

# An Assessment of Female Employees' on Future Career Prospects in the Hotels of Dehradun and Mussoorie, Uttarakhand

Megha Sharma\*

## Abstract

In today's scenario females occupy the majority of the hotel space in India, but there arises a need we must become more proactive leaders to have their voices heard. In recent years, the influence of women has been growing vertically in hotel industry. There have been significant increases in the number of women holding leadership roles at all levels of management in hotels, inns, lodges and resorts across the country.

This paradigm shift is not limited within the world of Hospitality. But just as the nearly 11% of the Indian Parliament electorate made up of women felt they should have a stronger voice in Parliament, it is only logical that the women making up 57.5% of the hotel industry's total workforce, according to a report published by Times of India (dated February 23, 2013) in south India and West Bengal, 55-60 percent of the employees in hotels are women while in Maharashtra, Punjab and Delhi the figure is 40-50 percent should have a voice in the direction of the industry. While in the common context the Hospitality industry remains male-dominated, particularly in the upper echelons of management. While this situation is changing worldwide, it remains more entrenched in State like Uttarakhand. This research paper reviews the literature on women in the hotel industry in order to contextualize the situation in Dehradun and Mussoorie, Uttarakhand where a significant and growing government-supported tourism sector makes issues of gender and industry practice especially timely.

Female respondents over-whelmingly emphasized that they have got plenty of job opportunities to build a career in hotel industry. Gender composition of the hotel workforce is analysed, and the directions for future investigation in the area are suggested.

**Keywords:** Female Employees, Gender Composition, Female Managers, Soft Skills, Leadership, Gender inequality

## Introduction

The hospitality industry has experienced tremendous growth within the past decade and it is expected to continue beyond the year 2010. As a result, the industry overall faces a worldwide shortage of trained hospitality staff Robinson and Barron (2007) and job opportunities are continuing to increase. Although the hospitality industry has embraced many aspects of modern technology, the provision of services in hotels has not changed radically from the last century. They are dependent on critical human elements of service and what Korzensky (2002) calls customer sovereignty' to ensure a successful and profitable operation. The characteristics needed in today's environment are those that embody the entrepreneur: drive innovation, energy and a special commitment to seeing something through its maturity. Along with the ability to work cooperatively with other people in the organization, what is important for employers is that they must maximize the contributions and value all employees- regardless of age, ethnicity, gender or style Mohammed (2012). According to Muley (2009) women are drawn to hospitality because they like to work with people. Hospitality industry is the largest employer of any industry in the world. Its growing by leaps and bounds this gives women a chance to hone their management skills. She further adds this is a great time for women in business there are more opportunities available than ever before and a high demand for people with leadership management and marketing skills at the same time women continue to face challenges in getting ahead achieving the reorganization that they deserve and integrating the career and personal life. Kellerman, B., and Rodhe, D. (2007).

\* Assistant Professor, Faculty of Hotel & Tourism Management, Himgiri Zee University, Dehradun, Uttarakhand, India. Email: [ashish123dhyani@gmail.com](mailto:ashish123dhyani@gmail.com).

## Purpose of the Study

The study intends to find out the benefits added to the human capital of the hotel due to the presence of women employee for this purpose the preference of women employee in four major operating and revenue generating department was analysed for the study. The department selected where were Housekeeping, Front office, Human Resource, Food & Beverage service and Production Department. This study will help the hotels to realize the importance of women employee in their organization

## Study Area

The present study is based upon Dehradun, Uttarakhand state en route to Mussoorie which is an important tourist place of Uttarakhand, attracting significant percentage of tourists, for summer vacations and for fun and visiting scenic attractions.

Both the places enjoy maximum tourist visits for various purposes and saturated with the number of hotel properties including the hotel units of internationally renowned branded hotel chains that are influenced by the seasonality of tourism. The sample was made up of employees working with star categorised hotels (not less than 3 star) recognized by the FHRAI (Federation of Hotels and Restaurants Association of India) and HRACC (Hotels and Restaurants Approval Classification committee) governed by the Department of Tourism, India. A sample size of 182 employees was chosen including different levels of management from various departments of 14 such reputed hospitality organizations. The sample work was conducted between April and May. A questionnaire as a survey instrument was developed, focusing on female employees' In order to obtain detailed information concerning the performance management practices, semi-structured interviews were also carried out. The first section of the questionnaire included questions on demographics (age, gender, education, current position and work experience). The second section included the various key competencies required and rated by the employees on the Likert scale of 5.

