

## **Gender Equality in Indian Hotel Industry –a study of perception of male and female employees**

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### **Abstract:-**

*Status of women in a society gets reflected in the roles played by them in its institutions such as family, political or other social groups. Corporate also echo the same. In Indian industry woman hold more positions of power now than in the past. Indian hospitality industry also shows the same pattern. But compared to their share in population women hold few positions compared to males. This is in spite of a number of measures taken by the government through legislation and policy measures. The vertically typical “Gender Pyramid” is prevalent in this too- lower level occupation with few career development opportunities dominated by women and key managerial positions dominated by men. Earlier studies found the deeply entrenched beliefs and stereotyped attitudes towards women in the workplace to be the main barrier in gender equality. Though India seems poised for superpower status because of its booming economy. However, beneath the spectacular “India Shining” story lurks an area of darkness – the unequal status of its women, who constitute more than half its demographic. This study on Gender Equality in Indian Hotel Industry- A study of Perception of male and female employees aims to examine whether female employees of hotel industry perceive gender equality issues differently than male employees. It collects information from 13 hotels and 110 respondents in NCR on 5-point likert scale on 27 items. For analysis Independent samples T test is used, and results of study demonstrate that there is difference in the perception of male and female only for one issue “women do not get same fringe benefits as men”, For rest of the issues of gender equality T value is not significant meaning that both men and women have similar opinion regarding gender equality issues. This study found biases in management practices in deference to official policy on gender equality. The preferences were clearly in favour of males for senior positions and younger female at lower levels*

**Key Words** Equality of Status, Female Employees, Gender, Hospitality Industry, Women

### **INTRODUCTION**

Gender is “self- conception as being male or female, as distinguished from actual biological sex (Encyclopedia Britannica) and in cultural, gender, social studies it often refers to purely social studies rather than biological differences. The same social construction is taken in this study in the context of work places. Socially women have been discriminated in all formal and informal groups (Can, 1995; Maatman, 2000; Muli, 1995; Korabik, 1993; Shaffer et al., 2000) and this expands to work too as found in many studies (Cotter et al., 1997, (Corby, 1983; Burrell, Mamfredi, Simonetta & Rollin, 1997; Sharma, 2006; Rothwell, 1984). This discrimination has led to continuous efforts at social and legal levels to bring parity of status between genders often referred to as gender equality. This has become more relevant at work places with increasing presence of women work force and means equal rights, responsibilities and opportunities for all persons regardless of whether one is born male or female ILO (2007). An ILO (2004) study found the share of this workforce at 33 % in 1960, 43% in 1980 and 45% in 1990 and 40% in 2003.

In spite of the ongoing efforts (Kemp, 1994; Shaffer et al., 2000) found women's occupational sex segregation, the concomitant low status, short career ladders, and low pay around the world. According to Kasantita (2008), there is a patriarchal attitude towards women in the world of work and sometimes women are given token positions to pacify the strong advocates in women issues and to more or less ‘keep their mouths shut’. Women in the professional arena today hold more positions of power than at any time all over the world. Yet they still hold comparatively few and lower positions. Women today are paid more than ever. Still, they are often paid less based on gender. Similar situation prevails in India where constitution is proactive and provides for equality of opportunity and Article 14, Article 15(1), Article 15 (3), Article 16, Article 42, Article 15 (A) (e) of the constitution of India guarantee equality of sexes and in fact grants special favour to women. But social scenario is not so progressive and patriarchal social patterns restrict progress of women in almost all fields of

