in career progression as women in India are still expected to take care of family and children first and then give priority to the career. (table 4.33 & 4.64)
- xi. Lack of equal pay:** Few women did face this as a challenge as they were offered less salary for the same jobs that were offered to their male counter parts. (table 4.34 & 4.65)
- xii. Lack of fairness in training:** Few women (20 %) did face this as a challenge as few hotels did give priority to the male employees to undergo training as they were not assure of women's long term commitment in the organization. (table 4.35 & 4.66)
- xiii. Lack of fairness in promotions:** Around 40 % women did face this a challenge since the industry is male dominated , the management preferred promoting men as they are not assured of women's commitments to the jobs due to their issues and problems. (table 4.36 & 4.67)
- xiv. Lack of mentors:** Majority women faced lack of mentors as a challenge as they were not able to develop their own networks for their progression. The women also were neglected at times by their senior management in terms of providing mentors.(table 4.37 & 4.68)

- xv. Lack of Role models:** Majority women faced this as a challenge as they believe that they did not get motivated enough to progress and also there were very few women seen in leadership roles. (table 4.39 & 4.71)
- xvi. Lack of safety and security at work place:** Few women found this as a challenge due to the special job characteristics like long/ irregular working hours, guests interactions etc. (table 4.38 & 4.69)
- xvii. Conflicts amongst each other:** Almost 50% women felt conflicts amongst each other was a challenge faced as it creates a negative environment which is termed as cat fight which does not exists in men. (table 4.42 & 4.73)
- xviii. Conflicts with women bosses:** Around 30 % women did face this challenge which is termed as ‘Queen bee syndrome’ where the women bosses possess male traits, ambitions and believes in results and not people and feels threatened by efficient sub ordinates. (table 4.45 & 4.78)
- xix. Male dominant society:** Half of the women did feel this as a challenge as the hospitality industry does have a male dominated environment because of its nature and the culture that prevails. (table 4.4 5& 4.76)
- xx. Vertical segregation:** Around 40 % women did face this as a challenge as in the male dominated environment of the industry, women are not promoted at senior level positions by few hotels even if they possess the essential experience and skills.(table 4.46 & 4.77)

5.1.4 Thus, the major challenges faced by women in their career progression are concluded as below:

1. Conflicts with family responsibilities
2. Child care responsibilities
3. Long/ irregular working hours

4. Strong male dominated culture
5. Lack of Role models and mentors
6. Commuting to the work place.
7. Lack of family support

Thus, it can be concluded that the hotels are not found gender sensitive as against providing benefits like flexible timings, childcare leaves, crèche facility, maternity leave, grievance cell, Counselling cell, maternity leave as per government laws etc. for women employees which would assist them in their career progression. The study also confirms that the marital status especially, does play a major role in facing the work life balance related challenges.

5.2 SUGGESTIONS

The following suggestions have been stated as the outcome of the study:

- i. **Flexible timings:** Long working hours creates immense stress and the work life imbalance issue. Provide flexible timings for women employees to avoid work life imbalance. Provision of part time work plans is also a good option
- ii. **Training programmes:** Provide cross training to women employees across all the departments and ensure they have experience of operation departments too. Empower the women employees to take apt decisions without requiring a manager's permission to improve the guest interactions, thus improving their decision making abilities.
- iii. **Pick up and drop facility :** Provide pick up and drop facility as commuting to the work place becomes quiet stressful as the location of the most of the hotels are on the outskirts of the city, thus increasing the travel time.

- iv. **Incentives and perks:** Offer incentives and leaves to rejuvenate and rest, thus, one can work with fresh minds to improve the guest interaction. Taking good care of employees will help the women serve guests in a better way.
- v. **Gender discrimination:** No gender bias or discrimination at the time of recruitment should be practiced and women should be preferred and given jobs in all departments. Set targets to increase the percentage of women at various levels to enable the organization provide various initiatives that will support women for future leadership roles.
- vi. **Succession planning programmes:** Establish targets for recruiting women employees at various levels and assess their performance against the targets made. Promote them by providing right kind of training and growth opportunities to retain their talent. Thus, plan a succession programme for them
- vii. **Mentors and Role models:** Train and create more mentors for the women employees to motivate and empower them in their career progression. It is important to develop role models within organizations to, discuss their issues and challenges and give guidance in their career progression in hospitality industry.
- viii. **Crèche facility:** Provision of crèche for children in the organization. This will enable women employees to work carefree in the organization, thus balancing work life issues.
- ix. **Come back policy:** Introduce provision of comeback policy after a career break which may be because of various reasons like transfer of spouse, maternity leave, childcare leave etc.
- x. **Sexual redressal cell:** Provision of sexual harassment redressal cell, wherein women can confide about their issues against sexual harassment and a strict action can be taken to avoid such incidences.
- xi. **Counselling cell:** Provision of counsellors to listen and advise on women's issues with regards to their career ,home front, challenges they face, career progression opportunities etc.

