Glass ceiling for women employees in Hotel industry -
A study conducted in Bangalore City

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ABSTRACT

Knowing what we know about the role of women in driving macroeconomic growth and how women can contribute to corporations, it is clear that companies must make better use of women in workforce. The present study is designed to investigate the factors that prevent women to get promoted in the industry with special reference to hotel industry of Bangalore. This study discusses how women executives in Hotel industry face the challenges to get promoted and the factors Attitude, Personality, Job Knowledge, work life balance and work shifts contribute as a proactive perspective as a recognition of an integral part of women empowerment. The study contributes in the field of women empowerment and brings into light the perception of women workforce towards the barriers faced by them in the service sector.

Key words : *women, promotion, Hospitality sector, empowerment*

L   INTRODUCTION

Over 160 years after the first women's rights convention in Seneca Falls, N.Y in 1848 (Osborn, 2001), women are still discussing, researching and lobbying for the many of the same issues and resolutions to problems laid out in the first meeting. As educators, women challenged the comforts of familiarity to reach new understandings. The shift began early in 1970's when the net gain of working women averaged one million annually throughout the decade. By 1980, there was 17 million working mothers, up 44% from 1970 (Grossman, 1981).The percentage of women in the workforce seems to increase as their career aspirations and personal achievements was satisfied.

The success of Indian women is no longer limited to the country. The term "glass ceiling" was coined in the 1970s in the United States to describe the invisible artificial barriers, created by attitudinal and organizational prejudices, barring women from top executive jobs. Richard Martell and Christopher Parker identify stereotypes as major barriers to women. They noted in the Journal of Social Behaviour and Personality, that women are perceived as "lacking the characteristics most needed to succeed and, consequently, were often judged to be less qualified than men" (ILO Report)

A.   Giving a Bird's Eye View to the Indian Hotel Sector

Walk into a hotel and you are more likely to

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find a woman manning the front desk. Although the hospitality industry is the single-largest employer of women, holding a job in this sector is particularly demanding as it entails one-on-one interaction with customers, working nights, staying away from home for days and lastly, surviving stressful situations single-handedly. But for women working in the hospitality industry be they, hotel front-office execs, chefs or chauffeurs gender-related problems come with no easy solutions. This, despite the fact that around 50% of the employee strength in the hospitality sector comprises women. In south India and West Bengal, 55 to 60% of the employees in hotels are women while in Maharashtra, Punjab and Delhi,the figure is 40 to 50%. The percentage is lowest in Jammu and Kashmir, UP and Bihar...Manju V &Reeba Zachariah, TNNFeb 23, 2013,05.23AM IST

Women find it more difficult to combine and balance career goals and family needs. Success in the industry usually involves long hours and frequent geographical moves and it is difficult to meet these needs and still satisfy family needs (Mann, 2003). Most of the women who get to the top are either single (no family) or divorced and some women in the industry see this 'lifestyle decision' as a necessary evil (Maxwell, 1997). It has been recognized however, that this is an issue that requires much more attention, considering factors like: 'is the glass ceiling effect...greater for married women with children that for single women'? (Cotter, Hermse, Ovadia and Vannerman, 2001).

There does also seem to be some indications from the industry that women have issues with the masculine and feminine attributes that they are stereotyped into. One woman suggested 'one of the biggest challenges women face is how to be tough (in a male-dominated industry) without being difficult' (Worcester, 1999). Another

indicated it was hard when women were typed as 'pushy', yet men were called 'leaders' under similar circumstances (Jackson, 2000). It has also been found that women 'who achieve senior management position usually resemble men in their personality and behaviour characteristics' (Van Vianen and Fischer, 2002). Yet some of these attributes can be changed. For example one of the journals suggests 'women who wanted to make it to the top should be sure to speak up' (Savage, 2002).

Another issue regarding the glass ceiling that follows on somewhat from the gender differences related to the networking and socialising aspects of management positions. In the literature this experience often includes such activities as playing golf, attending sporting fixtures and drinking (Knutson and Schmidgall, 1999).

If women are aware of a potential clash between an organizations culture and their own, then there is research to suggest that they will reject the job (Van Vianen and Fischer, 2002). There has also been research into the importance of self-selection where people are more likely to be attracted to an organization that has similar goals (Schneider, 1987). If this is the case, then women who are unhappy about a particularly masculine or sporting oriented culture can choose to avoid this. The hospitality industry is notorious for its late night's entertainment of clients and associated drinking whilst attending these occasions. This may also impact on the difficulties women experience 'fitting in' at the management levels.