life. A CII (2006) survey of 149 Indian companies found women holding 16% of junior level and 4% of senior managerial posts. Only 1% of the organizations had women CEOs. At workplaces select industries and jobs are termed as female jobs. Service industries such as insurance, banking, travel, telecommunication, and hotels are considered to have “women jobs”. Particularly in hotels women constitute majority of secretaries, front office assistant, housekeeping attendant, housekeeping supervisor, executive housekeeper, guest relation executive, in positions supportive of men, who comprises the majority of front office manager, shift manager, food & beverage manager, food & beverage controller, human resource manager, training manager respectively (Roos and Gatta, 2001). FHRAI (June 2002) attributes this to personal qualities of patience, tolerance, willpower and empathy for others that come from being a mother. This points towards occupational sex segregation (Bose and Whaley, 2001). It is supported by an HVS survey in the 1100 hotels of the country that found percent of women employees to be higher in 5 star deluxe hotels at all levels, including managers, supervisors and staff. It comes down in lower star category hotels the all-India women general manager average was found 2-3 per cent only.

The issue of occupational sex segregation and discrimination is the reason behind this study to explore the dynamics of this gender equality and inequality. Thus, the present study is planned to explore:

1. The status of women in Indian Hotel Industry
2. The perception differences between male and female employees about the status of women in Indian Hotel Industry.

### Review of Literature

The literature on gender equality is the subject of many social sciences, particularly women research, management, anthropology, psychology, human geography etc. The literature surveyed for this paper is mainly from business studies that concern women’s discrimination at work places in terms of wages, unfair performance appraisal, unequal promotional opportunities, sexual harassment, unequal retirement or fringe benefits, less supportive colleagues/ superiors etc. Verkaik (2009, sep-9) quotes a study in The Tribune by Head of the Equality and Human Rights Commission (EHRC) and mentions that in UK financial Institutions women employed full- time in the city earn 47 per cent less in annual gross salaries than men, compared to a 28 per cent pay gap across the economy. A disparity in bonuses and other performance- related pay is a major factor behind the “massive gender pay gap” in the financial sector. Report also said that women

workers who become pregnant face redundancy. This sex stereotyping of work across the sector was compounded by the sexism. Skalpe (2007) analyzed the gender gap among chief executive officers (CEO) in a sample of Norwegian tourism and manufacturing firms and the results confirm that female CEOs are wage discriminated in both sectors. Nevertheless, the gender wage gap is larger in tourism because the female CEOs in this industry are employed in relatively smaller firms. The tourism industry offers women better odds of reaching the top, but the female CEOs are employed in smaller firms that offer less pay. Krieg (2006) studied the perception of female managers in German invested enterprises in china and found that despite high esteem; only few women were found working at higher management levels. Zhong, T. (2006) stated that females and males had significant differences on equity (lack of promotion, pay and training) family issues (childcare responsibility, being married, conflicts with family responsibilities) and advancement. This study found that woman in hospitality industry faced lots of difficulties in their careers.

Sharma (2006) analyzed that women are increasing in different sector. But the growth rate is slow. In civil services the overall percentage of women in 1997 was 7.5%, the highest being 12.3% in Indian Foreign Service. On the whole, women in 1997 represented 13.8% of the employee strength in the public sector as against only 8.6% in 1971. Mgaya, Shemi & Kitindi (2005) examined the types of gender-based inequalities of information systems personnel in Botswana. The results show that the percentage of female employees in information system is smaller compared to the national average of women employees. Female employees also think that they are not fairly treated in promotions and that their employers do not value their contributions. Female employees are also unhappy with many other issues about their career and the percentage of those who might quit their jobs at the earliest opportunity is higher than that of male employees.

WTO Public symposium 2005 report shows that “women have an important role in the tourism sectors, accounting for up to 70% of the labour force in global tourism. However their labour is often exploited and women find themselves concentrated in casual labour force and low paying jobs”. Crawford (2003) suggested that management, through its discriminatory practices; fail to adequately utilize its human resource, negatively affecting gender relationships and worker commitment, jeopardizing overall organizational effectiveness. Study also explored that the disparity in the treatment of male and female extends to internal promotion, even where women have superior qualifications to their male counterparts. Li & Leung (2001) find out the

barriers that may prevent middle-level female managers from moving up to the executive positions. The findings suggested that female managers in Singapore hotels have “given up” some family life in order to get ahead. Whereas strong credentials and skills have proven to be important in female advancement into middle-level management, they have not helped them to attain executive positions. Hemmati, M. (2000) researched that women have achieved higher level of education and contributing 40% of global work place. Yet their share of management positions remains unacceptably low, with just a tiny proportion succeeding in breaking through the “glass ceiling”. Women are often forced to choose casual labour, part time and seasonal employment

