

# **Women's career expectations and gender barriers in the New Zealand hotel industry**

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## **Attestation of Authorship**

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the qualification of any other degree or diploma of a university or other institution of higher learning, except where due acknowledgment is made in the acknowledgements.

Signed: \_\_\_\_\_

Xinye Qian

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## **Abstract**

This research explores hotel staff work conditions in the New Zealand context. Furthermore, it explores women's career expectations and gender barriers in the New Zealand hotel industry. Previous studies have highlighted a significant issue: women and men hold different career expectations and experience distinct progressions within their hospitality careers. Particularly notable is the observation that women encounter more obstacles compared to men in advancing within the hotel industry. To have a better understanding of women's hotel careers, this study has focused on exploring women's career expectations and whether gender barriers affect their career expectations and career progressions.

This research applied a quantitative method, and an online survey was used to collect data about demographic profiles, career conditions, career progressions, career expectations and barriers. The survey was open to eligible hotel employees in New Zealand. There were three main findings from this study. Firstly, the results indicated that women and men were facing some common challenges in their hotel careers while women were more negatively affected by these issues. Secondly, sexual harassment, work-life conflicts, and mobility issues were the main gender barriers women faced. Lastly, this study had a novel finding that women's career expectations tended to decline as their careers progressed due to the barriers, while men's were increasingly positive. This dissertation concludes with theoretical and practical implications of the study, in the hope it will help create better and more reasonable career development for women in the New Zealand hotel industry.

# **1. Introduction**

This research aims to explore the career expectations of women and the barriers they face in achieving their career goals in the hotel industry in New Zealand. This chapter outlines the scope, rationale, and process followed in the dissertation. The New Zealand hospitality industry and women's careers are first presented to give context to the research. Then the research aims and questions are outlined. Thirdly, the significance of the research is explained. Next, the methodology and methods of this study are explained. Lastly, the research structure is presented.

## **1.1 Research Background**

In New Zealand, the hospitality sector is a significant industry all around the nation (Wiley, 2020). It is one of the most important employment-producing industries, accounting for roughly 1.7% of GDP, or \$5 billion annually (Wiley, 2020). In the latest New Zealand Census (2018), 159,753 people were working in the hospitality industry. Among the employees, 95,520 were women and 64,233 were men (Statistics New Zealand, 2018). Women accounted for 60% of the workforce.

The hotel industry is unique in the hospitality industry as it contains various functional departments and positions and involves a combination of business, service management, customer relations, and specific industry knowledge that sets it apart from other areas within the broader hospitality industry (Kong, 2011). Women employees are an essential group in the hotel industry worldwide. The proportion of women employed in the hotel industry is rising and now exceeds the proportion of males (Mate et al., 2018; Santero-Sanchez et al., 2015a). However, the hotel sector represents a challenging environment for women, where inequalities, discrimination, and harassment are experienced by

many women (UNWTO, 2015). Despite improvements in gender equity in education and an increase in the number of women joining professions and positions previously held by males, work in the sector remains segregated by gender horizontally and vertically (Khalid et al., 2022). Khalid et al. (2022) and Mooney (2018) suggested that women are regarded as 'employees', rather than 'managers', and receive poorer pay and opportunities for progression.

The career progression in the hotel industry is portrayed as following a linear way from entry-level positions to senior management positions globally (Ladkin, 2002; Wang, 2013). However, the career paths and opportunities for women are unclear and different from the common linear progression to senior management (Gebbs et al., 2019). Career advancement becomes challenging for women aspiring to managerial and leadership positions (Gebbs et al., 2020). It is necessary to explore the reasons for this situation. Previous studies explored how gender barriers such as household duties and the glass ceiling affect women's career advancement in the hospitality industry (Boone et al., 2013; Liu et al., 2020). However, career expectations were rarely mentioned by researchers when studying the career progression for women. Career expectations are the internal motivation for individual career choices and also reveal individual career values, which affect every aspect of a career such as career types and career progression (Kong et al., 2015). Career expectations vary between men and women and are influenced by many factors. Previous studies have examined the factors that influence career expectations from individual perspectives and have found that career expectations are influenced by individual interests, family background (Schoon & Parsons, 2002), educational level, and race/ethnicity (Metz et al., 2009). Gender differences in career expectations appear to have been rarely investigated.

## **1.2 Research Aims and Questions**

Career expectations are an important dimension of career success. Liu et al.'s (2020) research indicates that career expectations positively influence career progression in the hospitality industry. Therefore, the different rates of career progression for men and women could be influenced by their different expectations. The objectives of this research were to explore women's career expectations and barriers in the New Zealand hotel industry and to identify whether gender influences women's career expectations and their career progression. Two research questions were formulated to achieve the research goal:

**RQ1:** What are men's and women's career conditions and expectations in the New Zealand hotel industry?

**RQ2:** To what extent do gender barriers influence women's career expectations and progression in the New Zealand hotel industry?

The relevant studies are limited in the relationship between career expectations and barriers. Furthermore, existing research focusing on women's career expectations was primarily conducted in the whole hospitality industry (e.g. Kim & Spear, 2021). To address the existing literature gap, this investigation intended to provide primary insight into hotels in New Zealand through surveying men and women hotel employees' career expectations and experiences of barriers to their career.

## **1.3 Research Approach and Methods**

This study adopted a quantitative descriptive research approach to explore women's career expectations and barriers in the New Zealand hotel industry and to identify whether gender influences women's career expectations and progression. As women's gendered experiences can only become visible when

compared to the 'default male manager' norm (Mooney, 2020, Dasphar, 2020), the decision was taken to survey men as well as women to enable similarities and differences in careers to emerge. Additionally, to reduce complexity and avoid potential ambiguity in interpreting the results, the decision was taken to ask respondents to identify as either women or men. An online survey was used to collect data from eligible hotel employees. The questionnaire had three parts and 49 questions. The first part collected demographic data from the respondents. The second part and the third part required the participants to rate their level of agreement with respect to attitudinal statements regarding career expectations and barriers, respectively. Meanwhile, there were some open-ended questions to solicit respondents' personal experiences. The target population of the study was hotel workers who were working in hotels in New Zealand and had experience in the hospitality industry of over three years. Snowball sampling was used to invite respondents for the survey through the New Zealand universities' REDCap survey platform. Quantitative descriptive statistics analysis was used to analyse the survey data by the statistical data analysis tool – SPSS 23.0.

## **1.4 Dissertation Structure**

There are five chapters in this dissertation. Chapter One, the introduction chapter, presented the research background together with an outline of the study's objectives, research questions and methodology. Chapter Two, the literature review, presents a review of relevant previous research about careers in hotels, gender research in the hospitality industry and career expectations. Chapter Three explains the research design and the methods used for data collection and analysis. Chapter Four presents the results of the survey, using a descriptive statistics approach. Chapter Five discusses the results of the research as a whole and in relation to the existing academic literature. Finally, the conclusion chapter brings together each part of the study and concludes

the whole research by drawing conclusions on the research objectives, discussing the theoretical and practical implications of the research, acknowledging its inherent limitations and recommendations for future exploration.

## **2. Literature Review**

This literature review will elaborate on previous research and present the background of career expectations and gender barriers in the New Zealand hotel industry. It is divided into four parts. Firstly, the definition of a career, the shape of a career and career research in New Zealand will be reviewed. Secondly, gender aspects of careers in the hospitality industry will be presented. Finally, the literature on career expectations' dimensions, especially for women, in the hotel industry will be examined.

### **2.1 Career and Career Shapes**

#### **2.1.1 The Definition of Career**

It is important to note that career concepts have changed over time. Scholars define a career from different perspectives. From the individual perspective, Super (1980, p. 282) defined a career as 'the combination and sequence of roles played by a person during the course of a lifetime'. Similarly, Baruch (2004) defined a career as a life journey that evolves around work, and work provides a sense of purpose, challenge, self-fulfillment, and income. Moreover, Baruch (2004) suggested that work is a source of identity, creativity, and life challenges, as well as a means to status and access to social networking. However, a widely accepted definition of a career is 'the work-related and other relevant experiences that an individual has, both inside and outside of organizations, that form a distinctive pattern over the course of the individual's life' (Sullivan & Baruch, 2009, p. 1543).

From the social relationship perspective, some scholars define a career as the relationship between people and other elements such as experience and society. Traditional career theory, which recognized the connection between careers and individual fulfillment, defined 'career' as 'the evolving sequence of a person's work experience over time' (Arthur et al., 1989, pp. 8). When



considering the significance of employment mobility, Pringle (1999) stated traditional career theory should involve a focus on 'boundaryless careers', which are viewed as a career orientation rather than a specific type of career.

