CHAPTER II

REVIEW OF LITERATURE

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

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

2.1 Theoretical Framework

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

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

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

- Gender role and societal pressures
• Women’s primary nature as caretaker and home maker

• Increasing opportunities in other areas

• Non availability of role models

• Career trends that differ from men

• Hidden curriculum necessary for success in a male-dominated atmosphere.

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

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

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

Michele Howe (2012) states in his study the traditionally male dominated nature of Hospitality industry is partly because of the culture and nature of the industry. He also emphasizes that the versatile nature and relocation of options in this job makes the senior
level women employee face dilemma of having to make a choice between family and career.

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

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

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Years</th>
<th>Position</th>
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<tbody>
<tr>
<td>15 yrs</td>
<td>General Manager</td>
</tr>
<tr>
<td>10 yrs</td>
<td>Director of Operations</td>
</tr>
<tr>
<td>05 yrs</td>
<td>Rooms Division Manager</td>
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<tr>
<td></td>
<td>Front Office Manager</td>
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<tr>
<td>04 yrs</td>
<td>Assistant Front Office Manager</td>
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<tr>
<td>1 year</td>
<td>Guest Service Manager</td>
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<tr>
<td></td>
<td>Management Trainee</td>
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<td></td>
<td>Assistant Outlet Manager</td>
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Maxwell (1999) observed that female hotel managers possess better communication skills than their male counterparts, especially “with relation to deeper understanding and being more interested in their staff”. It was also stated that women possess better management skills that are required by Hospitality industry such as good communication skills, teamwork, ability to adapt to any situation and flexibility.
Further, Gherardi (1994) suggested that the Hospitality industry exploits woman because of her attractiveness. In organisations wherein gender diversity is taken care, i.e., the representation of women is there, the output and quality of work gets effectively done.

### 2.3 Challenges faced by women in their career progression

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

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

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

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

Karunarathne, carried out study of 67 executives from five star hotels in Sri Lankan hospitality industry and revealed that they face various challenges related to low status,
low paid and unsecure jobs in the hotel industry. It’s found that still most of the hotels do not recruit, promote or assist women workers. They are not much seen in the managerial positions. It examined the extent to which women faces challenges in order to create conducive ways for women career advancements. Organizational culture, gender equity, lack of support, and personal characteristics were rated as the major barriers. Career progression was held back due to various cross industry issues, strategic management, decision making and own initiatives.

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

Bily and Manoochehri (1995) clarified the advancement of women’s role over the ages: Traditionally a woman’s role has been a homemaker and taking care of family. Since 1960s, many women have entered the industry and the number of working women has been still increasing. Even if this is the scenario, the percentage of women at mid-level and senior management level is still not satisfactory. Thus, the term “glass ceiling” is mentioned here. Schwartz (cited in Bily & Manoochehri, 1995) explained this term of glass ceiling as part of the management pyramid (Figure 2.1),
The numbers in the middle of the pyramid represent the percentage of managers in each category. The numbers on the right represent the women at each level. For example, 50% of entry-level managers are women while women accounts for only 3% senior management positions. In spite of the similarities in the backgrounds and experiences of men and women, the above figure showed women remain poorly represented at the senior level (Brownell, 1994).

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

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

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

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

2.3.2 Gender discrimination

Sparrowe and Iverson (1999) conducted a study to observe the inequality of income in the hospitality industry. They state that, there exists a hidden form of gender discrimination in the hospitality industry as studied in the previous research, women may be represented equally at the management level but there still exists the disparity in the pay. They further observed that such disparity has been in existence for many decades and suggested to determine whether this continues or is reduced in the present conditions.
Many studies state that there exists a gender gap in the income levels. (Umbreit & Diaz) 1994, study on American women states that the hospitality industry is speedily becoming sex neutral as seen by increase number of employment opportunities in the industry. But the women still are not rewarded equally.

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

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

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

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

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

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

2.3.3 Organizational Culture

Recent research has concentrated on male dominated organizational culture as a cause for the glass-ceiling phenomenon, that is, organizational culture forms one of the major barriers for women’s career. Usually people prefer a particular organization or a job due
to their personal preferences, and partly due to cultural preferences based on experience and traits.