Aitchison, Jordan & Brackenridge (1999) examined gender equity in leisure management industry and found that women are encouraged to accept large amounts of senior management responsibility for middle management salaries, where routes to promotion remain unclear, and where organisational culture is informed by the dominant “locker room culture” of male sport. According to Sparrowe & Iverson (1999) gender biased income, workforce participation, occupational crowding disparity persists and pernicious forms of sex discrimination continue in the hospitality industry of United States. NGO Steering Committee Tourism Caucus (1999) studies the status of women in corporate sector and finds “employment of women in the tourism and hospitality industry is has to be noted that there is a significant gender segmentation of labour in industry’ leaving women in the lower levels, with less pay and less training and development opportunities.” According to UNED-UK’s (United Nations Environment and Development UK Committee) Project Report (1998) “women around the world have achieved higher levels of education than ever before and today represent more than 40% of global work place. Yet their share of management positions remains unacceptably low with just a tiny proportion succeeding in breaking through the “glass Ceiling”. Burrell, Manfredi & Rollin (1997) conducted a survey on women’s employment in four countries France, Italy, Spain and the UK with reference to their participation in the labour force in general and in the hospitality industry in particular in their research study. The

study points towards existence of orthodox attitudes that act barrier to the types of jobs that men and women carry out in hotels.

It can be concluded from the existing studies there is a wide inequality between females and males on work related issues of promotion, pay, training and family issues such as childcare responsibility, being married, conflicts with family responsibilities and advancement. The studies show biases of men towards women employees at various stages

### Research Methodology

The study is based on a survey of 13 hotels and 110 employees of NCR (National Capital Region). Convenient Random sampling method was adopted for the selection of hotels in NCR. The opinion of employees was measured on 5 point Likert scale ranging from strongly agrees (5) to strongly disagree (1) for positive worded questions and for negative worded questions scale ranging from strongly disagree (5) to strongly agree (1). Descriptive statistics percentage analysis, mean, standard deviation, and variance and analytical-Independent samples T test is used for analysis.

### Analysis of Data

#### Profile of Respondents

The profile of sample population is shown in Table-1. The demographic data of these respondents revealed the following information.

Of the respondents 61.8% (68) were male and 38.2% (42) were female. Majority of male (67%) and female (74%) respondents are unmarried, and approximately 68% respondents in totality are graduate and 26% respondents are found postgraduate. It can be concluded that higher education is not popular among the hotel employees. Of the male respondents majority of them (40%) are found working in F & B service and majority of female (31%) are from front office department, Maximum respondents are from the age group of 20- 30. Of the female respondents, very less percentage (21%) of female were on managerial positions in comparison with their male (49%) counterparts. 85% respondents are working under male boss and only 15% respondents have female boss. So it can be concluded that males in hotel industry head managerial positions.

**Table 1 Demographic Profile of sample population**

DEMOGRAPHIC VARIABLES		MALE	FEMALE
		N (%)	N (%)
Gender	Male/female	68 (61.8%)	42 (38.2%)
	Unmarried	46 (67.6)	31 (73.8)
Marital Status	Married	22 (32.4)	11 (26.2)
	Education	10+2 or Less	3 (4.4)