The hospitality industry is regarded as an industry that not only has traditional and contemporary career characteristics but also has unique features. The hospitality industry is featured by vocational mobility (Baum, 2007). The hospitality workforce is often perceived as opting for a 'lifestyle' decision rather than pursuing a long-term career, where part-time or casual employment is considered a temporary phase before entering the broader job market (Ariza-Montes et al., 2019). In addition to the characteristics of the hospitality industry such as geographical mobility (Baum, 2015), gender differences in career outcomes are also an important aspect of gaining more knowledge about careers in this industry (Jamali & Nejati, 2009). Research suggests (e.g. Mooney, 2020) that the gendered aspects of hospitality careers have been neglected.

### **2.1.2 The Shape of the Career**

Scholars define a career from different aspects, which results in various shapes of careers. Various contextual elements, including national culture, economic conditions, and the political environment, along with personal factors like interpersonal relationships, collectively shape an individual's career (Sullivan & Baruch, 2009).

#### ***2.1.2.1 Traditional Career Model***

A linear career model is a widely accepted traditional career pathway. A person who is driven by a linear mindset believes that success can only be attained by climbing the corporate ladder (Brousseau et al., 1996). When commenting on their study in the Australian public sector, McDonald et al. (2005) stated that a traditional career that relies on length of service, geographic mobility, and a

steady climb up the corporate ladder is viewed as a vertical development process. However, the inclination toward careers is apparent and shows greater prominence among women than among men.

The traditional linear career indicates the rate of upward mobility and external indicators of achievement (e.g. salary and social status) can denote success (Baruch, 2004). The hospitality industry has the characteristics of a linear career, because the promotion path in the industry is linear and relatively stable (Wang, 2013). In hotels, general managers' career paths are linear and individuals progress through different departments and properties (Mate et al., 2018). They may start as an attendant and gradually advance to the management level. However, careers today are portrayed as dynamic, unstable, and fast-paced (Hart & Baruch, 2022). The traditional linear career is no longer the only one to describe the career in hospitality. Contemporary career paths were proven to be useful in research on the career in hospitality (e.g. Hegarty et al., 2023; Mooney et al., 2016; Walton & Mallon, 2004). However, few studies focused on whether women and men both still have a traditional linear career path, and the difference between men and women employees' career paths in the hotel sector.

#### **2.1.2.2 Contemporary Career Theory**

In contrast to the extensive empirical evidence available for 'traditional' careers, the understanding of 'new careers' is quite restricted (Lellatchitch et al., 2003). Organizations are undergoing significant transformations, extending beyond the conventional adjustments in organizational structures, employer-employee dynamics, and the work environment (Wang, 2013). These shifts are not isolated but are intricately tied to broader environmental changes. The landscape of increased global connectivity has propelled businesses into the realm of globalization, necessitating new approaches to team structures and decision-making processes (Hart & Baruch, 2022). Simultaneously, rapid technological advancements are shaping the nature of work, prompting

adaptations in skill sets and job roles. Workforces are becoming more diverse, reflecting a range of demographics and skills, altering the cultural fabric within organizations. Additionally, the rise of part-time and temporary employment is altering the traditional notions of job stability and permanence (Hart & Baruch, 2022). Collectively, these environmental shifts, as noted by Sullivan and Baruch (2009), are not only redefining organizational paradigms but are also influencing how individuals navigate and pursue their careers in this evolving professional landscape.

These theories fit the hotel industry quite well because this industry is constantly changing. Wang (2013) carried out a survey at 36 international tourist hotels, and findings suggested the competencies related to the 'career adjustment and control' competency dimension were the most influential competencies for career success. Kong (2013) collected data from a sample of 1012 hotel employees working in the frontline of the hotel industry in China. The results stated that work-family supportive supervisors, career competencies, and job involvement were the dynamic elements which affected career options. Meanwhile, due to its mobility characteristic (Min & Yoon, 2021), employees often move between hotels. In conclusion, contemporary career theories fit the physical and psychological changes in dynamic careers. However, there is still a research gap on how contemporary hotel careers can be conceptualized. Meanwhile whether this theory can well fit both men and women employees still needs to be explored because women may have different career development than men due to different aspects of reason. For example, fewer career development opportunities over their lifetime (Mate et al., 2018), limited career development mentoring (Peshave & Gupta, 2017), lower mobility due to the motherhood responsibility (Mate et al., 2018). Women may lower career expectations, change career behaviors, and change career pathways.

### **2.1.2.3 Career Stage Theory**

According to the life-span, life-space model (Super, 1957, 1980), there are three stages to career development: exploration and establishing, maintenance, and eventual disengagement. Mooney (2014) identified three phases in a hospitality career based on the Hospitality Career Construct Model: career entry, career development, and career consolidation. The career entry phase is featured as low experience or qualification requirements and flexible working hours (Mooney, 2014). At the career development phase, to advance the career, it is critical to have access to industry mentors, be able to work across divisional or geographic borders, establish career anchors, and receive training (Mooney, 2016). At the career consolidation stage, the hospitality worker needs to achieve three elements to commit to a long term hospitality career: strong social connectivity, professional respect and autonomy, and the perception of task complexity (Mooney, 2016).

This dissertation will divide the career stage in the hospitality industry into three periods: early career, mid-career, and late career:

- Early career: employees first enter the industry with flexibility and no/limited experience or qualification
- Mid-career: employees make a certain level of career progression
- Late career: employees get recognized achievement in the profession with progressively less engagement and motivation

Many career theorists generally believe that people in varied career stages may have different career expectations, work attitudes, performances and advancement. Hu et al., (2014) examined the correlation between collaboration and productivity over a career and found that productivity varies due to changes of collaboration in different career stages. Kong et al. (2012) did research in state-owned hotels in China, and indicated that employees from different departments have different rates of career advancement. However, there is

limited research on the career stages in hotels and the career expectations at different stages. For example, Mooney (2016) interviewed employees from New Zealand hospitality industry and found that career expectations changed in different career phases. Liu et al. (2023) studied Chinese hospitality students' career expectations, and found different stages with various levels of work experience, and career expectations vary because of the mediation effect of self-efficacy. Meanwhile, there is a research gap: few studies particularly explored women's career stages. This topic is important because the literature (e.g. Mooney et al., 2016) indicates many women were in the early career and mid-career period, but the top leadership positions are mostly dominated by men. It is necessary to understand whether women's career expectations change at different stages and whether gender barriers are the reasons for the change.

### **2.1.3 Career Research in the Hotel Industry**

The existing studies suggest that progression within the hotel sector is still quite conventionally linear from entry-level jobs to senior management roles (Mooney, 2017; Wang, 2013). Positions from front line to supervisor, to department head, to assistant manager, to general manager, serve as markers for hotel managerial advancement (Cassel et al., 2018). The conventional hierarchy within the hotel industry establishes a significant career ladder, with numerous opportunities for advancement (Kumara, 2018). Significant advancements in the hotel industry could include receiving the first promotion to a position of responsibility or moving to a different department at a higher level (Mooney et al., 2016). Horizontal transitions are also prevalent as a means to expand experience (Taylor et al., 2018). For example, individuals might shift within the same role, moving from a downtown commercial hotel to a resort property. Such a move would expose them to variations in customer demographics, services, business trends, and other factors (Peshave & Gupta, 2017). Additionally, the frequent movement between properties is driven by the diverse sizes of hotels,

allowing department managers from smaller establishments with fewer amenities to progress to roles assisting department managers in larger, more intricate properties (Blayney & Blotnick, 2014).

In the New Zealand context, much of the research on the industry concentrates on employment rather than careers. Williamson and Rasmussen (2019) studied the characteristics of the New Zealand hotel industry and found that low pay, unsatisfactory working conditions, insufficient career progression, high turnover rate and staff shortage, poor work-life balance, and weak occupation and safety systems are the perennial pervasive problems which lead to frequent career changes. Zhang (2019) explored the history of the gender pay gap and contributory factors in the hotel industry in New Zealand and found that the gender pay gap was still existing and the difference was huge. Luong and Lee (2023) surveyed 177 T&H students in New Zealand and proved that positive anticipated emotions (entrepreneurial desires and entrepreneurial self-efficacy) would promote their career expectations. Mooney et al. (2017) analysed the careers in New Zealand hotels and discovered that gender, body-age and ethnical occupational norms can be both privilege and penalty elements when pursuing career development.

When considering all the studies on hotel careers in New Zealand, it appears that there is a significant gap. None of them explored career expectations in the New Zealand context. More recent research indicated career expectations were important because career expectations set an individual's direction for their career. Career expectations and their fulfillment, therefore, influence decisions about employment prospects, education, training, and even the industries that people choose to work in (Mate et al., 2018). When a person's expectations or career criteria are met by the chosen career, they feel satisfied or accomplished (Wang, 2013) and according to Tu et al. (2006) personal beliefs about having achieved the equivalent to career satisfaction. Therefore, career expectations

are very important in the stages when people are choosing a career, developing a career, pursuing a career, and achieving career success.

