CHAPTER -3
RESEARCH METHODOLOGY

3.1 Problem Statement of the study

The hospitality industry is one of the world’s largest employers (Reigel, 1998). During the past decade, hospitality and tourism education has grown with the rapidly expanding industry. The tremendous growth of the industry from the 1960s into the 1980s created a favourable environment for the employment and career in hospitality industry (Barrows, 1999). Over the past several decades, women have become a larger percentage of the workforce. There has been an improvement in the numbers of women in hospitality industry. Over the past few years it has been observed that women participation in both public and private employment sector in India has noticeably improved. Although women participation in workforce has increased but, a very few number of managerial positions are being filled by women. Several challenges are faced by the women’s such as irregular work hours, conflict with family responsibilities, inadequate knowledge, lack of mentoring, old male network, lack of equity in pay, lack of equity in promotion decisions. To meet out the present challenges and to be ready for future threats of career the industry recruiters must be capable to deal with these challenges. Thus, this research problem has been chosen keeping in mind the well versed significance of the Career challenges before the industry so that the forthcoming researches may at least test their taste for the prevalent challenges and help the hospitality industry in coping with the growing competition. Therefore, it becomes necessary for every industry recruiter and top management of the Indian hospitality industry and other organizations to analyze the concerned field.

Thus the problem of the statement of this study can be defined as “Factors Affecting Recruitment and Career Advancement of Women in Hospitality Industry”. This is due to the underrepresentation of women employee’s and the factors affecting women's career advancement, which is depends on the career policies, strategies and career advancement measures which adopted by the organisation to better prepare for adjustment to industry and for career success.
3.2 Objectives of the study

The main objectives for the study is stated below:

- To assess the perceived importance of career advancement measures adopted by women in the hospitality industry
- To measure the self efficacy of women working in the hospitality industry
- To check the gender difference and persistence of a glass ceiling of women managers.
- To examine the industry recruiters’ perception that constrains to women’s career advancement.
- To identify significant differences in the perceptions of industry recruiters in hospitality industry.

3.3 Hypothesis of the study

Based on the research objectives, the following null hypothesis has been formulated:

- H₀: There is no significant difference between the levels of self efficacy of working women with respect to demographic variable i.e. education, marital status & age.
- H₀: There is no significant difference between the perceptions of industry recruiters on “Equal treatment for Male and Female at recruitment” with respect to demographic variables i.e. gender, designation & age.
- H₀: There is no significant difference between the perceptions of industry recruiters on “Equal treatment for male and female at training & development” with respect to demographic variables i.e. gender, designation & age.
- H₀: There is no significant difference between the perceptions of industry recruiters on “Equal treatment for Male and Female at remuneration” with respect to demographic variables i.e. gender, designation & age.
- H₀: There is no significant difference between the perceptions of industry recruiters on “Equal treatment for Male and Female at performance appraisal” with respect to demographic variables i.e. gender, designation & age.
• H₀: There is no significant difference between the perceptions of industry recruiters on “Equal treatment for Male and Female at promotion” with respect to demographic variables i.e. gender, designation & age.

• H₀: There is no significant difference between the perceptions of industry recruiters on “Females face significant obstacles to career advancement” with respect to demographic variables i.e. gender, designation & age.

• H₀: There is no significant difference between the perceptions of industry recruiters on “Female managers/supervisors treat female employees differently” with respect to demographic variables i.e. gender, designation & age.

• H₀: There is no significant difference between the perceptions of industry recruiters on “Male managers/supervisors treat female employees differently” with respect to demographic variables i.e. gender, designation & age.

• H₀: There is no significant difference between the perceptions of industry recruiters on “Female employees differently to female managers” with respect to demographic variables i.e. gender, designation & age.

• H₀: There is no significant difference between the perceptions of industry recruiters on “Male employees differently to female managers” with respect to demographic variables i.e. gender, designation & age.

• H₀: There is no significant difference between the perceptions of industry recruiters on “factors that contribute to career advancement are different for males and females” with respect to demographic variables i.e. gender, designation & age.

• H₀: There is no significant difference between the perceptions of industry recruiters on “factors that constrain to career advancement are different for males and females” with respect to demographic variables i.e. gender, designation & age.