One must consider the construct of the glass ceiling in hospitality. Is it really there, or is it constructed by women and held up as an excuse? Do women created their own barriers? Some women suggested that they 'limit their own advancement because they are reluctant to self-promote the way many men do (Knutson and

Schmidgall, 1999). A female hotel owner suggests 'I think any time I have felt it (glass ceiling), I put it there myself. I sometimes think women expect it to exist, even when it doesn't' (Worcester, 1999). Others suggest it is 'women's low aspirations' (Van Vianen and Fischer, 2002). If one is too truly to solve the glass ceiling mystery, one must first differentiate between those women hiding behind it and those honestly knocking on it.

II. REVIEW OF LITERATURE

"So often, it takes only one woman to make a difference. If you empower that woman with information, training, or a micro loan, she can lift up her entire family and contribute to the success of her community. Multiply that one woman's impact by a hundred or a thousand and perhaps a million lives can change. Condoleezza Rice, former US Secretary of State" (Ernst and Young, 2009, p.14)...

A. Women in Hospitality Sector

Indian hospitality Sector has reached great heights today. It is witnessing one of its rare sustained growth trends. India, in recent years, started observing huge growth in the quality budget and mid-market hotels and luxury segment will continue to perform extremely well over the next few years.

A survey done on the hospitality industry of New Zealand focuses on the Food and Beverage department of a hotel and ponders why there is a lack of women at higher levels in the organizational structure. A study (Knutson and Schnidgall, 1999) says that out of thirty-eight staff working as chefs, only three were female and there were no female in a supervisory or management position as well. As with male dominance in the kitchen, the literature of this study suggests that there was female dominance in human resources and marketing departments.

With smaller, more efficient workforces, hotel organizations are competing to retain highly valued mangers. The authors (Cleveland et al., 2006) conducted a study on 33 hotel managers using focus groups and semi-structured interviews with three groups of participants (new entrants into the hotel industry, hotel managers, and their spouses) and explored the connections among work characteristics, work stress, and the work-family interface. Results generated suggested that long unpredictable hours of working create individual and family related stress. Due to this there have been high levels of turnover. However, turnovers can be reduced by the implementation of realistic job previews.

B. Women's Scarcity in Senior Management Positions

There have been very few women who could reach to the top level position. These are the results of stereotyping the class of women and also gender biasness which is prevalent in the work culture. Although the number of women in middle management has grown quite rapidly in the two decades, the number of female CEO's in large corporations remain extremely low. The article (Judith G. Oakley, 2000) examines many explanations for why women have not risen to the top, including lack of line experience, inadequate career opportunities, gender differences in linguistic styles and socialization, gender-based stereotypes, the old boy network at the top, and tokenism.

C. Stereotyping the Characteristics of Women

The characteristics of women have been highly stereotyped and said that they are good in care taking where as men are good in taking charge. The study conducted among the women employees in Indian BPO Industry (Pathak and Sarin, 2011) says that women themselves supports

the concept of men as a leader which can only be destroyed if 'the mental glass ceiling' which women perceives is demolished. The impact of sexual stereotypes on women in management was explored by Broveman et al. (1972) and Heilman et al. (1989). Both studies found that when male managers were asked to characterize the styles of both male and female managers, they described female managers as less self-consistence and possessing poorer leadership abilities than male managers.

D. Gender barrier studied as a major issue for women

Gender biasness is one of the major factors that prevent women to climb up the corporate ladder. The study says that literature examined from the past 30 years discovered that even through gender issues have received a great deal of attention, little research has been conducted on gender barriers and disparities in the corporate suite (Agars, 2004). Through examination of this literature it became evident that women and men are not equally represented and Agars (2004) wondered whether gender discrimination is a primary cause..

E. Psychological Well-Being of Women in Employment

There are a considerable number of sociological works which examines the disproportionate level of stress and anxiety experienced by employed women, in comparison to both non employment women and men. Bhattacharjee and Bhatt (1983) compared family adjustment of 76 Gujarati-speaking middle class married working women and 70 non-working women. It was hypothesised that the double role burden of employed women contributed to differences in familial adjustment, neuroticism and psychological conflicts between the two groups of women. Authors noted married working

women were better adjusted, more stable and experienced less psychological conflicts compared to non-employed married women.