## **2.2 Gender Aspects of Careers in the Hospitality Industry**

### **2.2.1 Gender and Gender Inequality**

Gender can be defined through a combination of biological attributes and social engagements (Calás et al., 2013). From a biological theories perspective, biological features or traits are employed by the majority of individuals to differentiate between genders (Westbrook & Schilt, 2014). Variations in secondary sexual characteristics serve as observable physical means to delineate genders (Launius & Hassel, 2022). From a social perspective, gender is a structured framework of social behaviours that establish individuals into distinct categories – men and women – while also structuring unequal social relationships based on this differentiation (Ferree et al., 1999; Ridgeway & Correll, 2004). The term gender is also frequently used to refer to the gender roles that men and women are expected to play in society and at work (Segovia-Pérez et al., 2019). In the hotel industry, the literature in the previous sections (e.g. Dashper, 2020; Mooney et al., 2017) showed that gender influences how people are perceived. As a result, men and women will have different expectations, rather than they will behave in different ways than people imagine that they will behave (Kumara, 2018).

Gender inequality is related to and based on biological and social gender divisions. Despite women's significant presence in the labour market and the considerable time that has elapsed since their full integration, women workers continue to face distinct disadvantages compared to men (Cavero-Rubio et al., 2019). For example, in service roles in British hospitality, where women dominate, head waiters earn almost £4,300, or 20%, more than women in the same role (Morgan & Pritchard, 2019). Dashper (2020)'s hospitality study in the

UK context also showed the persistent gendered obstacles women experienced. Gender inequality is referred to women and men having unequal value, and that men and women are not treated equally (Dashper, 2020), which leads to gender segregation. Gender segregation is a manifestation of gender inequality. The timing at which women recognize gender-related obstacles and whether this impacts their career expectations remains uncertain (Campos-Soria et al., 2011a) and further studies are required.

As previously indicated, the hotel industry is recognized for its gender inequalities, which stem from labour market biases triggered by the unstable characteristics of hospitality jobs and gender segregation (Santero-Sanchez et al., 2015b). For example, the opportunity to take on managerial leadership roles is elusive for many women (Atewologun & Sealy, 2014). Women tend to be concentrated in positions of lower status, which consequently offer lower wages and limited prospects for advancement (Mooney & Ryan, 2009). Moreover, although a number of researchers suggested that women require powerful mentors more than men do to advance in the organizational hierarchy because they face more organizational, societal, and individual obstacles than men, women still lack career mentoring (Wang, 2013). In order to progress in a hotel profession and gain additional experience, mentoring is particularly crucial, especially for women (Dashper, 2020). However, for women working in organisations with a male predominance that are male dominated at higher levels, finding mentors can be difficult.

### **2.2.2 Gender Segregation in the Hotel Industry**

Research indicates that women make up more than half of the workforce in the hotel sectors (Mate et al., 2018; Santero-Sanchez et al., 2015a). However, the hotel industry represents a challenging environment for women for career advancement and job satisfaction because of the gender segregation feature of the industry (Calinaud et al., 2021; Wood & Brotherton, 2008). Despite



improvements in gender equity in education and an increase in the number of women joining professions and positions previously held by men, it remains uncommon to find women in top leadership positions in the hotel industry even in wealthy industrialized countries (Dashper, 2020). From these current situations in the hotel industry, it can be seen that gender segregation and its impact for women employees and equality in the industry exist.

Gender segregation is both a cause and effect of gender inequality. Historically, Anker (1998) pointed out occupational gender segregation, which pertains to the uneven allocation of men and women across various occupations, was a widespread phenomenon in most countries. Gender segregation can be divided into horizontal and vertical segregation (Baum, 2013). In the hotel industry, working environments exhibit strong gender-based distinctions (Pizam, 2017). Occupational sex segregation has significant effects on women's careers in hotels as many studies attest.

#### ***2.2.2.1. Horizontal Segregation***

Substantial evidence suggests that a distinct pattern of horizontal segregation exists within the hospitality industry globally, leading women to occupy predominantly lower-tier positions. In Spain, Campos-Soria et al. (2011b) conducted research in hotels and restaurants in Andalusia and found that cleaning roles, customer service positions, and administrative jobs were predominantly occupied by women, whereas maintenance tasks and positions with more significant responsibilities in fields like kitchen management, hospitality, and administration are primarily held by men. Outside Europe, Min and Yoon (2021) studied women and men in hotel management in Korea. The results demonstrated that horizontal segregation is evident even within managerial positions. Roles primarily occupied by women encompass responsibilities tied to personnel, training, conferences, and banquets, while men tend to hold positions as repairers, chefs handling intricate tasks, and

leaders in numerous sectors, particularly those that are more financially lucrative (Cottingham, 2014; Williams et al., 2012).

For career progression, the available literature indicates that a successful hotel manager should cultivate skills spanning various segments of the hospitality industry, while they should typically maintain specific technical 'career anchors', as proposed by Schein (1978), such as expertise in areas like Food and Beverage (Wang, 2013). In general, however, many of the female dominated departments that are sex typed for women, such as housekeeping, do not have a clear pathway to the top general manager position (Wang, 2013).

#### **2.2.2.2. Vertical Segregation**

The hotel industry reflects the vertical segregation of male and female employees who rarely work as top managers in the industry (Segovia-Pérez et al., 2019). The hotel sector displays a distinct feminised nature due to a greater representation of women compared to men (Williamson & Rasmussen, 2019). However, when it comes to management roles, the industry is male dominated due to the concentration of male leadership primarily at the highest echelons (Baum, 2015; Segovia-Pérez et al., 2019). For example, according to Gentry (2007), women managers comprise a mere 3% of the overall workforce in hotels focused on mass tourism in Belize. When examining the factors that Campos-Soria et al. (2015) used, matched with employer-employee data from 302 hotels in Andalusia, the results indicated that the phenomenon could be linked not solely to the disparities women encounter in terms of internal advancement but also to the reality that, even when promoted, they received lower compensation compared to men. Therefore, it might appear reasonable that women's expectations may be lower than men in terms of less interesting opportunities and lower wages than their male colleagues (Walsh & Taylor, 2007). However, it is unclear whether gender differences make women change

their career expectations.

### **2.2.3 Gender Barriers for Women in the Hotel Industry**

In addition to horizontal and vertical segregation, scholars explained the barriers women faced from societal, organizational, and individual angles. Clevenger and Singh (2013) did an online survey in the U.S. hospitality industry and found that internal business structural, societal, and governmental barriers led women to be under-represented in the most senior management positions. Kossek et al. (2017) integrated the literature on the individual and organizational factors that contribute to women's career equality and noted that career preference, gender bias, and work-family conflicts are the three contributions to women's career inequality.

#### ***2.2.3.1 Societal Aspect Barriers***

From a societal aspect, gender stereotypes are deeply rooted in people's minds. Gender stereotypes are cultural depictions that outline societal expectations for the behaviours and characteristics deemed typical of a woman or a man (Bravo & Moreno, 2007). Women are allocated to family tasks based on their presumed greater capacity for care, kindness and sensitivity, whilst men are assigned the role of family provider as it is linked to notions of autonomy, domination, and power (Segovia-Pérez et al., 2019). Because of the stereotypes, the social consensus that certain positions are associated with a specific gender prevents women from having the same career options as men (Peshave & Gupta, 2017), resulting in discriminatory practices when it comes to hiring and promotion (Acker, 1990).

#### ***2.2.3.2 Organizational Aspect Barriers***

From an organizational perspective, the advancement of women in the hospitality industry faces challenges rooted in traditional views of desirable leadership traits (Peshave & Gupta, 2017). The preference for leaders in

hospitality who are highly mobile, self-motivated, and willing to put in long hours (often manifested as excessive facetime) creates barriers for women (Dashper, 2020). The industry's man-dominated organizational culture, coupled with limited access to networking, mentoring, support, and empowerment opportunities, further hinders women's professional progress (Mooney et al., 2017; Ryan & Mooney, 2019).

According to Liu et al. (2020), the 'glass ceiling' is an immovable obstacle that prevents women from moving up the organizational ladder. In the New Zealand hotel industry, few women reached a high-level position because of the 'glass ceiling', which is an imperceptible barrier (Mooney et al., 2017). In Spain, Serrano et al. (2018) noted that there is a glass ceiling due to the male dominance of management and the stereotyping of certain positions in Madrid.

Additionally, the existence of the 'old boys club' (Dashper, 2020; Ryan & Mooney, 2019) exacerbates the difficulty women encounter in advancing their careers within this sector because the old boy's network ensures privileged entry to essential choices, projects, vital insights, job opportunities, and promotions by leveraging informal networking advantages (Baumgartner & Schneider, 2010).