## Literature Review

**Tweebeck Helga (2018)<sup>[1]</sup>** in her study focuses on the research on female employees at managerial positions and

the findings suggest that women in “feminized” industries and occupations may face more formidable barriers and prejudices when they seek to develop careers rather than jobs because of the entrenched roles already allocated to women in such employment contexts.

**Prakash Ravi (2017)<sup>[2]</sup>** the authors examine the attitudes and behaviours of employees who provide frontline service and address the extent to which relationships vary among male and female employees. The study suggest that role stress affects female service providers' job performance more negatively than it does males', and that job satisfaction is related more highly to quitting intent among males.

**Peshave Jyoti (2017)<sup>[3]</sup>** the paper deals with the issues of work pressures and family stress because of the work pressures. Results of the multisource qualitative research suggest that long, unpredictable hours create individual and family-related stress. This results in women employees either leaving the jobs or suffers health problems.

**Shrestha Pooja (2016)<sup>[4]</sup>** the research focuses on the factors influencing the satisfaction of employees. It indicates that from employee's perspective, conducive working atmosphere coupled with incentives like salary and frequent trainings focused the employees to work with dedication to uplift the organization (hotels) and retaining employees, which is reflected clearly by the satisfaction level of customers.

**Sharma Sonal (2016)<sup>[5]</sup>** In hotels, women are recruited to do somewhat semi- or unskilled, lowpaid, gendered, operative and non-managerial jobs and women are not recruited for other hotel jobs since it is considered inappropriate, such as being bell-boys, night watch or night porters.

**Karmarkar Anuradha (2015)<sup>[6]</sup>** Women in the Hotel Industry: What's missing from this Picture? International Journal of Academic Research in Business and Social Sciences.

**Charuta Gajbhiye (2014)<sup>[7]</sup>** The study suggests that women have no problem in entering the Hotel Industry to beginning their career, However the number reaching the top thins down as there are a very few women at the top position not because of Glass ceiling but the women employees quit because of their family commitments or they chose not to get promoted as there will be more

flexibility to cope up with professional and personal commitments.

**Masadeh Mousa (2013)<sup>[8]</sup>** It was found that female employees did not get promoted to senior levels due to four factors: 1) the belief that women once married would not function as well as their male counterparts; 2) in hotels, promotions could be associated with transfer of assignment to another hotel chain, and there is a belief that married females are not as mobile as males; 3) usually female employees have to work much more than males to be as effective; and lastly, 4) the presence of cultural barriers that prevent women from advancing their careers.

**Mkono Muchazondida (2012)<sup>[9]</sup>** The article suggests a need to examine more deeply the underlying dynamics of career progression for female hotel managers, and to explore the reasons for the continued imbalance. If so many women enter the industry, then where along the way do they disappear, and why do they decide to leave the industry.

**Brownwell Judi (2008)<sup>[10]</sup>** the study indicates that heavy schedules and tighter deadlines at hotel and home both are telling on the health of married women workers. They are becoming prone to restlessness and insomnia. The major cause identified in the study for these problems is domestic stress.

## Objective of the Study

- To ascertain present career opportunities for female employees.
- To assess the future career prospects for female employees.
- Finding out the role of female employee departments of the Hotels.
- Identifying the training and development needs of individual and formulation of appropriate future plans.

## Types of Instruments and Methods Used for Research

- Data collection through Questionnaires with employees from different departments of the hotel.
- Respondents are recorded in a self developed questionnaire which was prepared for the data collection.

## Analysis Tools

- Development of Hypothesis.
- For analysis of data, descriptive statistics is used.