	Graduate	45 (66.2)	30 (71.4)
	Post Graduate	18 (26.5)	11 (26.2)
	Other	2 (2.9)	1 (2.4)
<b>Age</b>	20-30	42 (61.8)	33 (78.6)
	31-40	18 (26.5)	7 (16.7)
	41-50	8 (11.8)	2 (4.8)
<b>Monthly Income</b>	5001-10000	20 (29.4)	15 (35.7)
	10001-15000	19 (27.9)	10 (23.8)
	15001-20000	11 (16.2)	3 (7.1)
	20001-30000	10 (14.7)	9 (21.4)
	30001-40000	5 (7.4)	4 (9.5)
	40001-50000	3 (4.4)	
	50000+		1 (2.4)
<b>Job Position</b>	Managerial	33 (48.5)	13 (21.0)
	Supervisory	21 (30.9)	14 (41.3)
	Operational	14 (20.6)	15 (37.7)
<b>Total Experience in current organisation</b>	1-3	44 (64.7)	32 (76.2)
	4-6	9 (13.2)	7 (16.7)
	7-10	5 (7.4)	2 (4.8)
	11-15	4 (5.9)	1 (2.4)
	16-20	4 (5.9)	Nil
	20+	2 (2.9)	Nil
<b>Total experience in hotels</b>	1-5	28 (41.2)	26 (61.9)
	6-10	22 (32.4)	9 (21.4)
	11-15	14 (20.6)	6 (14.3)
	16-20	1 (1.5)	1 (2.4)
	20+	3 (4.4)	Nil
<b>Department in which you are working</b>	Front Office	17 (25.0)	13 (31.0)
	Housekeeping	5 (7.4)	10 (23.8)
	F&B Service	27 (39.7)	12 (28.6)
	F&B	9 (13.2)	1 (2.4)
	Production		
<b>Your Immediate Boss is?</b>	Male	60 (88.2)	32 (76.2)
	Female	8 (11.8)	10 (23.8)

### **Job Preference**

Job preference for hotel jobs is shown in Table-2 that reveals that women are more uncertain (40.5 %) about the continuity their career in hotel industry in comparison to males (7.4%) and only

57% females would like to continue their career in hotel industry while 88.2% male would like to continue their career in hotels. And both male and female (69%) think that front office is the most preferable department for women in hotels.

**Table-2 Job Preference**

		<b>Gender</b>			
		<b>Male</b>		<b>Female</b>	
		(Count)	%	(count)	%
<b>Like to continue career in Hotel industry</b>	<b>Yes</b>	60	88.2%	24	57.1
	<b>No</b>	3	4.4	1	2.4
	<b>Uncertain</b>	5	7.4	17	40.5
<b>Most preferable department in hotel</b>	<b>Front Office</b>	47	69.1	29	69.0
	<b>Housekeeping</b>	14	20.6	7	14.3
	<b>F&amp;B Service</b>	6	8.8	6	14.3
	<b>F&amp;B Production</b>	1	1.5		