• H₀: There is no significant difference between the perceptions of industry recruiters regarding factor constraint to the career advancement of women with respect to demographic variables i.e. gender, designation & age.
• H₀: There is no significant difference between the perceptions of industry recruiters regarding factor facilitating the career advancement of women with respect to demographic variables i.e. gender, designation & age.

3.4 Research design

A research design is a framework or blueprint for conducting the research. It specifies the details of the procedures necessary for obtaining the information needed to structure or solve the research problems. Although a broad approach to the problem has already been developed, the research design specifies the details of implementing that approach. A research design lays the foundation for conducting the research. A good research design will ensure that the research process is conducted effectively and efficiently.

This study is based on exploratory cum descriptive research design. In our research methodology, exploratory research questions have been asked during the survey and research have been verified in the context of the sample based hospitality industry. An exploratory survey identifies the important factors and variables for career advancement and result helps in decisions. The survey was conducted by using questionnaires. The different variables of career advancement and gender issues were identified through the previous studies in a different manner. So this study is descriptive in nature also. The major concern in this study is given to the existing literature and on the basis of that factor were identified in the present study.

3.4.1 Universe of Study

The study was conducted in the hospitality industry in India. So, all the Indian hotels were covered under the universe of the study.

3.4.2 Population

Hotels in Delhi- NCR region were covered under the population of the study.
3.4.3 Sample size

200 working women and 60 HR managers of these hotels in the Delhi- NCR region were covered under the surveyed population. The views of the working women in different departments were considered to check the level of self- efficacy of working women. Besides this, HR managers were selected for identifying the perception of recruiters regarding factor affecting career advancement and gender issues in the hotel industry.

3.4.4 Hotels selected under the Study

2-5 STAR hotels were taken in this study. 15 hotels were chosen for conducting the present study.

- Hotel Bizzotel
- Tivoli Garden Resort
- Hotel Airport Residency
- Signature Grand
- Parkland Exotica
- Hotel Radission Blu
- Hotel The Royal Plaza
- Maidens Hotels
- J.W. Marriott
- The Park
- Le Meridien
- The Lodhi
- The Lalit
- The Metropolitan Hotel
- Hotel Imperial
### Table 3.1: Details of Sample selected for the study

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Category</th>
<th>Name of Hotel</th>
<th>HR Manager</th>
<th>HR Assistant</th>
<th>Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2 STAR</td>
<td>Hotel Bizzotel</td>
<td>1</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tivoli Garden Resort</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>3 STAR</td>
<td>Hotel Airport Residency</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Signature Grand</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Parkland Exotica</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>4 STAR</td>
<td>Hotel Radisson Blu</td>
<td>2</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel The Royal Plaza</td>
<td>2</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maidens Hotels</td>
<td>3</td>
<td>2</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>5 STAR</td>
<td>J.W. Marriott</td>
<td>2</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>5</td>
<td>5 STAR DELUX</td>
<td>The Park</td>
<td>3</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Le Meridien</td>
<td>4</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Lodhi</td>
<td>3</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Lalit</td>
<td>5</td>
<td>3</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Metropolitan Hotel</td>
<td>3</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hotel Imperial</td>
<td>4</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>TOTAL</td>
<td>36</td>
<td>24</td>
<td>200</td>
</tr>
</tbody>
</table>

#### 3.5 Sampling technique

In most of the research studies, the amount of work is always limited by two constraints – time and resources. With these limitations, the sample was drawn so that it might be representative of the entire universe.

For this purpose, at the initial stage the *stratified sampling* was used in this study. Stratified sampling is a sampling technique designed to ensure a representative sample that involves dividing the population into segments (strata) and randomly sampling from each stratum. Therefore, the fifteen hotels were selected for study.

At the next stage, the *purposive sampling* technique was used to select the HR managers. The purposive sampling was used due to constrain of the busy schedule and limited number available in the hotels. A purposive sampling was a type of non-probability sampling, where the researcher consciously selects particular elements or
subjects in addition in a study so as to make sure that the elements would have certain characteristics pertinent to the study. It normally targets a particular group of people. And *snowball sampling* was used to select the working women in the sample population of this study. A snowball sampling is technique when a group of pole recommend the potential participants for the study. This was done in view of time and financial resources available to the researcher.