**H<sub>0</sub>:** Employees rating to the given variables is significant.

**H<sub>1</sub>:** Employees rating to the given variables is not significant.

## Universe and Sample

The data was collected from the employees of fourteen star category hotels (not less than 3 star) of Dehradun and Mussoorie. There are 134 respondents of the various levels taken as samples.

## Sampling Techniques and Tools

Sampling is a method, which enables to get a statistical image of the population. In order to carry the study, a sample size of 134 employees of fourteen star category hotels (not less than 3 star) of Dehradun and Mussoorie was chosen for the study. The systematic Random Sampling method was used for the research. A self developed questionnaire was prepared for the data collection.

## Data Analysis (Demographics)

Table 1, shows the demographical characteristics of respondents. 89 (67.42%) of respondents were from age group of 21-30 years and 33 (25%) were from age group of 31-40 years while, 07 (5.30%) were from 41–50 years. 03 (2.27%) were from age group of 51–60 years. This shows that there is a balance of fresher and experienced female workforce in the hotel industry. The highest number of the respondents 76 (57.57%) indicated they had a Bachelor degree in hotel management. 43 (32.57%) of all respondents had a graduation degree. 36 (27.27%) respondents were diploma holder in hotel management. 23 (17.42%) respondents had working experience in the hospitality field for 5-10 years; 12 (9.9%) respondents had 10-15 years working experience in this field. There is a considerable number of respondents 93 (70.45%) working experience less than five years, which depicts the trend of freshers' in the hospitality industry. Respondents were selected from various departments of the hotels i.e. Front

Office, Housekeeping, Food and Beverage production, Food and Beverage service, Human Resource etc.

| Demographic Characteristics |               | No of Respondents | %      |
|-----------------------------|---------------|-------------------|--------|
| Age                         | 21-30 years   | 89                | 67.42% |
|                             | 31-40 years   | 33                | 25%    |
|                             | 41-50 years   | 7                 | 5.30%  |
|                             | 51 and above  | 3                 | 2.27%  |
| Gender                      | Female        | 132               | 100%   |
| Education                   | Graduate      | 43                | 32.57% |
|                             | Graduate (HM) | 76                | 57.57% |
|                             | Post graduate | 31                | 23.48% |
|                             | Diploma       | 36                | 27.27% |
|                             | Others        | 10                | 7.57%  |
| Experience                  | < 5 years     | 93                | 70.45% |
|                             | 5-10 years    | 23                | 17.42% |
|                             | 10-15 years   | 12                | 09.09% |
|                             | 15-20 years   | 4                 | 03.03% |
|                             | >20 years     |                   |        |
| Total Number of Respondents |               | 132               | 100%   |
| Number of Hotels            |               | 14                |        |

## Data Analysis and Interpretation

**Table 1: Job Opportunity**

| Response          | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree    | 93        | 70.45%     |
| Agree             | 28        | 21.21%     |
| Neutral           | 3         | 2.27%      |
| Disagree          | 7         | 5.30%      |
| Strongly Disagree | 1         | 0.76%      |

**Table 2: Future Prospects and Growth Opportunities**

| Response          | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree    | 81        | 61.36%     |
| Agree             | 25        | 18.94%     |
| Neutral           | 14        | 10.61%     |
| Disagree          | 9         | 6.82%      |
| Strongly Disagree | 3         | 2.27%      |

**Table 3: Work Culture & Environment**

| Response          | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree    | 67        | 50.76%     |
| Agree             | 41        | 31.06%     |
| Neutral           | 14        | 10.61%     |
| Disagree          | 7         | 5.30%      |
| Strongly Disagree | 3         | 2.27%      |

**Table 4: Involvement in Decision Making**

| Response          | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree    | 66        | 50.00%     |
| Agree             | 43        | 32.58%     |
| Neutral           | 11        | 8.33%      |
| Disagree          | 9         | 6.82%      |
| Strongly Disagree | 3         | 2.27%      |

**Table 5: Leadership Quality**

| Response          | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree    | 49        | 37.12%     |
| Agree             | 56        | 42.42%     |
| Neutral           | 21        | 15.91%     |
| Disagree          | 4         | 3.03%      |
| Strongly Disagree | 2         | 1.52%      |