F. Work Aspects of Women in Employment

Tarabadkar and Ghadially (1985) examined achievement motivation and job satisfaction among 50 professional and 50 non-professional men and women through the TAT and Burke's job description method respectively. As hypothesised, men in general and professional men in particular, were more achievement-oriented than women. This is in the line with Khanna's (1992) observations that positive life changes like promotions were associated with depression in working women.

In a comparative study of need achievement among 50 women employed as teachers and doctors, Das and Mathur (1992) observed that work related obstacles and conflicts 'possible channel a specific type of women into the working world who possess typical characteristics on achievement such as high competitiveness and drive to succeed'.

Sastry and Pandey (1992) provided further evidence in support of the observation that achievement and career motivation are related to gender orientation rather than to sex per se. They noted higher sex role conflict among feminine sex role oriented executive (both male and females) compared to executives (males and females) with masculine or sex orientation androgynous.

Aleem (1996) found that women engaged in different types of jobs (banks, hospitals) and across income levels attached more value to the extrinsic (economic security) aspects of their jobs. Men, in contrast, rated intrinsic values (responsibility) higher.

Sekaran (1984), however, reported that both men and women in her sample (N 123) drawn

from several Bombay based organisations (banking, transport, insurance), regarded their career as equally salient. Shukla (1987) found that women's education and marital status were significant for their work involvement and job satisfaction.

For women in the management sector (N 600), Parikh and Shah (1994) analysed their career paths and identified organizational and internal barriers to their career growth. Dividing women's career path into three phases of 15 years each, the authors demonstrated that there has been a gradual transition of women from being job-oriented to career-oriented to profession-oriented. However, the internal barriers imposed by gender biased socialisation hampered women's efforts to secure greater mobility and flexibility in working hours.

G. Women's Employment and Family Life

Bharat (1995) made an attempt to contrast employed women from more traditional set-up (north India, in terms of women's literacy ratio, work participation role) with those from a less traditional society (western India). She hypothesised that former would be more conservative in their perceptions of sex roles as compared to the latter.

A study by Roopnarine, Talukder, Jain Joshi and Srinivas (1992) revealed that women's employment did not increase husbands' participation in child-care management; primary care giving remained women's responsibility, irrespective of their working status. In other words, wives' employment did not in any way threaten men's patriarchal value system and gender based division of work at home.

Sahoo and Bidyadhar (1994) provided further support on the basis of their study in which they tested the lens model to generate idiographic data in the context of individual judgement of

work-family conflict/harmony. These findings have important implications for social counselling and family management programmes.

H. Women's Employment and Consequences for Children

For the Indian women, motherhood is considered a redeeming factor, one that confers upon her a purpose and identifies that nothing else in culture can (Kakar, 1978). Against this dominant view of motherhood as the major objective of the Indian woman's life, the employment status of the mother is expected to have serious consequences for children's emotional development.

Asha (1983) found that the mothers' absence from home, due to their employment had a facilitative influence on the creativity of class 10 children as revealed by the creative thinking abilities test (Wallach and Kogan, 1965). The interpretation was that the mothers' absence provided children with more opportunities to develop self-confidence and a sense of exploration; in short, a more favourable environment for the realisation of their creative potential.

A study by Rama Rao, Parvathi and Swaminathan (1983) revealed that neither the mothers' work status nor the sex of the children (N 140, age 15.6-16.6 years) influenced their scores on reading note taking, concentration, time distribution and general attitude towards study, as assessed by Wrenn's Study Habits Inventory (1934).

Contradictory findings, however, were reported by Kumari, Verma and Vasudeva (1986) with randomly selected 155 male college students (age 17-25 years) who were administered the Multiphasic Personality Questionnaire (MPQ) to assess their personality. According to the authors,

a majority of the women were engaged in jobs in which they continued to remain entrenched within their socially prescribed roles of nurturer and caretaker.

A similar explanation was offered by Venkatramana (1987) for differences observed between was professionally employed (N 99) and non-employed women (N 98) in their parent-child interaction patterns assessed through kale's Scale. Employed mothers exhibited more positive patterns of child interaction and were motivated to 'function with a strong drive to succeed at making optimum use of every precious second available'

Based on intensive interviews with forty-three women, the authors (Stone and Lovejoy, 2004) found that participants' decisions to interrupt careers are highly conflicted and not grounded in a return to traditional roles. Although family concerns figure prominently, they are not the major reason behind women's decisions.

