

Challenges in the career progression of women in Hospitality industry-a review of literature

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Abstract

The Pune Hospitality industry has overall low representation of women in the work force. Currently there are 14.6% women employed in the Hospitality industry in Pune. However, despite of increase in the number of women employed in the Hospitality industry over the past decade, they still constitute only 14.6 % of the work force in the Pune city. This clearly shows that the Hospitality industry continues to be male dominated.

It is found that women do confront a significant number of challenges, beginning with difficulties in managing the long working hours/ irregular working hours and the work life balance to rising to the senior management position in the organisation's hierarchy. In this context, this paper presents a review of the literature on the current status of women in the Hospitality industry; in particular, it looks into various challenges they face in their career progression like social, cultural, organizational or other individual factors that hinders their growth.

The literature review showed that women career progression is mainly seen to be hindered because of various challenges like conflicts with family responsibilities, child care responsibilities, long/ irregular working hours, strong male dominated culture, etc. In addition to the above other factors like lack of fairness in the pay, fairness in promotions, Role models and mentors, support systems at workplace, commuting to the work place, lack of family support, mentor and role models are also few of the powerful determinants.

Certain women friendly policies like flexible timings, part time work options, crèche facility at work place, grievance redressal cell, counselling cell for women, training programmes, succession planning programmes, Provision of Role models and mentors, pick up and drop facility and incentives and perks are few of the suggestions that can be provided to them to assist them and encourage them to make the workplace a better environment.

Keywords: career progression, male dominant culture, challenges, role model, long working hours

1. Introduction

1.1 Nature of women's role in the Hospitality industry

The hospitality workplace has been often termed as a 'sexualized' in many contexts. The environment and the characteristic of the hospitality industry is majorly responsible for shaping the way the men and women interact with each other. (Gutek, 1985; *et al.* 1990). The word Hospitality refers to have a relax and good time, and offering services to the guest that would satisfy them. The image of the industry is depicted by pleasant atmosphere, wine glasses, good food, luxurious amenities, exclusive service, pampering and finally the feel good environment. Thus, the workplace characteristics have a direct influence on the employee behavior. People work in close groups with each other for a long number of hours during day and night. Job requirements expects the men and women work in guests rooms, bars, restaurants, kitchen together at any given time. These all conditions accentuates and perpetuates gender related stereotyping. In Hospitality industry men and women of different backgrounds, culture, nature, with different expectations and assumptions often creates very awkward situations for the women employees and guests. For example if a guest expects that the female barmaid should give him good service that a women may not feel obligated to offer, may create a problem.

Thus, it makes it very clear that woman in the Hospitality industry still continues to face added challenges as a result of nature and characteristics of the industry that they work for.

The Hospitality organizations do are gradually learning as to how best to develop culture in which both expectations and professional roles are not related to genders. It's a tough task to achieve this goal and requires constant consideration and commitment, by both the management and the women who aspire to reach at the senior level positions.

As one walks into any luxurious hotel or a restaurant, one would find pleasant and charming women welcoming you at the front desk. The hospitality industry today has become one of the largest employers of women. Thus, it is a very demanding job place wherein one has to interact with the guest one-on-one, sustain long working hours, work late nights, stay away from home for days and, lastly, undergo stressful situations all alone. Thus, the women working in Hospitality industry, in any operational departments like front-office, kitchen-a male dominated area, or housekeeping, does face gender-related issues with meagerly any solutions. The hospitality industry experts and analysts have been talking for years about the 'glass ceiling' that has barred women in the hospitality sector from rising to the upper level of supervisory and managerial positions. But nearly the same picture is seen in almost all the industries. Although women have come a long way at their place of work, men continue to embrace most of the leadership positions. However, the special characteristics and the unique culture of the hospitality industry has made it a bit challenging for the possibility of bringing in the change.

1.2 Career Progression

Career progression is a constant process of managing work, learning, leisure time, and transitions in order to move upward towards a personally determined goal and creating self-preferred future.

The fresh, young women entrants in the industry especially needs to be realistic about their career progression and requires to devote time to learn and understand the culture and working of the industry as a whole.

The hospitality industry traditionally recruits such women who have a sound career profile having a sufficient operational department experience. This experience is considered essential for the upward mobility and thus one should aim to achieve these goals early in the career before one gets married or shoulders domestic commitments.