**Table 6: Training & Development**

| Response          | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree    | 39        | 29.55%     |
| Agree             | 24        | 18.18%     |
| Neutral           | 18        | 13.64%     |
| Disagree          | 32        | 24.24%     |
| Strongly Disagree | 19        | 14.39%     |

**Table 7: Equality in Remuneration Offered**

| Response          | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree    | 37        | 28.03%     |
| Agree             | 61        | 46.21%     |
| Neutral           | 20        | 15.15%     |
| Disagree          | 12        | 9.09%      |
| Strongly Disagree | 2         | 1.52%      |

**Table 8: Gender Equality at Workplace**

| Response          | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree    | 26        | 19.70%     |
| Agree             | 46        | 34.85%     |
| Neutral           | 19        | 14.39%     |
| Disagree          | 26        | 19.70%     |
| Strongly Disagree | 15        | 11.36%     |

**Table 9: Work Family Conflict/Balance with Personal Life**

| Response          | Frequency | Percentage |
|-------------------|-----------|------------|
| Strongly Agree    | 22        | 16.67%     |
| Agree             | 19        | 14.39%     |
| Neutral           | 33        | 25.00%     |
| Disagree          | 47        | 35.61%     |
| Strongly Disagree | 11        | 8.33%      |

## Findings and Results

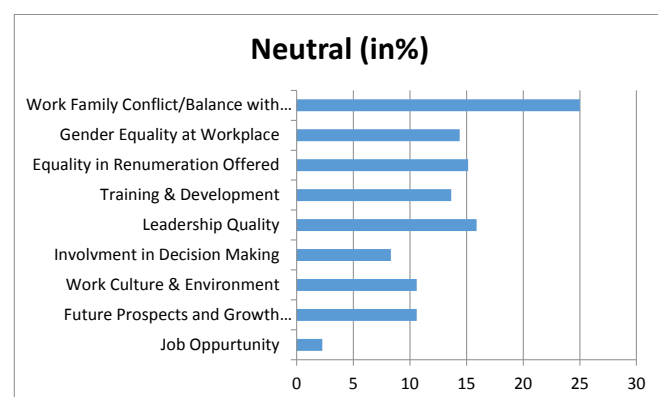
**Graph no. 1: Strongly Agreed Respondents (in %)**

Maximum respondents i.e. 93 (70.45%) strongly agreed upon the availability of proper job opportunities followed by 81 (61.36%) embarked upon the requirement of another essential component of i.e. Future Prospects and Growth Opportunities. Respondents also appreciated the kind of Work Culture & Environment they are getting 67 (50.76%) followed by Involvement in Decision Making 66 (50%). 49 (37.12%) of the respondents strongly agreed upon the role of Leadership Quality at workplace while, 39 (29.55%) strongly agreed upon importance of training

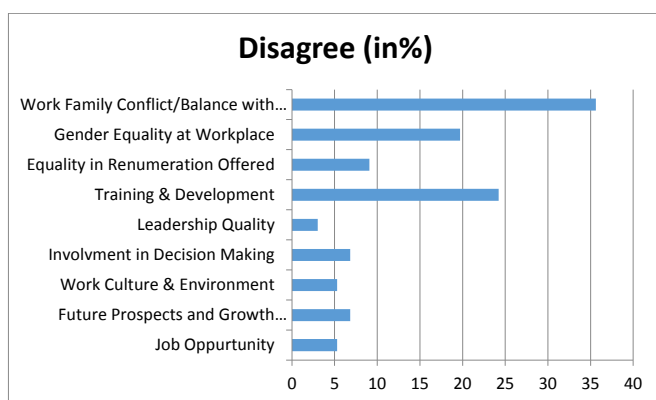
and development. Equality in Remuneration Offered, Gender Equality at Workplace, Work Family Conflict/Balance with Personal Life are strongly agreed by respondents 37 (28.03%), 26 (19.70%) and 22 (16.67%) respectively.