Variables	Gender	N	Mean	Mean (Total)	Mean Difference	Std. Deviation	Std. Error Mean
There is discrimination against women being a part of paternalistic society	Male	68	<b>3.3971</b>	<b>3.4635</b>	-.1744	1.10817	.13439
	Female	42	<b>3.5714</b>		-.1744	.99125	.15295
Discrimination is because of nature of work	Male	68	3.3382	3.3545	-.0427	1.15397	.13994
	Female	42	3.3810		-.0427	1.18841	.18338
Women are employed more at lower levels	Male	68	2.7647	2.8182	-.1401	1.31714	.15973
	Female	42	2.9048		-.1401	1.18547	.18292
Women are employed more at visual areas like front office	Male	68	<b>4.0000</b>	<b>3.9364</b>	.1667	.93041	.11283
	Female	42	<b>3.8333</b>		.1667	.98567	.15209
Women are employed in areas where less physical work is required	Male	68	<b>3.8824</b>	<b>3.6818</b>	.5252	1.08627	.13173
	Female	42	<b>3.3571</b>		.5252	1.14384	.17650
Industry prefers young and unmarried women	Male	68	<b>3.8235</b>	<b>3.9000</b>	-.2003	1.10550	.13406
	Female	42	<b>4.0238</b>		-.2003	.92362	.14252
Industry emphasis is more on physical appearance than intelligence in case of women	Male	68	3.3824	3.2636	.3109	1.26997	.15401
	Female	42	3.0714		.3109	1.40370	.21660
Remuneration is equal for both women and men employees	Male	68	<b>3.5441</b>	<b>3.5909</b>	-.1225	1.08496	.13157
	Female	42	<b>3.6667</b>		-.1225	1.05152	.16225
There is fair performance appraisal	Male	68	<b>3.6912</b>	<b>3.7182</b>	-.0707	1.12313	.13620
	Female	42	<b>3.7619</b>		-.0707	1.07770	.16629
Promotional opportunities are equal for women employees	Male	68	<b>3.6324</b>	<b>3.6091</b>	.0609	.91267	.11068
	Female	42	<b>3.5714</b>		.0609	1.10747	.17089
Men and women get same retirement benefits	Male	68	<b>3.8088</b>	<b>3.7818</b>	.0707	.96595	.11714
	Female	42	<b>3.7381</b>		.0707	1.14890	.17728
Women do not get same fringe benefits as men	Male	68	3.3971	3.1182	.7304	1.16080	.14077
	Female	42	2.6667		.7304	1.22308	.18873
Women are secure at work place	Male	68	3.7941	3.6364	.4132	.97059	.11770
	Female	42	3.3810		.4132	1.18841	.18338
Women are comfortable with night shifts	Male	68	<b>3.0000</b>	<b>3.0727</b>	-.1905	1.19701	.14516
	Female	42	<b>3.1905</b>		-.1905	1.15269	.17786
Women face sexual harassment at work place	Male	68	2.9559	3.1455	-.4965	1.26295	.15316
	Female	42	3.4524		-.4965	1.19353	.18417
Women manage long working hours, night shifts with childcare, family responsibilities	Male	68	3.0294	3.1182	-.2325	1.29258	.15675
	Female	42	3.2619		-.2325	1.26991	.19595
Women cannot handle managerial position with childcare/family responsibilities	Male	68	2.9706	2.8909	.2087	1.34908	.16360
	Female	42	2.7619		.2087	1.22593	.18917
Men feel comfortable working under women head	Male	68	3.0294	3.2636	-.6134	1.24554	.15104
	Female	42	3.6429		-.6134	1.35829	.20959
Women do not get help from men subordinates	Male	68	3.2500	3.1000	.3929	1.17657	.14268
	Female	42	2.8571		.3929	1.20104	.18533
Customers create more problem for women employee	Male	68	<b>2.8382</b>	<b>2.8455</b>	-.0189	1.15397	.13994
	Female	42	<b>2.8571</b>		-.0189	1.18056	.18216
Unmarried women are preferred at entry level not in case of male	Male	68	<b>3.6471</b>	<b>3.6909</b>	-.1148	1.04759	.12704
	Female	42	<b>3.7619</b>		-.1148	.95788	.14780
Women need to make extra efforts to prove their credibility than men	Male	68	2.9706	3.1364	-.4342	1.28098	.15534
	Female	42	3.4048		-.4342	1.39790	.21570
Management prefers men at managerial position	Male	68	3.0735	3.1909	-.3074	1.28500	.15583
	Female	42	3.3810		-.3074	1.26785	.19563
Males dominate hotel industry	Male	68	<b>3.3088</b>	<b>3.3273</b>	-.0483	1.14940	.13938

### *Status of Women in Hotel Industry*

The status of women is evaluated on the opinion of sample on twenty-seven items related to gender equality in Indian hotel industry, derived from the review of literature on gender issues and to know the perception difference between male and female regarding gender equality independent samples t test is used. Group statistic is shown in Table- 3 and T test results are shown in table- 4. This paper considers only those issues that are relevant for this study.