The hospitality industry requires oneself to invest in long working hours and irregular work schedules so; one requires a strong family support to go ahead in the career path. Thus, a strong family support will enable the women employees to invest their time early in their career to assemble a varied range of experience needed to succeed in the industry.

Creating a strong network through mentorship programmes is a one of the way to climb the ladder of success to the senior positions.

It's important that one does research and choose an organization that offers a conducive environment, supporting gender diversity. Various Hospitality organizations such as Accor and Hilton are prominent leaders in this field, committed to providing opportunities and facilities for its women employees for their career progression all over the world. They have developed and initiated various programmes to encourage and support the participation and development of women at all levels in their organizations.

Beyond individual efforts, the management of the Hospitality industry must come forward and work on developing a favorable environment that promotes gender diversity. They should develop certain women friendly policies to secure flexible working hours, safe and secured work environment to assist women in their career progression and increase their representation in the top positions.

2. Challenges for women's career progression in Hospitality industry

A number of factors can slow down a women's career progression and the salary (Catalyst 2013) ^[22].

The most important point to be noted here is that the Hospitality industry in India has been socially accepted and perceived as a decent career option for women in the recent past only. Still the women is struggling hard to balance family responsibilities combined with work where one has to spend a lot of time to interact and entertain guests, which at times is stressful and daunting to most women. Also it's the fact that even when one is back home after work, one really cannot keep the work aside especially when at senior positions. All these factors at times do not make this career option very appealing for the average Indian woman. Researchers have identified various factors that act as barriers to women's career progression. These include, masculine organizational culture, networking, deserted social life, geographical mobility, lack of visible women in senior positions, gender bias, work life balance, role models, cultural and societal pressures, glass ceiling, long work hours, traditional career path, pay inequality

and sexual harassment.

Ms. Mini Chandran, (General Manager, Swa Swara, Gokarna) opines that the younger generation women are especially facing challenge of struggling and learning to handle the weak Indian male ego for the efficient team work. She further states that in this glamorous world of hospitality people do feel that this industry does not require intelligence to prove oneself. But the people working here do have to prove that there success is not dependent on merely the looks and social skills, but is only based on hard work.

Judy Hou, CEO, (Les Roches Jin Jiang International Hotel Management College) faces balancing personal and professional commitments as one of the biggest challenge. She further opines that women executives have to make great effort to balance between family time, work-related issues and child care responsibilities. This requires good time management skills and sacrifices, as hospitality industry is an extremely intense, time and energy consuming, fast-paced industry.

The cultural background prevailing in India at times does restricts women to consider hospitality as the first option of career due to the social taboo attached to hotels, night-shifts and irregular, long working hours. Women in India still prefer traditional professions such as educational, technical, medical, sales and administrative roles. Some of the major challenges most women employees in the industry face are managing various responsibilities - professional and personal commitments, being time-bound or not open to job transfers or mobility, which at times may prove critical to move up the ladder.

Mielle Batliwala, Director of Human Resources, Marriott Hotels opines that one may think that being a woman may be a disadvantage in a work arena where long hours, high stress levels and crisis management are at their highest. It is always tougher for a woman to grow and excel professionally. Age-old beliefs surrounding the roles of women and deep-rooted patriarchy make it difficult for the male gender to accept a woman in power, which is traditionally seen as a male domain. This becomes harder when men have to report to a woman.

Priti Chand, (VP, Corporate Communications, Zuri Group Global) indicates that hospitality industry faces two-fold challenges. There is a silent stigma attached to this sector that refrains a woman to be accepted as a professional at par, and not taken seriously as a leader of her field.

Rita Chaudhary, (Corporate Housekeeper, Sarovar Hotels & Resorts) opines that it's a personal choice whether to continue working in the hospitality industry after marriage or motherhood. Earlier most of the young couples had the family support. Now, in the current scenario with the increasing number of nuclear family set ups due to various reasons like moving out for jobs, career in different cities, women may not get support system to work in the hospitality industry. As a result, women's percentage of taking a break in career is increasing and such decisions are not exceptional to the hospitality industry.

The women face diverse sets of challenges at various stages in the career. After gaining experience and seniority, the women may at times get married and thus, the family pressure builds up. If she lives in a joint family, she needs to consider the view of her husband along with the opinion of other family members and manage the workplace too. All this together may cause stress and tension, thus affecting the work life balance.