**Graph no. 2: Agreed respondents (in %)**

Maximum respondents i.e. 61 (46.21%) agreed upon the equality in remuneration offer at the work place followed by 56 (42.42%) embarked upon the requirement of another important component of i.e. leadership quality. Respondents also embrace the gender equality at their work environment 46 (34.85%) followed by Involvement in Decision Making 43 (32.58%). 41 (31.06%) of the respondents are agreed upon the Positive working culture & environment at workplace while, 28 (21.21%) agreed upon getting fair job opportunities. Future Prospects and Growth Opportunities, Training & Development, Work Family Conflict/Balance with Personal Life are agreed by the respondents 25 (18.94%), 24 (18.18%), 19 (14.39%) respectively.

**Graph no. 3: Neutral respondents (in %)**

Maximum respondents remained neutral upon the work family conflict/ balance with personal life 33 (25.00%). 21 (15.91%) respondents are neutral upon leadership quality in females followed by 20 (15.15%) are clinical about equality in remuneration that are offered at the work place. Respondents are also neutral upon Gender Equality at work place 19 (14.39%) followed by training and Development 18 (13.64%). Work Culture and Environment, Future Prospect and Growth Opportunities, Involvement in Decision Making and job opportunities are clinical by the respondents 14 (10.61%), 11 (8.33%) and 3 (2.27%) respectively.

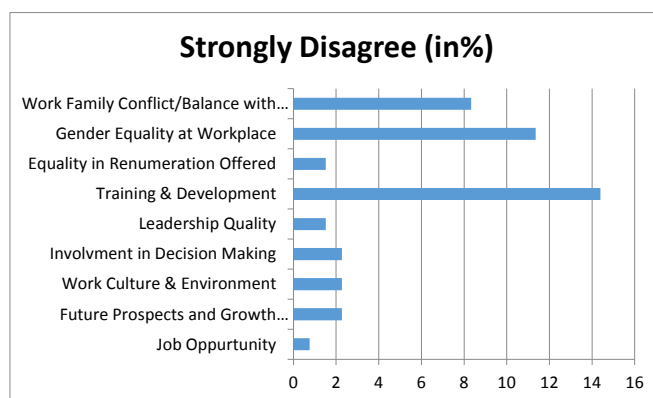


**Graph no. 4: Disagreed Respondents (in %)**

47 (35.61%) respondents are disagreed upon work Family Conflict/ Balance with personal life followed by 32 (24.2%) are contention upon training and Development. Maximum respondents are disagreed about Gender Equality at Workplace 26 (19.70%). Respondents are also disagreed upon Equality in Remuneration Offered at the work place 12 (9.09%), while 9 (6.82%) respondents are disagreed upon female involvement in Decision Making. Future Prospect and Growth Opportunities, Work Culture & Environment, Job Opportunities and Leadership qualities are disagreed by 9 (6.82%), 7(5.30%) and 4 (3.03%) respectively.

Maximum respondents i.e. 19 (14.39%) Strongly Disagreed upon Training & Development offer at the work place followed by 15 (11.36%) strongly diverge upon the implementation of another important component of i.e. Gender Equality at Workplace. Respondents also strongly disagreed the Work Family Conflict/Balance with Personal Life 11 (8.33%). followed by Involvement

in Decision Making 3 (2.27%). The respondents are also strongly disagreed upon the Future Prospects and Growth Opportunities 3 (2.27%) while, 3 (2.27%) strongly disagreed upon Work Culture & Environment. leadership quality, Equality in Remuneration Offered, Job Opportunities are 2 (1.52%), 2 (1.52%), 1 (0.76%) respectively.



**Graph no. 5: Strongly Disagreed Respondents (in %)**

## Discussion

The female respondents asserted that women have career ambitions even advancing to senior management in the hotel industry or even own hotel for self-employment. They added, they, too, aspire for promotions and opportunities for professional development. They were also in agreement that promotions should be based on qualifications and performance as well. Maximum respondents i.e. 93 (70.45%) strongly agreed upon the availability of proper job opportunities followed by 81 (61.36%) embarked upon the requirement of another essential component of i.e. Future Prospects and Growth Opportunities. Respondents also appreciated the kind of Work Culture & Environment they are getting 67 (50.76%) followed by Involvement in Decision Making 66 (50%). 49 (37.12%) of the respondents strongly agreed upon the role of Leadership Quality at workplace while, 39 (29.55%) strongly agreed upon importance of training and development. Equality in Remuneration Offered, Gender Equality at Workplace, Work Family Conflict/ Balance with Personal Life are strongly agreed by respondents 37 (28.03%), 26 (19.70%) and 22 (16.67%) respectively.