### 3.6 Demographic profiles of the study

**3.6.1 The demographic profile of the Industry Recruiters:** The demographic profile is shown in the form of a table. The tabular form of the profile is as follows:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Categories</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>40</td>
<td>66.7</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
<tr>
<td>Designation</td>
<td>SR. HR</td>
<td>36</td>
<td>60.0</td>
</tr>
<tr>
<td></td>
<td>HR ASSISTANT</td>
<td>24</td>
<td>40.0</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
<tr>
<td>Age</td>
<td>0-25</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td></td>
<td>25-30</td>
<td>16</td>
<td>26.7</td>
</tr>
<tr>
<td></td>
<td>30-35</td>
<td>12</td>
<td>20.0</td>
</tr>
<tr>
<td></td>
<td>35-40</td>
<td>10</td>
<td>16.7</td>
</tr>
<tr>
<td></td>
<td>More than 40</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

In this table, the ratio of male and female selected for the sample is 67:33. And among all the respondents, 36 belong to Sr. HR category and 34 belong to Assistant Category. According to age, 33 % respondents belong to 0-25 age group, 27% respondents from 25-30, 20% from 30-35, 17% from 35-40, and 3 % from more than 40 age group.
3.6.2 Demographic profile of the working women: the demographic profile is shown in the form of a table. The tabular form of the profile is as follows:

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Categories</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Masters</td>
<td>188</td>
<td>94</td>
</tr>
<tr>
<td></td>
<td>Bachelors</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>Marital status</td>
<td>Single</td>
<td>75</td>
<td>37.5</td>
</tr>
<tr>
<td></td>
<td>Married</td>
<td>101</td>
<td>50.5</td>
</tr>
<tr>
<td></td>
<td>Engaged</td>
<td>24</td>
<td>12</td>
</tr>
<tr>
<td>Age</td>
<td>Below 20</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>20-25</td>
<td>45</td>
<td>22.5</td>
</tr>
<tr>
<td></td>
<td>25-30</td>
<td>67</td>
<td>33.5</td>
</tr>
<tr>
<td></td>
<td>30-35</td>
<td>40</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>35-40</td>
<td>30</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>More than 40</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>200</td>
<td>100.0</td>
</tr>
</tbody>
</table>

In this table, the ratio of masters and bachelors selected for the sample is 94:6. And among all the respondents, 75 respondents/women are single, 101 are married and 24 are engaged. According to age, 6% respondents belong to below 20 age group, 22% from the 20-25, 33% respondents from 25-30, 20% from 30-35, 15% from 35-40, and 3% from more than 40 age group.

3.7 Methodology of Data Collection

The collection of data involves secondary data and primary data.

3.7.1 Primary Data:
Primary data is originated by a researcher for the specific purpose of addressing the problem at hand. The collection of primary data involves all six steps of the research process. Obtaining primary data can be expensive and time consuming.
The Questionnaire was developed on the basis of a review of literature, experts’ opinion within the industry and outside industry with the researchers who has worked on the same topic and pilot testing in the industry. The mailed questionnaire, discussion and non-participant observations were included as a source of Primary data.

3.7.2 Secondary Data:
Secondary data is the data that have already been collected for purposes other than the problem at hand. These data can be located quickly and inexpensively. Secondary data can be classified into two categories:

**Internal data** is data available within the organization for which the research is being conducted.

**External Data** is those generated by sources outside the organization. These data may exist in the form of published material, computerized databases, or information made available by syndicated services.

Before collecting external secondary data, it is useful to analyze internal secondary data.

3.7.3 Content validity and Pilot testing

**Content Validity:**
The questionnaire was developed using previous studies and its content validity was tested by taking the view of the researchers who have already worked on the factors of career advancement and self efficacy. Due to prior use of questionnaires in the previous studies through different authors the validity is much stronger. The researchers were contacted through the mail and corrections were made accordingly. The questionnaire was also tested among the employee in the Indian Hotel Industry. The views of HR managers and working women had also been taken into account.

**Pilot Testing:**
Pilot testing of questionnaire 1: A pilot study was conducted with a sample of 18 HR managers and 25 working women covering 5 hotels. However, In the light of
experience gained, necessary changes were made and modified questionnaire was then again pretest. The reliability of the scale was checked every time.