#### *Issues on which male and female think differently*

On the following issues males and females mean scores differ, “Women do not get same fringe benefits as men, (mean difference=. 7304)”, here majority of women agree on the point that women do not get same fringe benefits as men while men think opposite on this point, “ Men feel comfortable working under women head (Mean difference= .6134)”, women are positive on this point while males themselves feel that they do not feel comfortable working under women head. Industry emphasises on physical appearance than intelligence (mean difference= .3109), finds males favour with than females who agree that physical appearance is more important than intelligence. On the issue of “Women face sexual harassment at work place (mean difference = .4965)”, majority of women agree that sexual harassment take place at work place while men do not agree. “Women need to make extra efforts to prove their credibility than men (mean difference = .4342)” is supported more by women than men. Management prefer men at managerial positions (mean difference = .3074) has male’s mean score average, meaning that males are neutral while women’s mean score are above average. It can be concluded that women agree to this statement. Women do not get help from men subordinates (mean difference= .3929), is supported by women but male do not agree on this. Women manage long working hours, night shifts with childcare, family responsibilities (mean difference= .2325), is one of the important issue, here women agree while males are neutral. It can be concluded that many times women’s strength and competencies are under- estimated at work place. Traditionally women have taken care of the home to raise children and now they are participating at workforce. This is a big shift for

**Table-3 Descriptive Group Statistics**

#### *Perception Differences between Males and Females*

When the t tests were calculated (shown in Table- 4) for perception of male and female employees on gender equality in Indian hotel industry, there was only one issue “women don’t get same fringe benefits as men (t- 3.141)”, that have significant difference at the 95% confidence interval of the difference for equality of means male and female hotel employees.

men to realize.

For rest of the issues men and women think alike.

#### *Issues on which male and female think similarly*

Findings are on the positive note for following issues as mean score is above average for both the sexes:

Remuneration is equal for both women and men employees (Mean- 3.5909), there is fair performance appraisal (Mean- 3.7182), promotional opportunities are equal for women employees (Mean- 3.6091), men and women get same retirement benefits (Mean- 3.7818), Customers create more problem for women employee (Mean- 2.8455). It can be inferred that policies are equal for both men and female employees in hotels. But after analysing other issues it is found that in practices both sexes are not treated equally as both male and female agree on following issues, which shows gender biasness. Both sexes mean score is above average on these issues- industry prefers young and unmarried women employees but not in case of male employees (Mean- 3.900), women are employed more at visual areas (Mean- 3.93), women are employed in areas where less physical work is required (Mean- 3.6818), unmarried women are preferred at entry level (Mean- 3.6909), male and female have the opinion that males dominate hotel industry (Mean- 3.3273), and Growth is restricted for female who do not become a part of social gathering (Mean-3.1182), “there is discrimination against women being a part of paternalistic society (Mean- 3.4635)”.

#### *Issues on which male and female have neutral opinion*

Women are comfortable with night shifts (mean- 3.0727); on this issue both have neutral decision. It can be concluded that policies are not gender biased though the result of the this found very less percentage of women at managerial positions comparative to males and major obstacles which constraint the growth of women are the deeply entrenched beliefs and stereotyped attitudes towards women in the hotel industry.

For other issues T value is not significant meaning that both male and female have similar opinion regarding gender equality in Indian hotel industry.