### **2.2.3.3 Individual Aspect Barriers**

On an individual level, women in the hospitality industry encounter additional challenges related to work-life balance and maternal expectations (Pritchard & Morgan, 2017). In China, Zhao (2019) collected data from 225 managers in hotels, and the study indicated that, in contrast to men, the adverse association between work-to-family conflict, and perceived family achievement, was an issue frequently mentioned among women managers. Also in the Chinese context, Wang and Peng (2017) verified that the conflict women experience between work and family responsibilities directly correlates with a reduction in

their organizational commitment and also contributes to their intention to leave the organization. Mate et al. (2018) proved that competing demands of work and life and male dominated organisational cultures are the key barriers that affected women's career and leadership development. Dashper (2020) did a year-long qualitative study of a women's mentoring programme in the hospitality industry in the UK and noted that the motherhood penalty is one of the reasons that hinder women's career development. In New Zealand, women who experience pressure combining both work and family commitments, are less interested in working in hotels, have less enthusiasm to seek progression, and have lower career expectations (Mooney et al., 2017).

Together, these societal, organizational and individual factors create a multifaceted landscape that makes professional advancement more arduous for women than for their men counterparts in the hotel sector. Although much research has investigated gender barriers women were facing from different perspectives, few concerned the role of career expectations, which are also a vital part of careers that can be influenced by gender.

## **2.3 Career Expectations**

The term 'career expectation' describes a person's willingness and expectation to pursue a career in the future prior to entering the labour market (Armstrong & Crombie, 2000). It can also be considered as realistic, attainable goals and aspirations for one's profession (Metz et al., 2009). For people pursuing a hospitality management career, it is realistic to expect to reach the position of general manager with its high pay/high status in the late career stage. There is still a gap on how the career expectations change at different career stages and whether and when women change their expectations due to the gender aspects.

### **2.3.1 Research on Career Expectations**

The career expectations of individuals arise from the ongoing interaction and

interplay between personal factors and environmental factors, which together shape an individual's self-awareness and understanding of their place in the world of work (Gottfredson, 2005). An individual's job decisions and actions are greatly influenced by such personal career expectations (Kong et al., 2015). The level of career expectation is influenced by a variety of social, cultural, and environmental factors. In order for the professional career expectation level to be met. Career progression is required to satisfy each person's requirements, intents, and desires as long as they do not conflict with their business lines, profession, and environment (Can & Benli, 2023). People with high aspirations for their careers are able to identify the occupations they are interested in and can clearly define their professional objectives (Schweitzer et al., 2014). High-status employment is more common among those with high aspirations as people who have high aspirations for their careers are more likely to embrace their goals, accept difficult positions, and acquire job-related skills (Metz et al., 2009).

Scholars have used different dimensions to measure career expectations. Gregor and O'Brien (2016) revised the Career Aspiration Scale (CAS) by adding the achievement aspiration to the existing two scales (educational and leadership aspirations). They trialled this scale with 583 women in the United States and proved the reliability of the measurements. Kim et al. (2016), using CAS-R, measured career expectations in the education and psychology area by 24 items on achievement, leadership, and educational aspiration aspects in Korea. This scale is widely used in research into employees' career expectations across many industries, especially in the hospitality industry. For example, Kong et al. (2015) was successful in capturing the characteristics of Chinese employees' career expectations and the scale was perceived to have strong reliability and validity across a variety of contexts (Liu et al., 2019, 2020).

### **2.3.2 Research on Career Expectations in Hospitality Industry**

Career expectations are the desires, aspirations, and objectives a person has for their professional life. These expectations may include things like employment responsibilities, money, work-life balance, skill development, and general advancement within their field of specialisation. As previous research indicates, career expectations emphasize the internal motivation of individual career choices and also reveal individuals' career values in hotel work (Hong et al., 2022). Individual differences in values, experiences, education, and the workplace can all have an impact on expectations for their career (T. Liu et al., 2020). For example, in the Chinese hospitality industry context, Kong (2015) found that job satisfaction had a positive effect on career expectations. When comparing the career expectations difference in the U.S and Korean hospitality industries, attitudes toward work, job satisfaction, work involvement and job expectations were the elements which affected career expectations (Kim & Spears, 2021). In Australia, Robinson et al. (2016) noted that internship experiences play an important role in tourism and hospitality students' career expectations.

From the literature, it can be seen that, currently, the majority of studies on career expectations concentrate on the common elements influencing career expectations for all employees in the hospitality sector. Gender differences were seldom taken into consideration in studies on career expectations in hospitality. Moreover, few studies focus on career expectations in the hotel industry.

### **2.3.3 Women's Career Expectations**

Many studies have explored women's career expectations in different contexts. The expectation theory claims that social inequality and social hierarchy based on gender are tightly associated with gender as a system of social practice (Ridgeway & Correll, 2004). In the Chinese leadership context, women's

expectations are found to be influenced by gender, which may hinder their career progress (Sposato & Rumens, 2021). Also, based on research in China, Liu et al. (2020) found that women's values and expectations in career development are strongly related to how they see themselves and the types of careers they choose to pursue. In contrast, Schweitzer et al. (2014) studied 452 students from Canada and suggest that young women may unconsciously reflect the inequalities of the present quo in their opinions of what people earn (labour market value) to the extent that their expectations match the realities of women currently in the workforce. Men routinely estimate hypothetical individuals' incomes to be higher than women do, and those comparison expectations account for the largest portion of the gender disparity in salary expectations (Campos-Soria et al., 2015). Given that women have to work harder than male peers to be accepted, attaining promotions often demands extra dedication, necessitating robust backing both from their families and the organizations they work for (Zhao et al., 2019). From previous research, scholars have reached a consensus that there are differences in career expectations between men and women. However, whether women's and men's career expectations change as their careers progress, whether these changes are also different, and when and what causes these changes has rarely been studied.

#### **2.3.4 Summary**

From the literature, there is strong evidence showing that women face many gender barriers when following a hotel career. The career paths for women in the hotel industry do not follow a logical linear path, in that, although the proportion of men and women entering the industry is approximately equal, progression rates for women do not match the progression rates of men. Therefore, at senior levels of management, the number of women is far lower than that of men.



However, there are still some research gaps that need to be filled. Firstly, whether career expectations have changed over the years and the trends are rarely explored. Secondly, the gender barriers that women in New Zealand are facing and whether gender barriers hinder women's career progression and in particular, expectations, need to be studied. Thirdly, previous research on women's careers and barriers mainly looked at the entire hospitality industry. Due to the specific characteristics of the hotel industry, women's careers and barriers in the hotel industry need to be explored. The following chapter details how this study was designed to address these research gaps.

### **3. Methodology**

#### **3.1 Introduction**

In this chapter, the methodology that led this study to reach the research aim of this dissertation is explained. The research objectives and research questions are firstly reviewed, and then the research paradigm – positivism – is introduced to highlight its coherence for the setting of this study. Next, the quantitative research method is explained. In the following part of this chapter, the detailed research design of this dissertation is outlined. An online survey was designed to collect data and snowball sampling was applied to recruit respondents. The cross-tabulation analytical method was applied to compare women's and men's attitudes. This chapter also presents the ethical considerations of the dissertation and a summary.

#### **3.2 Research Objectives and Questions**

The objectives of this research were to explore women's career expectations and barriers in the New Zealand hotel industry and to identify whether gender is a factor that influences women's career expectations and progression. To achieve the research goal, two research questions were addressed:

Q1: What are men's and women's career conditions and expectations in the New Zealand hotel industry?

Q2: To what extent do gender barriers influence women's career expectations and progression in the New Zealand hotel industry?

#### **3.3 Research Design**

To validate the efficacy of a study's methodology, the initial step involved the selection of the research paradigm. A research paradigm is a way of

considering how knowledge is created and can provide guidance for the researcher (Saunders et al., 2007). Positivism, interpretivism, critical realism, postmodernism, and pragmatism are widely adopted philosophies in business and management research. In this research, the positivist research paradigm was applied for two reasons. Firstly, positivism aims to develop general laws or principles that can predict and explain social phenomena (Park et al., 2020). In this study, the researcher aimed to identify factors that affect careers and understand the differences between women and men, which was in line with the goal of positivism. Secondly, positivism emphasizes objectivity and empirical evidence (Park et al., 2020). When studying women's career expectations and gender barriers in the New Zealand hotel industry, this approach allowed the examination of patterns and relationships based on empirical data evidence.

In general, while conducting social research, most academics choose between qualitative and quantitative research designs. The quantitative method was the logical choice for this study to measure the attitudes of hotel employees. Quantitative research is defined as 'A formal, objective, systematic process used to describe variables, test relationships between variables, and examine causal relationships between variables' (Burns et al., 2015, pp. 20). In this study, the differences between men and women regarding career expectations and barriers were the goals to be explored, which could be appropriately measured by a quantitative approach. Quantitative research employs statistical analysis to identify patterns, relationships, and trends in the data (Park et al., 2020). This allows for a systematic examination of the relationships between various factors, for example, women's and men's career expectations. Additionally, the quantitative approach fits the positivist paradigm (Davies & Fisher, 2018).