## Conclusion

The study establishes the point that the women are preferred to be hired in Hospitality Industry as they affirmed that they have ample of opportunities with a promising career. In the Hospitality Industry, they are preferred due to their ability to communicate and understanding human nature. The analysis was done on nine parameters which include their assessment of Job opportunities, growth and future prospects, Work Culture and Environment, Involvement in decision making, Leadership Quality, Training and development, Equality in Remuneration offered and gender, Work-family conflict and balance with personal life.

The assessment was done from the female employees' perspective towards the future career prospects in hospitality industry. This high significance study shows that on the basis on contemporary trends, women strongly believe that they have fair chances of growth and development along with their indulgence in operations is highly solicited as they are preferred in guest service areas. This clearly proves that it is beneficial to appoint women staff in hotels as per the departmental requirement. At the same time the hotel calls for constant dealing with different types of guest, situation, problem solving etc. this again requires.

The study carried out with an objective to gain insight into the value added by women employees to 3-5-star hotels. The research has strongly argued that the women are preferred hotel employee as they bring along their own added value with their understanding of Human nature, their well-groomed pleasing personality along with their communication skills and their ability to handle different types of guests with patience. All this gives them a place in Front office department, and in Food and Beverage department. Not only she has a place in the guest service areas of the hotel but her capabilities of a good manager have also been appreciated. Although she has not been appreciated much in the decision making ability at higher level but her flexibility and accommodating nature while dealing with 'people' has been appreciated.

## Suggestions

The most important resource to run an organization effectively and efficiently is Human resource. The study

affirms the same that women play a very vital role in delivering the things with great perfection. But there remains a need for a well-planned and executed training and development program for consistent service delivery with finesse. It will not only remain helpful for the female employees but for all the employees as well. For the vertical growth of the organization there remains a need for regular and specified training and development programs which should be taken care of by the management.

## Limitations and Scope for Future Research

The present study was carried out gathering the point of view of female employees only. Further study could be carried out by taking the view point of the guest and the employees of the hotel. Limited attributes that selected for this study, an extensive study could be carried out by taking other attributes into consideration with a larger area and sample size.

## References

- Tweebeck, H., & Lashley, C. (2018). Women in leadership. *Research in Hospitality Management*, 7(2), 127-132.
- Prakash, R., & Sharma, P. (2017). Safety and security of female employees in Indian hotel industry. *International Journal of Science, Technology and Management*, 6(5), 265-270.
- Peshave, J., & Gupta, K. Challenges in the career progression of women in Hospitality industry-a review of literature. *International Journal of Commerce and Management Research*, 3(2), 158-165.
- Shrestha, P. (2016). Barriers for women in career advancement in the hospitality industry: A review of literature. *The SAGE Handbook of Hospitality Management*, 52-65.
- Sharma, S. (2016). Study on the gender equality in hotel industry. *International Journal of Academic Research and Development*, 1(3), 114-116.
- Karmarkar, A. (2015). A study on career shift of women from hotels to other fields. *Atithya: A Journal of Hospitality*, 1(1), 1-5.
- Charuta, G., & Patil, J. (2014). Preference of women in hotel industry: An empirical study. *International Journal of Innovative Research & Development*, 7(3), 279-285.

- Masadeh, M. (2013). Women in the hotel industry: What's missing from this Picture. *International Journal of Academic Research in Business and Social Sciences*, 1(3), 573-580.
- Mkono, M. (2012). Women in hotel management in Zimbabwe: Career ambitions, progression tactics and career challenges. *Tourismos: An International Multidisciplinary Journal of Tourism*, 7(2), 165-181.
- Brownwell, J., & Walsh, K. (2008). Women in hospitality. *The SAGE Handbook of Hospitality Management*, 107-128.