**Table- 4 Independent Samples Test**

		Levene's Test for Equality of Variances		t- test for Equality of Means				
		F	Sig.	t	df	Sig.(2-tailed)	Mean Difference	Std. Error Difference
There is discrimination against women being a part of paternalistic society	EVA	.939	.335	-.834	108	.406	-.1744	.20907
	EVNA			-.856	94.333	.394	-.1744	.20360
Discrimination is because of nature of work	EVA	.006	.939	-.186	108	.852	-.0427	.22906
	EVNA			-.185	85.015	.854	-.0427	.23067
Women are employed more at lower levels	EVA	.925	.338	-.562	108	.575	-.1401	.24900
	EVNA			-.577	93.939	.565	-.1401	.24284
Women are employed more at visual areas like front office	EVA	.334	.565	.892	108	.374	.1667	.18679
	EVNA			.880	83.137	.381	.1667	.18937
Women are employed in areas where less physical work is required	EVA	3.194	.077	2.414	108	.017	.5252	.21754
	EVNA			2.385	83.537	.019	.5252	.22024
Industry prefers young and unmarried women	EVA	2.989	.087	-.981	108	.329	-.2003	.20414
	EVNA			-1.024	98.476	.309	-.2003	.19566
Industry emphasis more on physical appearance than intelligence in case of women	EVA	.554	.458	1.198	108	.233	.3109	.25951
	EVNA			1.170	80.366	.245	.3109	.26577
Remuneration is equal for both women and men employees	EVA	.246	.621	-.582	108	.562	-.1225	.21046
	EVNA			-.587	89.078	.559	-.1225	.20889
There is fair performance appraisal	EVA	.013	.908	-.326	108	.745	-.0707	.21708
	EVNA			-.329	89.744	.743	-.0707	.21495
Promotional opportunities are equal for women employees	EVA	2.821	.096	.313	108	.755	.0609	.19451
	EVNA			.299	74.581	.766	.0609	.20360

<b>Men and women get same retirement benefits</b>	<b>EVA</b>	1.845	.177	.347	108	.729	.0707	.20395
	<b>EVNA</b>			.333	75.777	.740	.0707	.21248
<b>Women do not get same fringe benefits as men</b>	<b>EVA</b>	<b>.311</b>	<b>.578</b>	<b>3.141</b>	<b>108</b>	<b>.002</b>	<b>.7304</b>	<b>.23253</b>
	<b>EVNA</b>			<b>3.102</b>	<b>83.496</b>	<b>.003</b>	<b>.7304</b>	<b>.23544</b>
<b>Women are secure at work place</b>	<b>EVA</b>	2.714	.102	1.989	108	.049	.4132	.20775
	<b>EVNA</b>			1.896	74.051	.062	.4132	.21790
<b>Women are comfortable with night shifts</b>	<b>EVA</b>	.084	.773	-.822	108	.413	-.1905	.23165
	<b>EVNA</b>			-.830	89.507	.409	-.1905	.22958
<b>Women face sexual harassment at work place</b>	<b>EVA</b>	.002	.965	-2.045	108	.043	-.4965	.24278
	<b>EVNA</b>			-2.073	90.757	.041	-.4965	.23953
<b>Women manage long working hours, night shifts with childcare, family responsibilities</b>	<b>EVA</b>	.020	.889	-.923	108	.358	-.2325	.25199
	<b>EVNA</b>			-.927	88.168	.357	-.2325	.25093
<b>Women cannot handle managerial position with childcare/family responsibilities</b>	<b>EVA</b>	1.441	.233	.816	108	.417	.2087	.25586
	<b>EVNA</b>			.834	93.322	.406	.2087	.25010
<b>Men feel comfortable working under women head</b>	<b>EVA</b>	1.065	.304	-2.424	108	.017	-.6134	.25307
	<b>EVNA</b>			-2.375	81.238	.020	-.6134	.25834
<b>Women do not get help from men subordinates</b>	<b>EVA</b>	.027	.870	1.688	108	.094	.3929	.23274
	<b>EVNA</b>			1.680	85.604	.097	.3929	.23389
<b>Customers create more problem for women employee</b>	<b>EVA</b>	.060	.806	-.083	108	.934	-.0189	.22847
	<b>EVNA</b>			-.082	85.458	.935	-.0189	.22971
<b>Unmarried women are preferred at entry level not in case of male</b>	<b>EVA</b>	1.373	.244	-.577	108	.565	-.1148	.19909
	<b>EVNA</b>			-.589	92.921	.557	-.1148	.19490
<b>Women need to make extra efforts to prove their credibility than men</b>	<b>EVA</b>	1.429	.235	-1.668	108	.098	-.4342	.26035
	<b>EVNA</b>			-1.633	81.193	.106	-.4342	.26582

