

Career Management Issues in Hospitality Sector - A Study among Women Employees in Star Hotels and Resorts in Thiruvananthapuram

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Abstract - Hospitality sector being considered as one of the fastest growing sectors in India, creates more employment opportunities to both men and women. But, women are not properly represented in the employment positions in hospitality sector. Many gender issues are creeping in to it which hinders the growth of the industry itself. Proper identification and mitigation of gender issues and discrimination in the industry are essential for the growth of women employment and presence in the hospitality industry. This paper aims at providing a profile of women in Hospitality Industry determining their positions and investigating the challenges faced by them throughout their career. The purpose of the study is to examine women's perception of factors that facilitate and constrain their career advancement and find out if there are any significant differences among them. Efforts are made to find out the barriers that may exist to women's career advancement.

Keywords: Hospitality, Gender, Career Advancement, Career Management Work/Family Conflict.

This paper is presented at the National Seminar on E-Marketing of Products and Services: Way Forward.!? on 9th March (2018) conducted by Department of Commerce, St. Jerome's College, Anandhanadarkudy, Kanyakumari District, Tamilnadu, India.

INTRODUCTION

Indian hospitality industry shows that woman hold more positions of power now than in the past. However, compared to their stake in population, women hold few positions compared to males. Lower level occupation with few career development opportunities dominated by women and key managerial positions dominated by men. Earlier studies found the deeply entrenched beliefs and stereotyped attitudes towards women in the workplace to be the main barrier in gender equality. Tourism seeks to address this issue of 'equality' no matter whether it is rural or urban. Women are denied a fair and equal chance because most of the resources and decision-making processes are controlled by men.

Tourism is a growing phenomenon that attract billions of people every year, and hospitality is an important part of all tourism activities. Trends in globalization, competition, vibrant economies, and improvements in information and

communication technologies are affecting hospitality organizations in terms of management of human resources like many other industries.

Women today are coming forth in this modern society. They are now regularly performing duties that were traditionally assigned to males. They no longer lag behind the man in most of the occupations. The researchers have identified a number of factors that function as barriers to women's career advancement. These include the glass ceiling, i.e., artificial barriers that prevent qualified individuals from advancing within their organizations gender discrimination, a male dominated organizational culture and work and family conflict. The existing literature on women's career development has generally examined the impact of a combination of individual, organizational and societal factors on women's career choices. There are perceived obstacles that women encounter during the course of career that must be acknowledged in order to be successful. The four identified key obstacles that had a restrictive impact on women working in, or intending to pursue a career in hospitality are Work/Family Conflict, Equality of Opportunities, Lack of Family Support, Gender discrimination

REVIEW OF LITERATURE

- **Rajeshwari M. Shettar (2015)** in the paper "A Study on Issues and Challenges of Women Empowerment in India" states that women of India are relatively disempowered and they enjoy somewhat lower status than that of men in spite of many efforts undertaken by Government. It is found that acceptance of unequal gender norms by women are still prevailing in the society. The study concludes by an observation that access to education, employment and change in social structure are only the enabling factors to Women Empowerment.
- **Vidya Patwardhan, V. Balaji Venkatachalam (2014)** "A study on career management issues of women managers in Indian hospitality industry", reveals that even if these managers are able to enter into management cadre and move upwards, the difficulties faced in attaining high level positions are many. The different factors affected are gender

issues, job characteristics, work life balance, family concerns, and relationships at work, long work hours, mentoring, work environment and glass ceiling. Information provided by the respondents confirms that women in hospitality industry continue facing challenges in their career.

OBJECTIVES

1. To assess career management issues of women employees in the hospitality sector.
2. To assess perception of women employees the factors that facilitates and restrains career management in hospitality sector.
3. To assess perception of women employees towards career advancement possibilities in hospitality sector.

METHODOLOGY OF THE STUDY

The methodology is described by identifying the task for fulfilling the objectives of the study. Both Primary and Secondary data were used for the purpose of the study. Primary data were collected through interview schedules. Secondary data were collected from Books, Newspaper, Articles, employees records maintained in hotels and resorts, Journals, Online journals, and websites etc. The research is conducted in a descriptive form (descriptive research). Interview schedule has been adopted to collect data for the study. Data collected will be classified and tabulated for analysis.

Survey plans to conduct study taking in to consideration 100 female workers in the Star hotel and restaurants. Sample method to be used is convenience sampling. Sampling population includes the female workers in the Star hotels and restaurants in the Thiruvananthapuram district. Data collected from the study, tabulated, analyzed and presented with the help of appropriate tools of analysis by using appropriate mathematical and statistical tools like Simple Percentages and Likert's Five point scaling technique

LIMITATIONS OF THE STUDY

1. Due to time constraint, the study was confined to a sample of 100 respondents.
2. Due to the same reason, the study was conducted only in Thiruvananthapuram district. So the findings and conclusions may not be applicable to other district.
3. Interview schedule contained only specific questions.
4. The survey is subjected to bias and prejudices of the respondents, Hence 100% accuracy cannot be measured.

DATA ANALYSIS AND INTERPRETATION

FACTORS AFFECTING CAREER MANAGEMENT

The Table No.1 indicates the important factors affecting the career management. The ranks assigned by the respondents are converted into scores using weighted average technique.