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

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

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

Hayfaa Tlaiss, Saleema Kauser, (2010) study carried out of women in Lebanon Hospitality industry reveals the perception of female managers towards their career progression gets affected by organizational culture, its practices, and networks, while mentoring and tokenism were least critical. They perceived *wasta* as a powerful factor in the Lebanese culture.
Ng and Pine (2003) observed significant gender differences amongst the male and female employees in the hospitality industry, wherein the female managers are of opinion that they there is a positive and strong relationship between communication skills and career development of female over male. They stressed on inadequate job knowledge, difficulty in establishing credibility, and lack of equity in training as significant challenges faced by female and male managers; and the male managers perceived at them as most challenging as their counterparts.

2.3.4 Work and Family Conflicts

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

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

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

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

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

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

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

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

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

Vidya Patwardhan, and Venkatachalam, Balaji V (2011) found that even if women Managers are seen at management levels and moving up, they do still face lot of challenges in reaching up this level. The various challenges faced by women employees are job characteristics, gender differences, family issues, work life balance, relationships at work, , mentoring ,long work hours, working environment and glass ceiling. The study carried out reflects that women continue facing these challenges in their career in the hospitality industry.
Mallon & Cassell (1999) emphasized on long hours of work as a significant challenge to seek promotions for many women employees in the industry. It’s an assumption from the men’s world that women’s traditional role is childcare and caretaker of the home. Thus, women in top management tend to remain single or married without children.

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

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

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

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

2.3.5 Gender Differences

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

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

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

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

2.3.6 Old boy network

John R. Hendrie (2008) study states the challenges present for women to be excellent Managers, team players and visionaries are old boy networks, salaries and gender equity, mentoring, gender stereotypes and work life balance.
Shelagh Mooney, Irene Ryan, (2009) relates to the struggle to retain talented female employees in their career progression having barriers such as the long working hours culture, old boy’s network, recruiting and hiring practices and geographical mobility. These significantly influenced women's work-life balance, and personal-life choice.

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

2.4 Women friendly policies provided by HR

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

The study of few of the literature on women friendly policies carried out seems to be same as family friendly working policies, which reassures that organizations do provide certain benefits to the women employees who in turn will help them to balance their family and work life (Bardoel et al., 1999). These policies mainly cover issues like long working hours, flexible work timings, part-time work, contract based jobs or work from home concept.(Bryson et al., 1998). Apart from this it also considers provision of leaves, maternity benefits, paternity leave and provision of crèche facility, assistance with childcare or providing own childcare options (Scheibl and Dex, 1998, Bryson et al., 1998). Few other literatures include assisting women with their career progression by offering various trainings and development programmes to assist in attaining the topmost positions.
Women friendly policies though seems to be a lucrative investment by Human resources, Blau et al. (2002) there are still reasons why these policies are, however, being introduced at a very slow pace. There is a tendency that more the flexibility given to the employees, harder it is to monitor such policies. Thus, the work has to be rescheduled at times which may incur additional cost for Human resource to reorganize the work schedules. The literature review on the other hand reveals that it’s rather profitable for firms to invest in such women friendly policies to retain the women talent.

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

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

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

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

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

The research gaps have been identified by following approaches:

2.5 Research Gaps

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

1. The women employees in hotel industry across the globe do face a lot of problems pertaining to their career progression in hospitality industry. The research has been carried out in countries like USA, UK, UAE, Australia, Newzealand, Turkey, Kenya, etc.

2. Though, the women in Indian hospitality context also faces challenges in hospitality industry in their career progression, a very few studies have been conducted or focus has been given in this area. However, study has been carried out in general on challenges faced by women at workplace.

3. The research carried out so far, is not being carried out at all levels of hierarchy of women employed in Hospitality industry.

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

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

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

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

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

5. To suggest policies to the management to overcome these challenges faced by women employees.
2.6 Conceptual framework

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

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>family responsibilities, family support, marital status, long work hours, Commuting to the work place, Male dominance, Sexual harassment, Role models, mentoring, job knowledge, role model, mentor, promotions, pay scales, training</td>
<td>career progression</td>
</tr>
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Table 2.2
2.7 TRACEABILITY MATRIX

OBJECTIVES – QUESTIONS LINK

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

The literature review discussed the theoretical framework of this study. It presented an overview of Hospitality industry’s growth and the place of women in the same. The various challenges faced by women employees in their career progression in the Hospitality industry were discussed. Though, Indian hospitality industry is seeing a gradual progress in the number of women entrants in the industry, retention of these employees and assisting them in their career progression is an area of concern.
Over the several decades, women have been seen at greater percentage in workforce. Various other challenges faced by the women employees from the literature review were - lack of support from family, lack of mentors, long working hours, commuting at workplace, inadequate job knowledge and lack of equity in promotions.

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

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

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