<b>Management prefers men at managerial position</b>	<b>EVA</b>	.434	.512	-1.225	108	.223	-.3074	.25091
	<b>EVNA</b>			-1.229	87.883	.222	-.3074	.25011
<b>Males dominate hotel industry</b>	<b>EVA</b>	.307	.580	-.212	108	.833	-.0483	.22831
	<b>EVNA</b>			-.210	84.902	.834	-.0483	.23001
<b>Growth is restricted for female who do not become a part of social gathering</b>	<b>EVA</b>	.291	.591	-.006	108	.995	-.0014	.24438
	<b>EVNA</b>			-.006	82.957	.996	-.0014	.24792

EVA= Equal variances assumed, EVNA=Equal variances not assumed

## Conclusion

Based on the data collected from the hotels of NCR for this study, we found that women's career opportunities are equal to those of men in organizations but they did not have any women friendly policies for encouraging more women to enter in hotel industry. In spite of equal hiring policies, the study revealed gap between equality of sexes legislation and actual practice and the experience of women. This study indicates that management prefer men for managerial positions. The study also found occupational segregation in hotel industry, as 44% of male respondents and 50 % of female respondents are of an opinion that women are employed more at visual area like front office. 47% of male respondents and 35 % of female respondents are agreed that women are employed in areas where less physical work is required. Majority of female respondents are of the opinion that they have to make extra efforts to prove their credibility. And 50% respondents accept that unmarried and young women are preferred in this industry. However, married women with children may be discriminated against even at the hiring stage. As women experienced that during the time of interview, interviewer ask questions such as how she will manage her domestic responsibilities, whether there is a support system at home, and family plans so on. So management still needs to examine its career ladders with an eye to creating opportunities for women to move into positions that will eventually allow them to break the glass ceiling at the top.

Our findings also indicate orthodox behaviour of men towards women. As 39 % of female respondents are strongly disagree on the question that "men feel comfortable working under women head". And male respondents have neutral opinion on the question that women can manage long working hours with family and childcare responsibilities, while female respondents agree that they can manage both responsibilities

efficiently. 42% of female respondents are of an opinion that hotel industry is male dominant. The study found very less women at managerial positions and majority of female (40%) respondents are uncertain about the continuity their career in hotel industry in comparison to males (7%). And such who have succeed in breaking the glass ceiling, had gone through with lots of hurdles to prove their credibility in front of the management. Management should try to understand the special need of women and try to give more benefits to them and should take proactive steps to minimise the discrepancy between policies and practices.

Women have as much capacity for hard work and talent for intellectual inputs, creativity and efficiency as men do. Hotel companies need to enrich their workforce by recruiting and retaining more women employees. They will have to take conscious decisions to evolve certain policies, which are women friendly and take care of their special problems by providing women friendly services like crèche facility, flexible timing, extended maternity leave, paternity leave, pick and drop services not only in night but for whole day, more casual and medical leaves as they have family responsibilities (from which married men usually escape), not too much long shifts, no night shifts etc. So if management want to retain talented women they should try to provide employee friendly and gender- neutral working environment. Hotel industry should encourage more women to enter in this industry

On only one issue out of twenty-seven issues women differ from the male as cited above but if we analyse the mean scores on many issues women and men have different opinion regarding gender equality in hotel industry. After detailed examination of the opinion we found both male and female agreed on the point that the working environment of hotel industry is a not woman friendly. And women work very hard in mannish

type of environment to survive and get the top position in the boardroom.

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