Thus, after studying the issues and challenges the women faces, the management of the hotel has to take initiative to provide some women friendly policies to improve their representation at all levels in the hierarchy.

5.3 Recommendations:

- i. Gender diversity sensitization:** Provision of gender diversity awareness training programmes and Sensitization of employee's programmes to better handle the related issues.
- ii. Women empowerment:** Initiate an unbiased and diverse culture in the organization to strengthen and empower the women employees to encourage her abilities and strengths.
- iii. Identification of High potential women:** Identify and recognize **HIPO**(High potential women employee)amongst the women employees in the organization so that they can be provided with additional training.
- iv. Career tracking programme:** Implement a career tracking programme for women employees by keeping a record of their job experience and understanding their needs and aspirations.
- v. Creating groups:** Create platforms or groups for women employees to share their experiences, seek out guidance, support and motivation.
- vi. Provision of Stretch Roles:** Provide them with more of 'stretch' roles such as going on international assignments, being a part of new start ups to facilitate their team building and leadership qualities.
- vii. Wellness activities:** Provision of wellness facilities like yoga , meditation room and recreational facilities. These facilities will help them to refresh, thus making them work more efficiently.

5.4 Scope for Future Research

This study basically identified and only analysed the challenges faced by women employees in the hospitality industry. It only focused on a stratified random sample of women employees from the five, four and three star hotels in Pune city. The study in future may look at the male perceptions also, of the challenges faced by women employees in the hospitality industry. This may add more knowledge to the body of research. In future efforts can be made to include female students of hospitality schools along with the male respondents of the hotel to understand their perceptions of the problem in a better way. The following recommendations are suggested for future research.

1. The study can be carried out on some more challenges related to regional and cultural background which plays an important role in Hospitality sector.
2. The study can be conducted with in depth qualitative interviews to understand the perceptions of male and female employees both and the way they deal with these challenges.
3. The study can also cover the role of organization, its culture which plays a very important role in forming a women friendly environment at workplace.
4. Similar studies can be carried out in Retail and Entertainment sectors which are also a part of service sector.

And lastly, the current position of research related to the career progression of women employees topic is relatively new, but a growing area of academic concern. Although, there has been a significant research carried out in the recent past globally, research in the Indian context remains unexplored. Thus, due to dearth of research conducted on this issue in India, there arises a need for research attention and development of more conceptual frameworks and theoretical support. It's hoped that this study provides some valuable insight in this area for further research.

5.5 CONCLUSION

This study demonstrates that women in hospitality industry in Pune face various challenges in their career progression which are visible as well as invisible. The study revealed that women at all levels in the hospitality industry face same problems in their career progression. Also it reinforces that married women amongst all face more work life balance related issues which acts as a major hindrance in their career growth.

In the present study, we have highlighted the major outcomes resulting from the analysis of the primary data related to the challenges faced by women working in the hospitality industry in their career progression. Despite of recognizing the importance of women employees in hospitality, the study suggest that the industry has made a little progress in creating and developing these potentially talented pool of people. The fact of women's participation and contribution in the workforce in India has increased yet their representation in higher management is quiet low as compared to their counterparts, which is not recognized.

Women contribute up to 9.1% of the total workforce in the Hotel and restaurant industry and men 90.9% thus merely having 0.9% share (indiastat.com).

The challenges related to the work life balance indeed are critical due to the customary belief that women needs to carry out her primary role as a mother, housewife and also as a co partner in the earnings.

Women representation at the senior level is also proportionately very low compared to men. There is an existence of glass ceiling observed that resists women's upward mobility. This suggests that there needs to be a policy designed to bring in gender diversity in the organization thus encouraging capable women to overcome the challenges they face in their career progression. The study concludes that the most of the barriers for progression of women employees comes from inconsiderateness of the management towards women's responsibilities and their social roles.

Women have made strides in reaching at the senior levels since the middle of the this century; however, even though the number of women choosing hospitality education programmes and hospitality industry has been increasing, there has not been a proportional increase in the number of women in reaching the top management positions. Studies have also brought forward the under-representation of women employees at various levels and gender discrimination challenges that exists at workplace.

The hospitality industry has to take cognizance about this scenario and adopt in practice various women friendly policies that would assist them to progress in their career.

Thus, even though the study reveals that the women are still not well represented in the hospitality industry due to various issues in their career progression, the hotel industry essentially should recruit and promote women at various levels by providing safe and encouraging environment leading to their upward mobility. The hotel industry should not under estimate the worth of women in the workplace and should make policies to retain such talented pool of people.