3.7.4 Questionnaire designing

In this study, two questionnaires were constructed separately for industry recruiters and working women. Both questionnaires were developed on the basis of existing literature. The questionnaire was based on an instrument used by Brownell (1994), and Ng and Pine (2003), Yan Zhong (2003) and used with their permission. And the questionnaire for the working women was also based on the literature review. This instrument was already used by Albert Bandura and in this study prior permission were taken by Albert Bandura. The benefit of using these instruments was that it provided stronger validity and reliability due to its prior use and evaluation.

3.7.4.1 Questionnaire for Industry Recruiters:

The original instruments were developed for collecting information from managers in the hospitality industry. However, as the current study was designed to investigate perceptions of industry recruiters so it was necessary to review and revise the original instruments to better address the new audience.

All of the original instruments were created to know the perception of industry recruiter’s on factor affecting the career advancement of women but this study were also included the objective to check the persistence of glass ceiling and gender issues. So, minor modifications were made in the previously used instrument and the final structure of the questionnaire is as follows:

- This questionnaire was divided into four sections: Factors that facilitate women’s career advancement, Factors that constrain women’s career advancement, Gender issues in the workplace, Background information
- Fifteen statements that facilitate women’s career advancement: hard work; attitudes toward work, effective communication skills, problem solving skills, personal sacrifice, personality, job knowledge, support and guidance from a mentor, educational qualifications, opportunities, luck, career goals, mobility, networking opportunities and family support. Respondents were requested to respond on a five-point Likert scale, with “1” being “not
important” and: “5”, being “extremely important” to women’s career advancement.

- Fifteen statements that constrain women’s career advancement: 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 respond with “1” being “not a barrier” and: “5” being “a major barrier” to women’s career advancement.

- For Gender issues at the workplace, 7 statements were asked to the respondents for their preferences and attitudes toward working with female and male superiors and subordinates. Respondents were requested to respond with “1” being “strongly disagree” and: “5”, being “strongly agree”.

- For the purpose of equal treatment regarding gender, three close ended questions were included in the questionnaire. In which two questions were asked regarding the gender inclusive culture and the effect of gender on a leadership position. And the third question was asked about the equal treatment towards male and female at different HR decisions.

- Background information for recruiters included age, group, marital, and educational background.

3.7.4.2 Questionnaire for working women:

Albert Badura was developed the instrument for collecting information from students, parents & teachers in the Education industry. However, as the current study was designed to investigate perceptions of working women so it was necessary to revise the original instruments to better address the new audience. And this study was also included the objective to measure the perceived importance of career advancement measures adopted by women in the hotel industry. So, some necessary modifications were made in the original instruments. The final structure is as follows:
This questionnaire was divided into three sections: Statements on the importance of career advancement measures, Statements on the self efficacy level of working women, Basic demographic information.

Section 1 included two statements regarding the importance of career advancement measures. And nominal scale was used.

Section 2 included thirty three statements regarding self efficacy level of working women. Respondents were requested to respond on a five-point Likert scale, with “1” being “cannot do at all” and: “5”, being “highly certain can do” to women’s self efficacy.

Section 3 included the basic background information of working women of hospitality industry like age, education, marital status.

For measuring the perceived importance of career advancement measures adopted by women in the hotel industry., two close ended questions were included in the questionnaire. Both questions were asked regarding the importance of career advancement measures.

The Secondary data of the study was collected through the journals, websites, magazines etc.

3.7.5 Reliability Analysis
The reliability is that extent that it measures accurately and consistently, from one time to another. The reliability of the questionnaire was established using internal consistency. The internal consistency method stress on inter-correlation of the statements in the test and the correlation of the statements to the test as a whole.

The reliability was tested by using Cronbach’s Alpha co-efficient. The test results showed that the reliabilities (Cronbach $\alpha$) for the different parts of the survey area:

3.7.5.1 Reliability analysis of questionnaire 1:

- Section – 1, factor facilitators for career advancement included 15 statements. And in this section the reliabilities (Cronbach $\alpha$) were ranged from 0.50 to 0.63. And total reliabilities of all the statements were 0.596.
• Section – 2, factor constrain for career advancement were also included 15 statements. And the reliabilities of these statements were ranged from 0.61 to 0.71.
• Section – 3, gender issues at workplace included 7 statements and all the statements were highly reliable. Their (Cronbach α) values were ranged from 0.88 to 0.94.

3.7.5.2 Reliability analysis of questionnaire 2:
Reliability of self efficacy scale was ranged from .67 to .74. It means self-efficacy scale was highly reliable. All the results show that the scales were highly reliable.