There are four major types of quantitative research – descriptive, correlational, quasi-experimental, and experimental (Bloomfield & Fisher, 2019; Burns et al.,

2015). This research aimed to explore employees' career conditions and career expectations in the New Zealand hotel industry. It corresponded to descriptive research, which aims to measure, characterize, and interpret variables in a single sample systematically (Bloomfield & Fisher, 2019). Descriptive studies are employed to gather data on specific phenomena or features of interest in a selected sample or population in their natural environment (Bloomfield & Fisher, 2019). According to Burns et al. (2015), comparative descriptive design refers to research studies that are used to describe and assess variables in two or more groups. This research compared the differences between women's and men's perceptions of their careers and barriers. Therefore, the comparative descriptive design met the aims of the research.

### **3.4 Data Collection and Analysis**

The prevalent instruments and methods to collect data for descriptive research are surveys, checklists, observations, and interviews (Bloomfield & Fisher, 2019). The data collection method employed in this study was the online survey, which is a system for collecting information and aims to leverage the potential of data to uncover nuanced, profound, and occasionally new insights into social issues (Braun et al., 2021; Fink, 2015). There were three phases in the data collection and analysis process: preparation, implementation, and analysis.

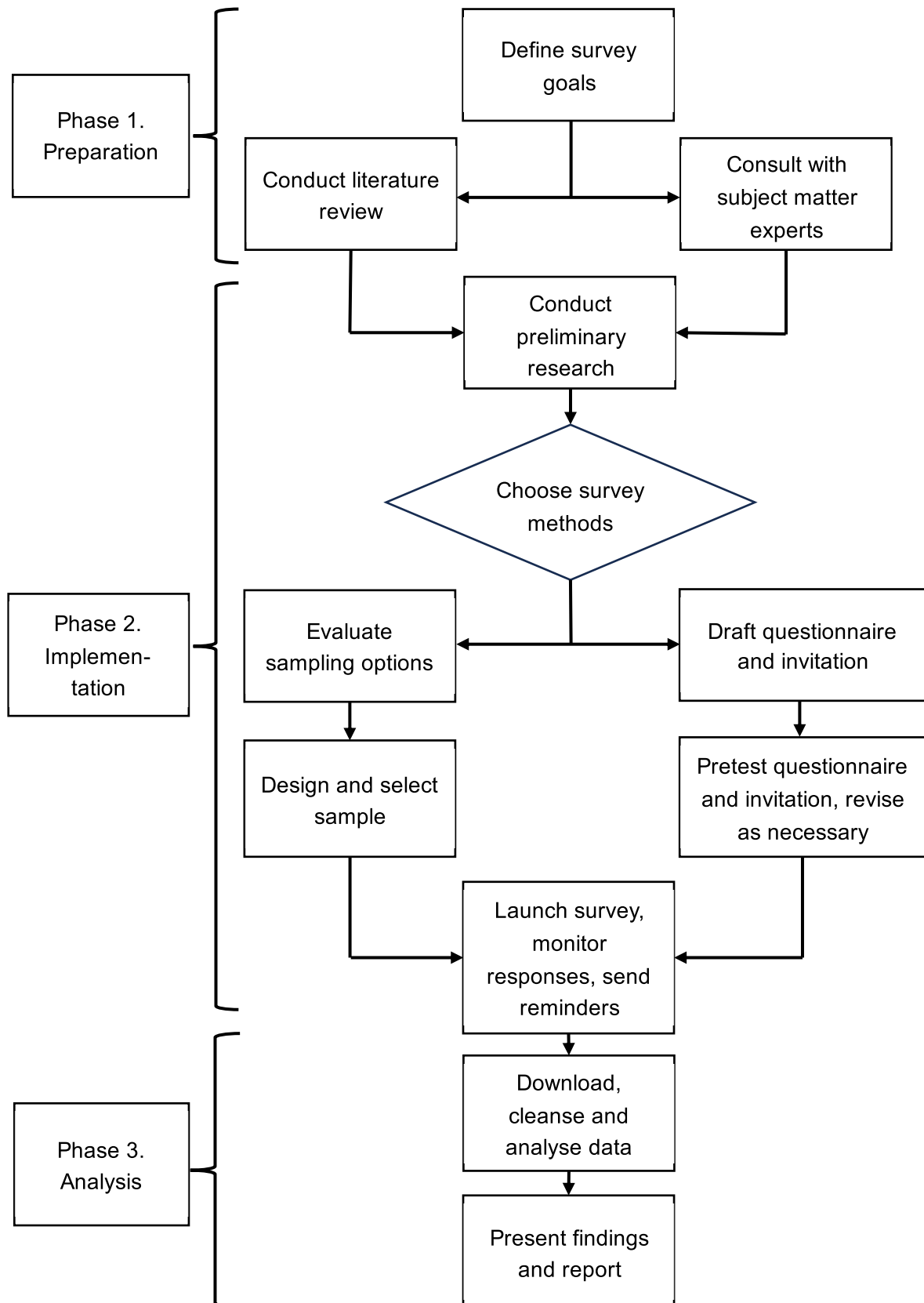
In the preparation phase, the research goals were first defined. Then, the researcher laid a theoretical foundation for this study by reviewing literature and academics. In this study, the goals were to investigate both women and men's experience in the hotel industry in New Zealand and explore the roles of career expectations and barriers in their career progressions. The theoretical foundation was built by reviewing the relevant literature presented in Chapter Two.

After the research foundation was prepared, data collection was officially implemented. In this phase, there were three steps. Firstly, a preliminary review of literature in the topic area was conducted to decide the appropriate data collection method. After reading research in this area and conducting a preliminary analysis of the existing literature, the researcher decided to use an online survey. The advantages of the chosen survey strategy included low cost, efficiency, logical coherence, direct data entry, and wide geographic reach (Braun et al., 2021; Fink, 2015). As there are approximately 286 hotels and resorts in New Zealand (IBIS World, 2024), an online survey could reach out to more respondents in a limited time. Secondly, the sampling method was selected, to enable the questionnaire and invitation to be designed. In this research, snowball sampling was selected, which will be explained in section 3.4.1. The survey was designed on REDCap, which is a secure web platform for building and managing online databases and surveys (Harvey, 2018). The key features of REDCap include survey/database creation, collaboration, and role-based access, data validation and quality, and data reports, export, and import (Wright, 2016). Respondents visited the site and accessed the survey by clicking on the link located on the study information form.

The online survey consisted of a series of self-administered questions, including open-ended questions, and single-choice and multiple-choice questions with pre-determined answers. A Five-point Likert scale was employed in most pre-determined questions. The points on the Five-point Likert scale were as follows: Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, and Strongly Agree. Using a Five-point Likert scale, respondents can quickly react to questions and express their level of agreement in five points (Harpe, 2015). Unlike open-ended questions, the five-point scale may not provide enough granularity for respondents to express their opinions accurately, especially if their attitudes lie between the categories provided. This can lead to the loss of valuable information (Armstrong, 1987). If not all attitudinal

statements were suitable for participants, an option 'Others' was added to the Likert scale to capture the perspectives of the participants. The questionnaire had three distinct parts and the total number of questions was 49. The first part was designed to collect demographic information such as gender, age range, ethnicity, and work experience with nine questions. There were 20 questions that measured career expectations and career progression adopted from Kim et al. (2016) and Kong et al. (2015) career studies in the second section. They covered respondents' career expectations including training, promotion, etc., in the hotel industry. The third part asked about the work experience of the participants and the barriers they perceived in the hospitality industry. The 19 questions were adapted from Mooney (2014) and Blayney and Blotnick (2014) gender in hotels studies. All questions were randomly arranged to reduce perceptions of similarity in the type of questions (Fink, 2015). A pilot test before the survey is operational checks the validity of each question (Fraser et al., 2018) and the test indicated that participants could complete the questionnaire within 20 minutes. Once the survey was launched, the responses were monitored and reminders were sent throughout the process. The Online Survey questions can be found in Appendix C. Participants were informed that by submitting the survey they were giving their consent to participate in the study.

In the last analysis phase, all the collected data were downloaded, cleansed and analysed. The collected data were processed using quantitative descriptive statistics, which will be explained in 3.4.2. The results are presented in Chapter Four. The process flow is contextually described in Figure 3.1, which was drawn by the author based on Fink's (2015) research.



**Figure 3.1 Survey Research Process Flow**

Source: Braun et al., 2021; Fink, 2015

### **3.4.1 Sampling and Recruitment Process**

#### **3.4.1.1. Sampling**

The population, which is the group or set of individuals, items, or elements selected for research or data collection purposes (Sue & Ritter, 2012), included all employees working in the hotel industry. For a survey to be entirely representative, the researcher can survey every case, but this would be very costly, especially when the target populations are large (Newsome, 2015). Instead, the researcher selected a sample from the population; sample is the group of people selected to participate in the research (Sue & Ritter, 2012). In this study, the sample was originally aimed at people who had more than three years of hospitality experience and who were currently working in a hotel in Auckland's CBD. However, due to time constraints and low response rates, the inclusion criteria were revised and approved to allow anyone currently working in any hotel in New Zealand with more than two years of experience in the hospitality industry to participate. The inclusion criteria for any survey are the characteristics that allow a potential respondent to participate (Fink, 2015). In this research, working experience and the hotel industry were the only inclusion criteria. There were no exclusion criteria.