III. PROBLEM STATEMENT

The hospitality industry has 'experienced tremendous growth within the past decade and it is expected to continue beyond the year 2012. As a result, the industry overall faces a worldwide shortage of trained hospitality staff and job opportunities are continuing to increase. However, little research has focused on the challenges that an Indian women faces in the hotel industry to become a manager in spite of having the managerial skills. Therefore, the current study has determined certain factors that stand as an obstacle for the women to climb up the ladder or attain high level positions in the hotel sector. Few factors determined are gender issues, job characteristics, work life balance, family concerns, sexual harassment, work timings and glass ceiling. The study also attempts to define how these factors work in order to create the glass ceiling for women in Indian hotel industries.

IV. METHODOLOGY

The qualitative method of research has been used. It consists of a set of interpretive, material practices that makes the world visible. These practices turn the world into a series of representations including field notes, interviews, conversations, photographs, recordings and memos to the self. Thus, a qualitative research involves an interpretative, naturalistic approach to the world.

In this study, the researcher is focused on the phenomenological paradigm which helped to give in-depth meaning of a particular aspect of experience through dialogues and reflection which also helped the researcher to understand the participant's perceptions.

For this study a total of eight female participants who are on the higher position in the industry are selected and convenience sampling method is used which is a form of Non probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher based upon a variety of criteria which may include specialist knowledge of the researcher issue or capacity and willingness to participate in the research.

Based on this, the researcher conducted employee checklist, in-depth structured interview and interview with the experts to gather the data. The method which is used is simple random sampling among the female employees of the five star hotels in South Bangalore.

During the process of Data Collection, the checklist containing various factors that are related to the promotion of women and challenges faced by them were given to the participants. They were required to mark the factors that were most

suitable to them and the factors that were least suitable to them. This helped the researcher to know what roles the factors were playing in the women employees' life and how each factors co relates in balancing their working conditions.

Through in-depth structured interview, the researcher was clear about the present scenario existing in the hotel industries for the women. Interviewing the experts i.e. women with vast experience and have reached the ladder as well as women entrepreneurs from other industry helped the researcher to know general public's opinion as well as what the professional women think about the glass ceiling existing in the hotel industries for women employees.

V. ANALYSIS OF DATA

For analysing data, Qualitative Content Analysis has been defined as 'the research method for the subjective interpretation of the content of the text data through a systematic classification process of coding and identifying themes and patterns' (Hsieh & Shannon, 2005, p.1278). It has also been defined as 'an approach empirical, methodological controlled analysis of texts within their context of communication, following content analysis rules and step by step models, without rash quantifications' (Mayring, 2000, p.2). Content Analysis has also been defined as 'any qualitative data reduction and sense-making effort that takes a volume of qualitative material and attempts to identify core consistencies and meanings' (Patton, 2002, p.453).

VI. RESULTS AND DISCUSSION

The aim of the study is to identify and analyze the critical factors that obstruct the advancement and mobility of women to top management positions in the hotel industries of Bangalore. The objective of this research was also to understand the gender discrimination and explore the cultural dynamics experienced by women in climbing up the corporate ladder.

In order to do this, the researcher chooses the qualitative method of research. A qualitative research involves an interpretative, naturalistic approach to the world. This means that qualitative researchers aim to study things in their natural settings, attempting to make sense of or to interpret and the phenomena in terms of the meanings people attach to them. The research was conducted on 8 women employees from the five star deluxe and five star properties of Bangalore with the help of convenience sampling. The researcher took interviews and also a checklist was prepared for the participants to rate themselves on the basis of several factors derived from the previous researches. The analysis of the data was done in two parts: Descriptive Analysis of the Critical Factors and the Content Analysis of the Responses.