Table No. 1

Ranking Table

Sl .NO	Factors	Weighted average scores	Rank
1	Got proper training to develop my career	3.49	II
2	Financial support for further education	2.54	VII
3	Experienced 3600performance appraisal	3.13	IV
4	Getting clear feedback on my performance	3.86	I
5	Necessary career advice from superiors	3.44	III
6	Superiors' interest in my career development plan	3.12	V
7	Induction programme to learn organization culture	2.41	VIII
8	Job rotation for cross-functional experience	2.12	X
9	Informed about changes in organization plans	2.39	IX
10	Sufficient scope for promotion and recognition	3.04	VI

Source: Primary Data

Inference

From the table it is inferred that the "Getting clear feedback on respondents performance" scores 3.86 and holds the first rank, "proper training to develop career" scores 3.49 and holds the second rank and the "Necessary career advice from superiors" scores 3.44 and holds third rank respectively are

the factors affecting the career management.

FACTORS RESTRAINING CAREER MANAGEMENT

The table indicates the important factors restraining the career management. The ranks assigned by the respondents are converted into scores using weighted average technique.

Table No. 2

Ranking Table

Sl .NO	Factors	Weighted average scores	Rank
1	Heavy workload	3.57	I
2	Inconvenient working time	3.21	IV
3	More physical works than intellectual works	2.64	X
4	Poor salary package	2.63	XI
5	Lack of promotion	3.22	III
6	Lack of support from superiors/subordinates	3.03	V
7	Lack of family support	2.80	VIII
8	Work life imbalances	2.92	VI
9	High targets	2.43	XII
10	Lack of training and orientation	2.71	IX
11	Nature of duty/work	2.89	VII
12	Family responsibilities	3.38	II

Source: Primary Data

Inference

From the table it is inferred that the “Heavy workload” is the most discussed constraint of career management of women in hospitality organisations scores 3.57 and holds the first rank, “Family responsibilities” scores 3.38 and holds the second rank and the “Lack of promotion” scores 3.22 and holds third rank respectively are the factors restraining the career management.

FACTORS FOR CAREER ADVANCEMENT

The table indicates the important factors for career management. The ranks assigned by the respondents are converted into scores using weighted average technique.

Table No. 3

Ranking Table

Sl .NO	Factors	Weighted average scores	Rank
1	Performance at the managerial positions	3.86	I
2	Performance at non-managerial positions	2.63	XII
3	Hard working nature	3.13	VII
4	Communication Skills	3.04	VIII
5	Problem Solving Skills	3.44	IV
6	Personality factors	3.03	IX
7	Knowledge about job	2.89	XI
8	Support from well-wishers/Family	3.22	VI
9	Mobility	3.38	V
10	Educational Qualification	3.49	III
11	Work experience in the field of hospitality services	2.92	X
12	Multi-lingual ability	2.54	XIII
13	Leadership skills	3.57	II

Source: Primary Data

Inference

Above table depicts the factors for career advancement of women employees. It is found that “performance at the managerial position” is the main factor for career

advancement scores 3.86 and holds the first rank, “Leadership skills” scores 3.57 and holds the second rank and the “Educational Qualification” scores 3.49 and holds third rank respectively are the factors for career advancement of women employees.

FINDINGS

- Out of the total respondents, majority of the them belonged to the age group of 25-40.
- Majority of the respondents are married.
- Majority of the respondents are Graduates.
- The researcher found that majority of the women employees are residing at the staff quarters provided by the industry.
- The most important Factor affecting career management is getting clear feedback on respondents’ performance and proper training to develop career.
- The most serious issues faced by women employees in hospitality is heavy work load and Work/Family Conflict.
- The important career management issue related with women employees is lack of proper job rotation and lack of involvement and information about organizational plans.
- The most critical factors restraining the career management of women employees are the heavy workload and family responsibilities followed by many other hindrances.
- It is found that performance at the managerial position is the main factor for career advancement followed by Leadership and Educational Qualification.
- The perception of women employees shows that their performance at the managerial position is the main factor for career advancement

SUGGESTIONS

- It is imperative for the hotel industry to play a leading role in hiring and promoting women into various management positions by providing conducive work environment and growth opportunities.
- Get familiar with the career path in hospitality through additional seminars.
- Provide training on gender equality to people at management positions i.e. educate managers in both the obvious and the subtle discrimination that takes place in the hospitality organisations.
- Showcasing the talents organisation’s successful

women employee. Because they are not getting proper attention and recognition of their success and remarkable performances.

- Adequate resting time should be provided for women working hospitality sector by amending the existing policy of the organisation.
- Hospitality management should establish a policy that allows women to balance their work lives with their personal lives.
- Promote women employees to the administrative and intellectual work than physical or manual works.
- Discrimination in emoluments to women employees should be abolished. Offer them performance based packages.
- Proper mechanism should be employed to prevent harassment and exploitation against women employees.
- Career management opportunities for women employees in the hospitality sector are found very poor.
- Women employees are having heavy workload. The management should kindly consider the issue and reduce the quantum of work.
- Working time in the hospitality organizations are not women friendly. The present working schedule is not suited to women in this sector.

CONCLUSION

This study explored the relationship between career management and career advancement in hospitality operations. The findings from this study showed that more than the gender issues, “family support” and “work life balance” are the important indicators for their progress in career. The solution lies not only in better preparation of women to work hard to foster their abilities, but in the creation of a more equitable organizational culture in the industry. In terms of the antecedents of work and family conflict, the number of hours worked, flexible work hours, and need for a full-time domestic help have the greatest impact on time, organizational and personal related factors respectively. Partner and family support have the greatest influence in reducing the level of work and family conflict of Indian women managers. Even though this study may seem to present a somewhat negative picture for women’s advancement in hotels, based on the progress made by women over the last decade and by looking at the profile of female students ready to enter the industry, the reality appears more positive.

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