Sampling methods are divided into probability sampling methods and non-probability sampling methods (Berndt, 2020; Fink, 2015). Non-probability sampling is a method of sampling that does not provide a foundation for estimating the probability that any given element in the universe will be included in the study sample (Etikan & Bala, 2017). Probability sampling allows for an equal chance of inclusion for each and every item in the universe (Etikan & Bala, 2017). In this study, non-probability sampling methods were applied because qualitative research questions can only be answered using non-probability sampling methods (Berndt, 2020; Elfil & Negida, 2017). There are five non-probability sampling methods including quota sampling, purposive sampling, self-selection sampling and snowball sampling (Berndt, 2020; Fink, 2015).



#### **3.4.1.2. Recruitment**

In this study, participants were recruited using the snowball sampling method, where people involved in the study nominate other potential sources that can be used in the research (Waters, 2015). As this research targeted a specific group of people within different hotels, using this method, the research could access hidden or rare populations, collect data rapidly, and reduce costs. The recruitment information was posted on a variety of social media platforms such as Facebook, LinkedIn, Instagram, and The Little Red Book. Meanwhile, the researcher used her social networks to create the first connections by email and face-to-face invitation, and as momentum built for sampling, more individuals were included. Data were planned to be collected from 1 November to 30 November 2023. However, due to not receiving enough responses, the author extended the open period of the questionnaire until 10 December. There were 64 returned responses, and all completed questionnaires were valid and could be used. Due to the recruitment criteria regarding employment specifically in a hotel and length of career tenure, it was not possible to estimate the total sample population as official data aggregates accommodation and food service employment into one category. In 2023, 176,600 people were employed in accommodation and food service (Statistics NZ, 2023), and hotel employees may only form a small proportion of this number. However, in this exploratory study, the sample response of 64 respondents indicated that the findings were valuable and worthy of further investigation. Although the total number of completed surveys was less than expected, it was sufficient to allow analysis to proceed.

#### **3.4.2 Comparative Descriptive Statistics Analysis**

##### **3.4.2.1 Data cleansing**

Before data analysis proceeded, the survey data were cleansed to pick up any usable data. Data cleansing is the process of identifying and correcting errors, including data-entry errors, incomplete answers, answers out of the possible

range, and errors associated with questionnaire programming mistakes (Fink, 2015). The three-stage process for data cleansing outlined by Broeck et al. (2005) was applied. The first step was screening, which started when the first answer was submitted. The researcher checked for missing data patterns, or inconsistent data in this stage. The second step was the diagnostic phase, which aimed to find the reason for any unusual data points. The last phase was treatment, where the researcher corrected or excluded any unreliable responses. Following that process, 64 valid questionnaires were accepted.

#### ***3.4.2.2 Comparative descriptive statistics analysis***

After cleansing, the collected data were processed using comparative descriptive statistics analysis. Comparative descriptive statistics is applied to describe and compare the characteristics of the data in a study (Fink, 2015; Vetter, 2017). They are specialized techniques used to quantify, characterize, compare and summarize collected research data in a logical, significant, and effective way (Vetter, 2017). Comparative descriptive statistics analysis can go beyond description to provide richly theorized and interpretative accounts, socially located explorations of experiences and sense-making, or interrogations of social norms (Braun et al., 2021).

In this research, REDCap was the platform used to collect and export all the data. SPSS 23.0 was the tool to process, analyse and compare all the datasets. There are three phases to analyse the data according to Elo and Kyngäs (2008): preparation, organising, and reporting. The preparation phase started with selecting the unit of analysis (Elo & Kyngäs, 2008; Vaismoradi et al., 2013), which can be a word or a theme (Elo & Kyngäs, 2008). In this study, the unit of analysis was each question in the questionnaire. The researcher read each question response and analysed one by one. Then, the researcher figured out 'what was going on' to develop a sense of the overall picture.

The next step was to organize the quantitative data. Firstly, the demographic profiles were analysed by conducting frequency distribution analysis. Frequency distribution is described as 'a numerical presentation of how often (frequency) and the relative percentage of occurrences of each value of a variable within a specific sample' (Babbie et al., 2013, p. 448). According to Field (2012), the analysis of frequency distributions proves valuable when examining the distribution of scores. These descriptive statistics can be effectively illustrated using various visual representations, including bar charts, pie charts, and frequency tables as in this study.

Secondly, the cross-tabulation analysis method was employed to compare women's and men's responses to all 35 attitudinal statements. Cross-tabulation analysis is 'A matrix that shows the distribution of one variable for each category of a second variable' (Babbie et al., 2013, p. 446). Cross-tabulation analysis is a widely used analytical tool for survey data analysis because it clearly demonstrates the relationships between two variables (Greasley, 2008). In this study, the researcher aimed to explore the differences between men and women in different aspects. Cross-tabulation analysis enables the researcher to present the comparisons clearly.

#### **3.4.2.3 Cross-Tabulation Process**

There were three steps when carrying out the cross-tabulation in this study: coding survey questions, creating categories and abstraction (Elo & Kyngäs, 2008). The analysis began by open coding, which means notes and headings written in the text while reading it. All the questions were coded (See Appendix D). For example, the question 'I expect many training opportunities and comprehensive training content' was coded as 'training\_opportunities'. Meanwhile, all the pre-determined answers were coded (See Appendix D). For example, for questions about recognition, the pre-determined answers were coded as 1, Strongly agree; 2, Agree; 3, Neither agree nor disagree; 4, Disagree;

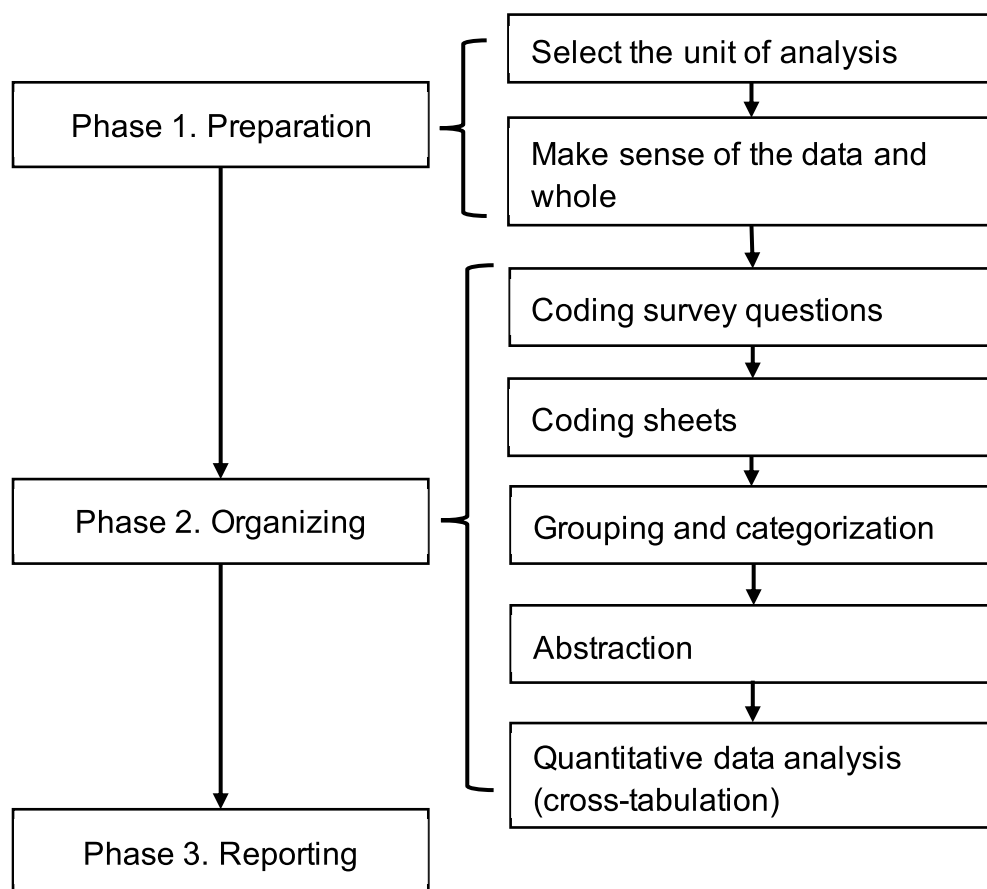
and 5, Strongly disagree. To present a clearer presentation of important positive and negative responses (Aksu & Köksal, 2005; Kusluvan & Kusluvan, 2000), the researcher grouped 'Strongly Disagree' and 'Disagree' into 'Negative Responses' whereas 'Strongly Agree' and 'Agree' were grouped into 'Positive Responses'. After coding, the category lists were organised under the main category headings. The goal of grouping data was to minimize the number of categories by combining comparable or different data into broader, higher order categories (Vaismoradi et al., 2013). In this research, there were nine categories. For example, codes such as 'training\_opportunities', 'learning\_opportunities' and 'business\_travel\_opportunities' were categorized into 'self-improve opportunities. The last step in this phase was abstraction, which means formulating a general description of the research topic through generating categories (Vaismoradi et al., 2013). This research aimed to explore career expectations and barriers in the hotel industry, and the relationship between gender barriers and women's career expectations and progression. As a result, work conditions, career expectations, barriers in work and career progressions were the four vital themes to analyse based on the responses. Therefore, the researcher abstracted and categorized data and developed it into these four themes. For example, the 'self-improve opportunities' category was divided into a 'career progressions' theme. All the themes and categories are summarized in Table 3. 1. After organising all the data, cross-tabulation was applied.