Women in the hospitality industry are struggling hard to

manage stress at work place coping up to maintain the work life balance. Married women especially in the industry are affected the most as per the research conducted in the Pune hospitality scenario. A tight rope scheduled between the home and the work place is taking a toll on the health of these women employees, thus leading a stressful situation at both ends.

Thus, keeping in view the above mentioned career obstacles, there arises a need to provide a comprehensive attention and take a review of various aspects of women managers' career progression in the hospitality industry. By reviewing and analysing the status of existing research and opinions, the hospitality professionals will be able to take appropriate measures to improve the representation of women at all levels and develop women friendly policies to assist them in their career progression.

2.1 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) ^[4] 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.

The study by Juliette Boone, James Houran, PhD and Tatia a Veller (2013) ^[13] 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) ^[43] 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.

Karunaratne, 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) ^[43]. 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 Manoochhri (1995) ^[7] 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.

(Brownell, 1994; Diaz & Umbreit, 1995) ^[16, 24] 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.

2.2 Sexual Harassment

Ajay Raghavan, (2013) ^[1] 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) ^[70] 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) ^[70].

2.3 Gender discrimination

Sparrowe and Iverson (1999) ^[61] 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 ^[84], 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) ^[84] 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) ^[47], 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) ^[70] analyzed that female managers in the hospitality industry earn \$6,400 less than their male counterparts. According to Brownell (1994) ^[16] women consider lack of equity as the most dominating challenge in their career progression.

Dickerson and Taylor (2000) ^[25] 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. Mamimine, Farayi P. Kanokanga, Felistas Chimutingiza (2014) ^[48], 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.

2.4 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) ^[16].

Eagly and Wood (1991) ^[27] 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) ^[67] 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) ^[37] 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) ^[50, 51] observed significant gender differences amongst the male and female employees in the hospitality industry, wherein the female managers are of opinion that 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.

2.5 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) ^[15] states that in spite the number of women who are both academically pre- pared and interested in pursuing hospitality management careers is increasing, women appear to be leaving the industry at a much higher rate than their male counter- parts 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) studystates 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) ^[25]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) ^[46]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) ^[27] 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 are searched 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) ^[68] 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) ^[46] 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) ^[13] 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) ^[18] 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) ^[4]. 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) ^[22]. 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) ^[82].

2.6 Gender Differences

Previous study revealed gender differences on factors that facilitate and constrain women's career progression.

Brownell (1994) ^[15] 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) ^[50, 51] 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) ^[53] 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) ^[44] 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

2.7 Old boy network

John R. Hendrie (2008) ^[41] 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) ^[49] 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) ^[82] 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.

3. Conclusion

This literature review concludes that women in hospitality industry face various challenges in their career progression which are visible as well as invisible.

Despite of recognizing the importance of women employees in hospitality, the study suggest that the industry has made a little progress in creating and developing these potentially talented

pool of people. The fact of women's participation and contribution in the workforce in India has increased yet their representation in higher management is quiet low as compared to their counterparts, which is not recognized.

Women contribute up to 9.1% of the total workforce in the Hotel and restaurant industry and men 90.9% thus merely having 0.9% share (indiastat.com).

The challenges related to the work life balance indeed are critical due to the customary belief that women needs to carry out her primary role as a mother, housewife and also as a co-partner in the earnings.

Women representation at the senior level is also proportionately very low compared to men. There is an existence of glass ceiling observed that resists women's upward mobility. This suggests that there needs to be a policy designed to bring in gender diversity in the organization thus encouraging capable women to overcome the challenges they face in their career progression. The study concludes that the most of the barriers for progression of women employees comes from inconsiderateness of the management towards women's responsibilities and their social roles.

Women have made strides in reaching at the senior levels since the middle of the this century; however, even though the number of women choosing hospitality education programmes and hospitality industry has been increasing, there has not been a proportional increase in the number of women in reaching the top management positions. Studies have also brought forward the under-representation of women employees at various levels and gender discrimination challenges that exists at workplace. The hospitality industry has to take cognizance about this scenario and adopt in practice various women friendly policies that would assist them to progress in their career.

Thus, even though the literature review reveals that the women are still not well represented in the hospitality industry due to various issues in their career progression, the hotel industry essentially should recruit and promote women at various levels by providing safe and encouraging environment leading to their upward mobility. The hotel industry should not under estimate the worth of women in the workplace and should make policies to retain such talented pool of people.

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