A. Section 1: Descriptive Analysis of the Critical Factors.

Total Percentage of all the factors from highest to lowest
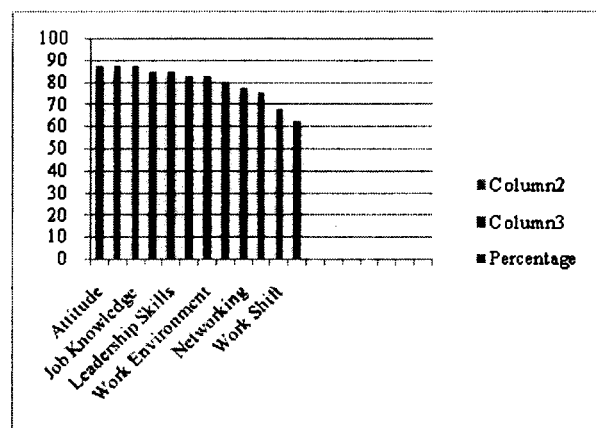
The descriptive analysis of the critical factors is done through the checklist method, which contains twelve such factors that may stand as an obstacle to prevent women to get promoted to higher levels of management in the hotel sectors. These factors are Attitude Personality, Job Knowledge, Managerial Skills, Leadership Skills, Transparency, Work Environment, Career Goals, Networking, Mobility, Work Shifts and Work Life Balance. Each of these factors and its importance is discussed below:

1)   **Attitude:** Attitude is one of such factors that have got the highest percentage (87.5%). Based on the analysis from the participants, attitude is an important criterion for any women to reach up to the managerial level. Positive attitudes in the workplace will lead anyone to have a better career than having a negative attitude and being a grump at work.Hence one should have a positive attitude to herself, to her job and also to the people around her.

2)   **Personality:** Personality, as a factor has got the highest percentile (87.5%) among the rest of the factors. Based on the analysis of the participants in the present research it has been demonstrated that women and men managers have similar values, traits, motivations, leadership styles, and skills, and that women perform better than or equal to men.

One of the interviewers who were working as a chef said that, "My main career aspiration is to get the position of an entrepreneur and this has given me the challenge to move from the hotel to a independent industry of International Bakery since I was always interested in bakery."

This is one of the highest scores among all the other factors and this is because the women employees feels that they have that personality in them which the General Manager requires and also they have the personality to become an entrepreneur.

3)   **Job Knowledge:** Job Knowledge has also received one of the highest percentages (87.5%) among all the other factors. This is because the analysis of this study portrays that the participants studied in the research thinks that they have complete knowledge about their work and also can take up any challenges and responsibility is assigned to them.

4)   **Managerial skills:** In this study, all the eight women interviewed are at the higher level of management like Housekeeping Executive, Human Resource Manager, Learning and Development Manager or Duty Manager. They all think that they have high managerial skills and have the capability to reach the General Manager's position. Hence, the percentage of Managerial skills seems to be high (85%) among the factors.

The women interviewed in this research revealed strategies for making it to and succeeding in, top corporate positions. Earning advanced degrees and credentials appear to be a way that women compete with men for elite positions and be able to break through the 'glass ceiling' and secure well-compensated, upper-level management jobs.

Therefore, based on the analysis of this research one can say that women are gaining higher education so that they can reach up to the managerial level and posses the skills they need to for being successful.

5)   **Leadership skills:** Leadership skills are defined as the art of empowering and mobilizing others to want to accomplish a mutually agreed-upon goal while advancing the group's integrity

and morale. The score of this factor is said to be high (85%) in comparison to the other factors. This is because participants interviewed in the research are focused and dedicated to their work and they know that they have the capability to be equal to or better than men in every aspect.

The study conducted among the women employees in Indian BPO Industry (Pathak and Sarin, 2011) says that women themselves supports the concept of men as a leader which can only be destroyed if 'the mental glass ceiling' which women perceives is demolished. The respondents of the study casted that women are better at stereotypically feminine 'caretaking skills' and asserted that men excel at more conventionally masculine 'taking charge' skill such as influencing superiors and delegating responsibility.

6) Transparency: Transparency in the workplace refers to how and why something occurs. For example, if Company A identifies efficient workers and promotes them without revealing what separated the efficient and inefficient workers; it would be considered a lack of transparency. There's no indication as to how the workers are chosen for a promotion. If Company B states all employees who exhibit X, Y and Z qualities will be considered for a promotion, then Company B's promotions are transparent.

A lack of transparency can lead to disgruntled workers who question the company's actions. When employees aren't told why something happens, they are left to form their own assumptions, which can cause rumours that hurt the company's public and employee relations. A lack of transparency effectively destroys trust in the workplace. According to Deloitte's 2010 Ethics and Workplace Survey, 48 percent of surveyed executives believe a lack of

transparency in leadership communications will cause a higher turnover rate as the economy improves.

As far as hotel industries are concerned, the employees usually feel that the industry is transparent and not much politics occur within it. The women employees who were interviewed rated this factor to have an above average percentile (82.5%), which seems to be quite decent among the other factors.