3.8 Statistical technique used in the study
Suitable analysis tools is used: Mean and Independent- t tests, Anova test, Kruskalwallis test, confirmatory factor analysis.

3.8.1 Arithmetic Mean:
The mean, or average value is the most commonly used measure of central tendency. It is used to estimate the mean when the data have been collected using an interval or ratio scale. The data should display some central tendency, with most of the responses distributed around the mean. The mean, \( \bar{x} \) is given by

\[
\bar{x} = \frac{\sum X}{N}
\]

X= observed values of the variable
N= number of observations (sample size)

3.8.2 Standard deviation:
Standard Deviation is a measure of the variability of interval data. The difference between the mean and an observed value is called the deviation from the mean. The variance is the mean squared deviation from the mean. The variance can be negative. The standard deviation is the square root of the variance. The formula for the standard deviation is given below.
To find the standard deviation, subtract the mean from each of the scores, square the deviation, and then add up the squared deviations.

T independent test: samples are drawn randomly from different populations are termed as independent samples and both are not experimentally related. The measurement of one sample has no effect on the values of the second sample. In case of means of two independent samples, the hypotheses take the following form:

\[ H_0: \mu_1 = \mu_2 \] the means are equal
\[ H_1: \mu_1 \neq \mu_2 \] the means are different

The assumptions are:
1. The data are Normal
2. The two samples come from distributions that may differ in their mean value, but not in the standard deviation
3. The observations are independent of each other.

The two populations are sampled and the means and variances computed based on samples of sizes \( n_1 \) and \( n_2 \). The appropriate formula of T test:

\[
T = \frac{(\bar{X}_1 - \bar{X}_2) - (\mu_1 - \mu_2)}{s_{\bar{X}_1 - \bar{X}_2}}
\]

With the degree of freedom \((n_1 + n_2 - 2)\) in this case

### 3.8.3 ANOVA test:

In one-way ANOVA, each case must have scores on two variables: a factor (or independent variable) and a dependent variable. The factor divides cases into two or more groups or levels, while the dependent variable differentiates cases on some quantitative dimension. The ANOVA F test assesses whether the group means on the dependent variable differ significantly from each other. If the factor divides cases into two groups, the analysis is essentially similar to an independent-samples t test. Thus, you can say that one-way ANOVA is to compare the means of more than two groups.
One-way ANOVA is based upon the assumption that we can decompose each observation into three additive terms:

Observation = overall mean + deviation of group mean from the overall mean + deviation of observation of group mean

The above equation can be interpreted as follows:
observed value of Y = constant + effect of being in a particular group (effect of the factor X) + effect of all other variables (residual)

**Assumptions:**
The summation of “the square of the deviation of each group mean from the overall mean times the number of cases in the corresponding group” is known as “between group sum of squares” (BSS).
The summation of “the square of the deviation of each observation from the corresponding group mean” is known as “within group sum of squares” (WSS). It is also known as residual sum of squares (RSS). The degree of freedom of the BSS equals to the number of groups less one (df\_BSS).
The degree of freedom of the WSS equals to the number of cases less the number of groups (df\_WSS).

The statistical hypothesis of ANOVA is that all the group means are equal, i.e. there is no difference between groups:

H\_0: μ\_1 = μ\_2 = μ\_3 = ... = μ\_n
H\_A: any two group means are unequal

• In order to test the above hypothesis, we use the F-test. The F-ratio is computed as:

\[ F = \frac{BSS / df\_BSS}{WSS / df\_WSS} = \frac{Mean\_BSS}{Mean\_WSS} \]

• The BSS tells how large the effect of the factor or explanatory variable (i.e. The groups) is on the dependent variable, while the WSS indicates the random variation of the dependent variable due to other uncontrolled variables.

• Put it differently, F-ratio = variation between the means/unexplained (error) variation.
• If in the population all the group means are equal, then the observed differences of the sample group means must be due to random sampling error. Hence, they $\text{Mean}_{\text{BSS}}$ should approximately equal to the $\text{Mean}_{\text{WSS}}$. In other words, the F-ratio will be roughly one.

• It can check whether the F-ratio is statistically significant by looking at the F-table with the degrees of freedom, and $\text{df}_{\text{WSS}}$.