**Table 3. 1 Themes and categories**

	Themes	Categories
1	Work conditions	Work satisfaction Work environment Work-life balance
2	Career expectations	Development goal Self-improvement expectations

3	Career progressions	Career support Mobility
4	Barriers	Gender difference Gender equality support

Lastly, the results of data analysis are reported in Chapter Four. The processes of data analysis are presented in Analysis Figure, which was designed by the researcher and adapted from Vaismoradi et al. (2013, p. 398-405).



**Figure 3. 2 The Processes of Data Analysis**

Source: Adapted from Vaismoradi et al. (2013, p. 398-405)

### 3.5 Ethics Considerations

This research considered the ethics issues of confidentiality, respect for

participants and the ethics protocols of Auckland University of Technology (AUT). Ethics approval was granted on 24 October 2023 from the AUT Ethics Committee (Ref. 23/313) (see Appendix A), and the approval of the modified recruitment criteria was granted on 17 November. The study was designed and conducted in accordance with the university's Code of Conduct for Research. Firstly, in this multi-cultural society, the researcher had the obligation to acknowledge and respect diverse cultures, viewpoints, and involvement. Secondly, voluntary participation, characterized by individuals freely choosing to participate after fully understanding potential risks and benefits, can be ensured through three measures: joining the study without coercion, being provided with comprehensive information and the opportunity to ask questions, and being able to withdraw from the study at any point. Lastly, the researcher respected and ensured respondents' anonymity and confidentiality through designing an anonymous questionnaire which did not collect personal information, obtaining respondents' consent to use the data, and ensuring that only the researcher and supervisors had access to the data.

### **3.6 Chapter Summary**

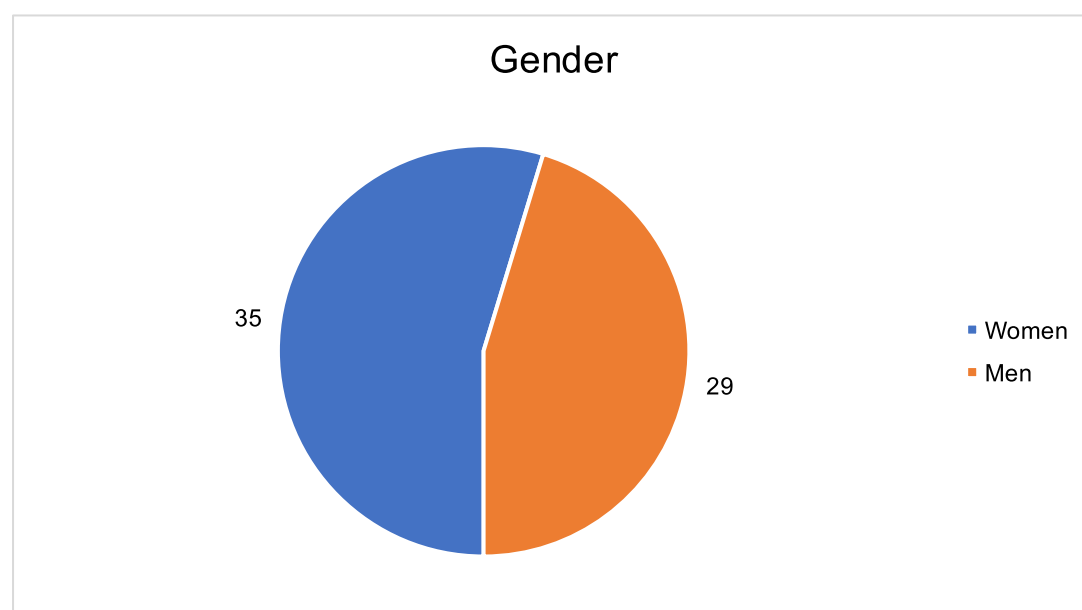
This chapter explained the approach and methods used in this research. The aim of this study was to explore the career expectations of women in the hotel industry in New Zealand and the barriers they face in achieving their career goals. The research used a positivism research paradigm with quantitative methods. A survey with 49 questions was designed on REDCap and the respondents were recruited using the snowball sampling method. A total of 64 respondents from hotels in New Zealand took part in this research. The data were analysed using the quantitative comparative descriptive statistics approach. The following chapter will present the results of the data analysis.

## 4. Results

This chapter will present the results of the survey based on the data analysis process discussed in the previous chapter. There are three sections in this chapter. The first part describes the demographic profiles of all participants. Part Two will compare men's and women's responses in four aspects: work conditions, career expectations, career progressions, and barriers. Lastly, the summary of these first two sections will be presented. Supporting quotes to the attitudinal statement are shown verbatim as they appeared in the survey response.

### 4.1 Participants' Demographic Profiles

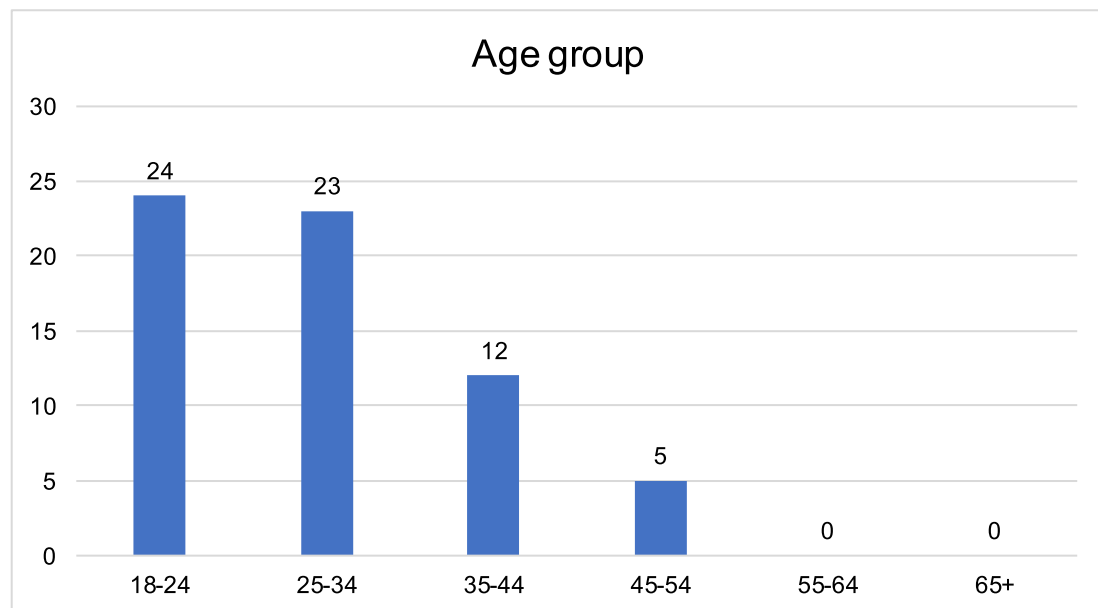
Firstly, the participants' demographic details were revealed by descriptive data from the 64 completed questionnaires. This showed that 54.7% of the participants were female and 45.3% were male (See Figure 4. 1).



**Figure 4. 1 *The Distribution of Participants' Gender (n=64)***

Regarding participants' age groups, the highest proportion were 18-24 years

old (37.5%), followed by 25-34 years old (35.9%). A further 18.8% of participants were aged 35-44 years. These three age groups represented 92.2% of the total participants (See Figure 4. 2). It can be seen from Figure 4. 2 that 18-24 year-olds and 25-34 year-olds were the two major age groups of the participants.