7) Work Environment: Based on the analysis from the participants, the work environment has been rated to have an above average percentile (82.5%), which is said to be good.

If the work environment is not pleasant, the employees would find it difficult to adjust themselves to it. One of the participants interviewed said that there are employees in the kitchen who have experience but they have minimal level of education.

The participants involved in this research also said that this is the safest place to work for women, as there is security twenty-four hours. It's just that it's in one's hand to adapt to wrong practices or not. Women should not cross their line and should be able to differentiate between wrong and right.. Henceforth, the work environment is said to be very hygienic and safe for women.

8) Career Goals: Based on the analysis of the participants, this factor has an average percentage (80%). This clearly indicates that if one has to make her career in this hotel sector, she really has to struggle a lot to get her identity.

Hotels offer careers in management, event organization, restaurant and bar work, as well as a range of operational roles, including finance, IT, human resources and marketing. Careers in restaurants include general and food service

management roles. Larger restaurant chains also have opportunities for business/finance managers and operational staff. Pubs, bars and clubs offer opportunities in licensed retailing, management, promotions and event organization. Contract catering involves providing professional food services within organizations such as hospitals, schools, universities, entertainment venues and large public and private sector businesses. Other industries in the sector include holiday centres and visitor attractions.

Hence, in this sector there are various careers but it's just that one needs to know what one actually wants and should be passionate enough to achieve her goals.

9) Networking: In order for women to break through the 'glass ceiling', they need to associate with powerful individual. As far as the present research is concerned, this factor has a below average percentage (77.5%). This indicates that women are still struggling to make their contacts in the corporate world and be in equal power with men. But a time is changing and surely in future the percentage has high chances if going up.

10) Mobility: Mobility is the ability and willingness to move or change; this can depend on motor skills, special tools such as a walking stick, walker, mobile standing frame or wheelchair, vehicles, uncongested roads, public transport etc. The score of mobility has been rated to be below average (75%). The participants who were interviewed said that for women the hotel provides pickups and drops and the transportation does not have many issues but the issues lies in climbing up the corporate ladder since it's a male dominated industry. The women interviewed also said that for single women it's easy to move to other places if they get a transfer but for married ones it's equally difficult as they have their family and children to look after. Mobility is purely on one's luck and one's choice.

11) Work Shifts: Based on my analysis of the qualitative interviews, work hours and emotional control emerged as the top work characteristics that hotel managers perceived as the most prevalent stressors. The score for this dimension has been rated as poor (67.5%). This clearly shows that this dimension has one of the least suitability among all the factors. There are no flexible timings so if one needs to succeed she needs to put in her best. (Hotel manager, female, housekeeping)

The authors (Cleveland et al., 2006) conducted a study on 33 hotel managers using focus groups and semi-structured interviews with three groups of participants (new entrants into the hotel industry, hotel managers, and their spouses), and explored the connections among work characteristics, work stress and the work-family interface. Results generated suggested that long unpredictable hours of working create individual and family related stress. Due to this there have been high levels of turnover. However, turnovers can be reduced by the implementation of realistic job previews.

Hence, the work shifts and the inflexible timings are the major concerns for working in hotel industries.

12) Work life balance: Based on the analysis of the participants in the research this factor has the least percentage (62.5%). This is because the employees in this sector find it extremely difficult to balance their work and home together. Married women have to look after their family and even it is a problem for single women due to the inflexibility in timings and the work pressure.

Hotel management poses a number of challenges for people live off the job, which may underlie the high turnover in the industry. These

industry challenges may also underlie stress, burnout and health problems of the hotel managers, issues that have implications for companies' health care costs. Hotel entrants, managers, and spouses expressed concerns about the length and unpredictability of hours, which they believe contributed to physical and mental exhaustion, marital disruptions, and less positive familial interactions.

Hotel industry turnover may be reduced through the implementation of realistic job previews. Strategically, hotel companies can use the positive and the challenging features of hotel management work as part of a realistic job preview when recruiting employees.

B. Section II: Content Analysis of the Responses

Qualitative Content Analysis has been defined as 'the research method for the subjective interpretation of the content of the text data through a systematic classification process of coding and identifying themes and patterns' (Hsieh & Shannon, 2005, p.1278). It has also been defined as 'an approach empirical, methodological controlled analysis of texts within their context of communication, following content analysis rules and step by step models, without rash quantifications' (Mayring, 2000, p.2). Content Analysis has also been defined a 'any qualitative data reduction and sense-making effort that takes a volume of qualitative material and attempts to identify core consistencies and meanings' (Patton, 2002, p.453).