• The explanatory power of the independent variable is known as Eta squared ($\eta^2$), a PRE measure, which can be computed as: $\eta^2 = \frac{TSS - RSS}{TSS} = \frac{BSS}{TSS}$

• It should be noted that when do an ANOVA with only two groups, the F-ratio is equivalent to the square of the t-value.

In one-way ANOVA, normally it is assumed that the group variances are equal. When the variances are not equal across groups, the results of the ANOVA Table are questionable. The Welch and Brown-Forsythe statistics are alternatives to the usual F test in such a case.

In order to decide whether to use the Welch and Brown-Forsythe statistics, then first eye-inspect the standard deviation of each group to see whether there is a large range, then can perform the homogeneity test (using Levene statistic as in the independent-samples t test) to see whether can reject the null hypothesis of equal variances.

If the F test shows that the result is significant, then it need to perform a follow-up test (known as post hoc multiple comparisons) to assess which group means are significantly different because alternative hypothesis is not implied all the group means are different, but at least two of them.

There are at least two types of follow-up tests: whether to assume equal variances.

• If equal variances are assumed, use Tukey or R-E-G-W Q, otherwise use Dunnett’s C. Indeed, there are a number of statistics you can choose from the SPSS menu.

• Through these statistics exactly know which pairs of group means are different.

3.8.4. Kruskalwallis test:
Kruskal Wallis is the nonparametric test which is based on the ranks and is used to identify the significant difference and it considers the median irrespective of the mean.
It is used when the parametric ANOVA test is failed to identify the significant difference.

3.8.4.1 Nemenyi post hoc test:
H test is a test which is used to check the significant difference between the different categories of age group for the equity factor. The H test showed that there is a difference in the perception regarding equity factor in the categories of age group. The standard error is calculated from the formula represents an as (number of total respondents) and k (numbers of categories by age group)

\[
S_E = \sqrt{\frac{k(n-1)}{12}}
\]

3.8.5 Structural Equation Modelling:
SEM is a data analysis method that seeks to explain the structure of interrelationships between multiple variables. These are expressed as a series of equations similar to a series of multiple regression equations. It consists of two parts: the measurement model and the structural model. Statistically SEM represents a second generation analytical technique which combines an econometric perspective, focusing on prediction and a psychometric perspective which involves modelling latent (unobserved) variables inferred from observed measured variables (Chin 2000).

SEM is known by various names- covariance structure analysis, latent variable analysis, etc. Essentially all SEM techniques do the following:

- Estimation of multiple and interrelated dependence relationships
- Represent unobservable concepts in relationships and correct for measurement errors in the estimation process.
- Define a model that explains the entire set of relationships
3.8.6 Factor analysis:

Factor analysis is a branch of multivariate analysis that is concerned with the sharp internal relationship of a set of variables. The numerous variables used in a multi item scale, such as that utilized in the thesis, can be analyzed if these variables could be seen approximately explaining a single factor (De Groot et.al. 1982). Both Exploratory Factor Analyses (EFA) and Confirmatory Factor Analyses (CFA) were used in this thesis.

EFA refers to the determination of the number of common factors necessary and sufficient to account for the inter correlations of a given set of variables (De Groot et.al. 1982). It is traditionally used to explore the possible underlying structure of a set of items without imposing any structure (Child 1990).

- CFA on the other hand is where the number of factors is assumed to be known and the main issue is to fit a postulated pattern of zero and non zero loading to a given correlation matrix (De Groot et.al. 1982). CFA is a more of a theory testing, rather than a theory rating method as it is based on strong theoretical and empirical foundation (Hair jr.et.al; 1998). Data obtained were investigated by an exploratory factor analysis to determine the number of latent constructs underlying the variables. This was then used in the CFA carried out by utilizing the first or second order CFA for the various scales used in the tests.

3.8.6 Limitation of the study

This study represents following limitations:

- The results and conclusions of the study are based on the information provided by the responding sample.
- Due to busy schedule the response received was not as much as expected.
- Time constrain is a big limitation of the study due to the teaching profession.
- Socially acceptable answers may have been given by the respondents instead of their true reflections so this study may or may not be present true results.
- The responses of the Delhi- NCR region sample may or may not be representative of other regions.
- The study is limited to hotels only thus the results may not necessarily generalize to other hospitality and industry recruiters.