These three definitions illustrate that qualitative content analysis emphasizes an integrated view of speech/texts and their specific contexts. Qualitative content analysis goes beyond merely counting words or extracting objective content from texts to examine meanings, themes and patterns that may be manifest or latent in a particular text. It allows researchers to understand social reality in a subjective but scientific manner.

As a part of this research content analysis has been helpful enough for the researcher to analyse the responses if each response and put them in different categories. Each category has several subgroups, which are explained below.

Table I

Category	Sub Groups
C1: Challenges faced by women employees	• Marital Status • Timings • Holidays • Professional Disposition • Work Ethics
C2: Career Aspirations	• Getting promoted • Goal Oriented • Short and Long tern plans • Work Involvement
C3: Key Competencies	• Communication Skills • Leadership Skills • Technical Knowledge

	• Confidence • Assertiveness • Integrity • Judgmental • Passion • Time Management • Focused • Result Oriented • Dedication to work • Situation Handling • Resilience • Endurance • Patience • Presence of Mind • Energy • Empathy
C4: Few Women in Higher level	• Inflexible/erratic work timings • Difficult to balance work and home • Male dominated industry • More responsibility in comparison to men • Physically and Mentally tiring
C5: Gender Biasness Experienced	• Equal Importance to both men and women • Women are offered promotion
C6: Promotion with transfer	• Marital Status • Opportunity and salary
C7: Current Status	• Ratio of women is increasing in every department • Need to put in their best to see a bright future • It's in one won hand to choose the right path • Women quite due to inflexible timings and work pressure specially if they have family to take care of

	• Safest Industry with full time security for women to work in
C8: Cultural Dynamics	• Career Oriented • Supportive family • Always positive about their work • Cultural Dynamics cannot be a barrier to growth
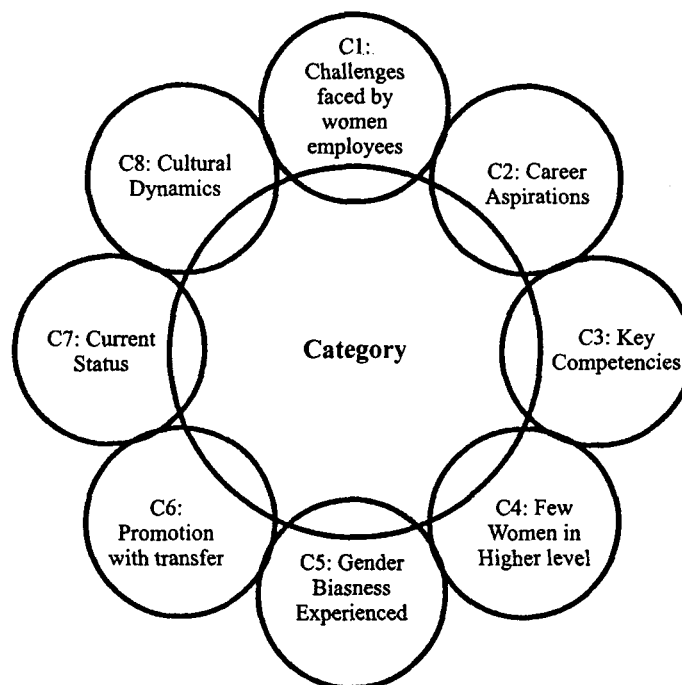
VII. SUMMARY AND CONCLUSION

The purpose of this study is to find out what are the factors that are preventing women to get promoted in the hotel industries of Bangalore. The aim was also to understand the gender bias and cultural dynamics experienced by women in the hotel industries. For this a qualitative research design was selected. With the help of convenient sampling, the researcher could interview eight women employees from the five star deluxe and five star properties in Bangalore. A checklist was also prepared by the researcher, which consisted twelve factors that stood as hindrances to prevent women from climbing up the corporate ladder. The data was analyzed through two methods: Descriptive analysis of the critical factors and through the content analysis of the responses given by the participants.

Major finding of the study was:

• The factors of attitude, personality and job knowledge have got the highest percentage. This is because the participants involved in the research feels that these factors are the most suitable to them and they also sense that these qualities are required for women to get promoted in the hotel industries.

- The factors work life balance and work shift have got the lowest percentage which signifies that these factors are the major barriers for women, which does not allow them to rise up in the corporate ladder. Keeping in mind the multiple tasks performed by women at home and workplace the hotels should identify and workout the possible solutions and policies that would encourage women to opt for the higher positions.

- Through the content analysis, it was found out that the marital status of women plays a major role in her career advancement. It is comparatively easier for single women to reach the managerial position than the married ones, as they need to balance their family and work effectively.

- As hotel industries are known for the work shifts and longer working hours, travelling in the night and work timings is the major challenges faced by most of the women employees which takes a back seat when it comes to career growth. The hotels should implement flexible working hours and should provide transport facilities for safety reasons. Also women should be given a choice to choose their work shifts in order to avoid work pressure and stress.

- In this male dominated environment, the preferences are given mainly to men when it comes to transparency and mobility. The hotels feels that men would be more suitable to deal with these issues in comparison to women. Hence, the hotel policies should be restructured to avoid gender biasness and equal opportunities should be given to women without considering them inferior.

- Networking also is a major issue for women. Hotels involve late night social gatherings which is practically not possible for women.

Hence, getting socially connected becomes difficult. The hotels can think of introducing experts forum for exchanging ideas and trends within the flexible work hours to improvise the social connections.

- Leadership and managerial skills also play a major role when it comes to women getting promoted in the hotel industries as their skills and capabilities are compared to men. Since, hospitality industry is a male dominated sector, it is always advisable for men to be in the managerial level. But now, women also are getting in par with men and they know that they can be equal or even be better than men in handling responsibilities.

VIII. LIMITATIONS OF THE STUDY

- Only female employees were involved in this research and as the number was less in the hotels, the researcher had to struggle to convince them in becoming the participant for the present study.

- The area of the study seems to be too sensitive to interrogate further on the responses of the participants.

- As the area of the study was sensitive, the concerned officials at the hotels did not allow voice recording, as this would exploit their privacy and would go against their company policy.

- Due to the inflexible hours of the hotel industry, the employees could not spend much time and hence getting in touch with them was partially difficult.

- The breadth of the data collected was very limited and hence qualitative content analysis was the only research design which was appropriate for the researcher to select for the analysis.

IX. IMPLICATIONS

Hospitality industry is growing rapidly now a days and is considered to be the most booming industry among the service sectors. As many global hotel players are coming into India, the demands for the international products and services have increased. As gender diversity plays a key role in international market, India too has identified the need of employing equal ratio of men and women. This will help the hotel sector to change the orthodox thinking of male dominated industry and convert into an equal sex ratio industry: perhaps this would facilitate women to develop social status in India.

It was observed that women are not given equal weightage especially in the core departments and skilled areas (Kitchen and bakery) as compared to men in hotels. Hence, the training process should perk up for women.

Future is full of growth and opportunities in the service sector especially in the hotel and tourism industries. Hence, the potential of women should be recognized and they should also be given a chance to climb up the ladder to explore their talent.

X. SCOPE FOR FURTHER RESEARCH

The further research can be done on why and how single women reach by to the top. A comparison can be made between the single and married women who try to make it to the top in the hotel industry and other service sectors and the factors that lead them to do so.

It should be noted that this study was conducted in only Bangalore (South India). Further research can be conducted by including more metropolitan cities from India.

A comparative study by considering the culture and working conditions in Indian hotels and other countries can also be one of the preferences for the further research.

Exploring other service sectors like tourism, airlines, retails etc. for further research is a good choice for researchers.

XI. CONCLUSION

Bangalore, being a metropolitan city, the hotel business is booming and there is a lot of scope for career growth. As seen today, women are getting empowered in every field. This encouraged the researcher to select a service sector which is highly demanding and their job profiles differ from other sectors. Also the ratio of women in this sector is minimal. Thus, it motivated the researcher to study this sector and emphasis on women employees and the factors that are hindering them to get promoted further. It was studied and analysed that gender biasness and cultural dynamics are infinite but however it does not restricts one's growth. Women choose not to opt for higher positions since they have multiple roles to play in comparison to men. Hence, it is suggested that the hotel sector should have gender diversity and flexible policies for women employees.

"The thing women have yet to learn is nobody gives you power. You just take it."
Roseanne Barr

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