**Figure 4. 2 The Distribution of Participants' Age Group (n=64)**

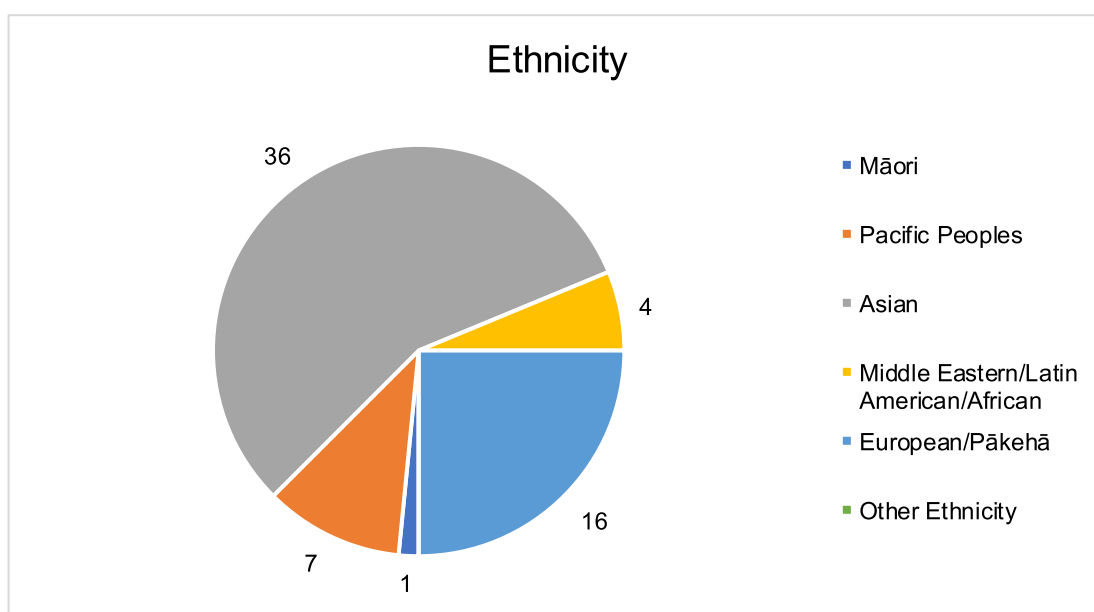
Regarding participants' experience in hospitality, more than half had worked in the industry for 2-5 years (57.81%) and nearly a quarter had 6-10 years' experience (23.4%) (See Figure 4. 3).





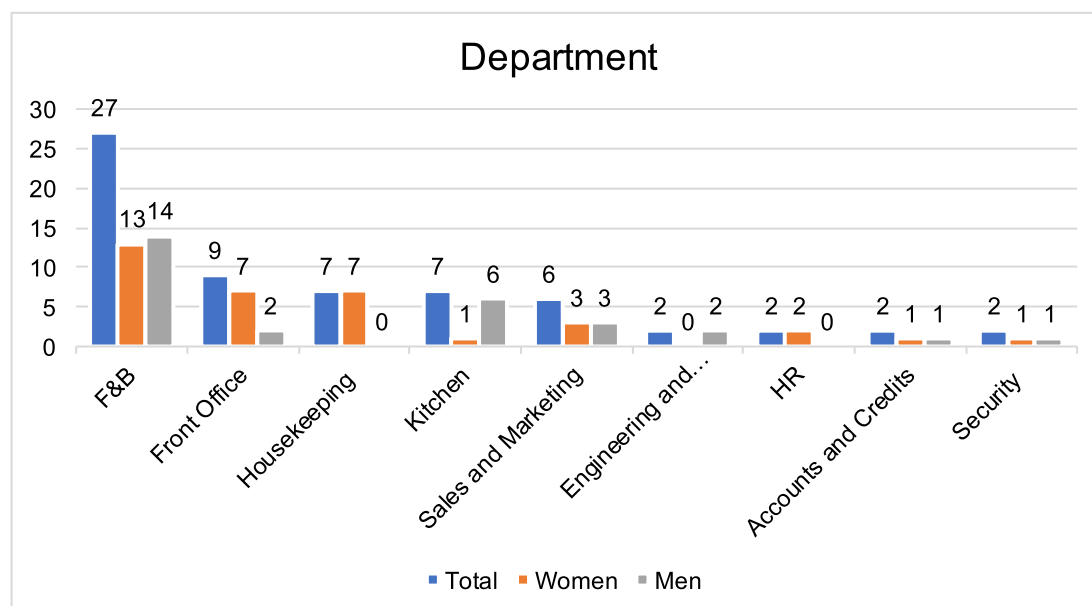
**Figure 4. 3 The Distribution of Participants' Work Experience (n=64)**

Regarding participants' ethnicity, slightly more than half were Asian. Three participants selected 'Other Ethnicity' while two identified as Indian and one identified as Sri Lankan. According to the New Zealand Government classification of ethnicity, these three respondents were manually classified as Asian. As a result, the highest proportion was Asian (56.3%), followed by New Zealand European at 25.0% and Pacific Peoples at 10.9% (See Figure 4. 4).



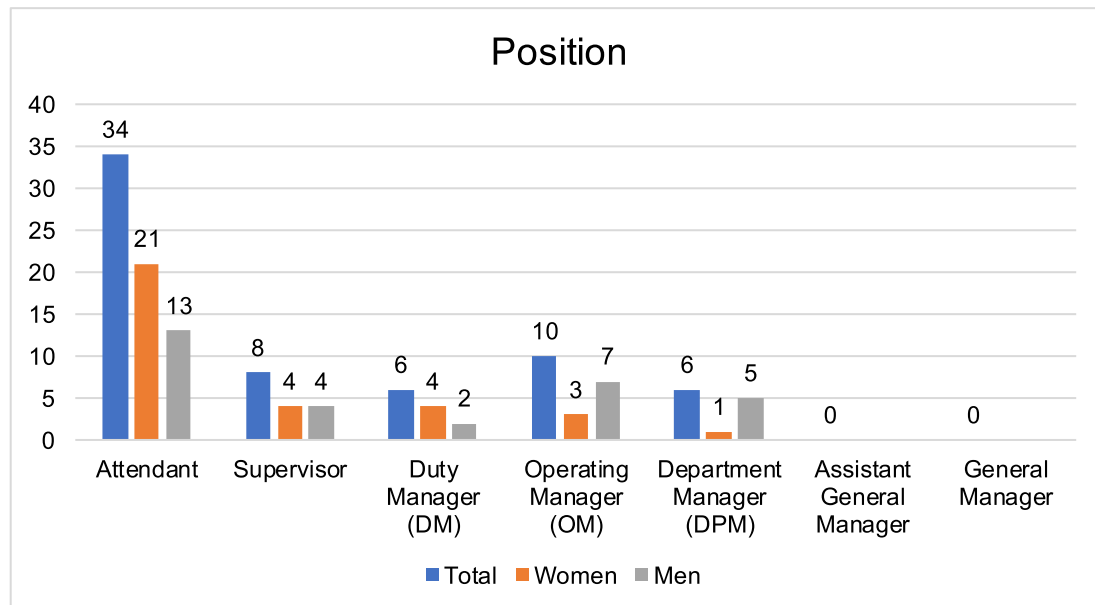
**Figure 4. 4 The Distribution of Participants' Ethnicity (n=64)**

In terms of the type of hotel participants were working for, the majority were working for Five-Star hotels (89.1%). This may have been due to the fact that the researcher's professional networks included a high proportion of five-star hotels. Therefore, with the snowball method, it is likely that when the first respondents in the researcher's professional networks responded, they in turn would recommend the survey to their colleagues in five-star hotels. Regarding the department, the highest proportion was F&B (42.2%), followed by Front Office (14.1%), Housekeeping (10.9%), Kitchen (10.9%), Sales and Marketing (9.4%), Engineering and Maintenance (3.1%), HR (3.1%), Accounts and Credits (3.1%), Security (3.1%) (See Figure 4. 5). It can be seen from Figure 4. 5 that most of the participants worked in F&B, Front Office, Housekeeping, and Kitchen. There was a huge gap between the number of men and women in front office (7 women, 2 men), housekeeping (7 women, 0 men), and kitchen (1 women, 6 men).



**Figure 4. 5 The Distribution of Participants' Departments (n=64)**

In terms of position, all entry-level positions were classified as attendants. Half of the participants were working as attendants (entry level employees) (53.1%), followed by operating managers at 15.6% and supervisors at 12.5% (see Figure 4. 6). Results showed that there were far more women attendants than men (21 women, 13 men), while there were only half as many female managers (3 women, 7 men).



**Figure 4. 6 The Distribution of Participants' Positions (n=64)**

The majority of the respondents were holding permanent (Full-time or part-time) contracts (47, 74.6%). Casual employees (triangular/agency relationship) accounted for 17.7%. More than half of the participants were paid hourly (38, 60.3%), while the rest were paid annually (25, 39.7%).

## 4.2 Participants' Attitudes

There were 35 attitudinal statements for respondents to rate in total. The statements were grouped into four themes to analyse: work conditions, career expectations, barriers in work, and career progressions.

## 4.2.1 Work Conditions

### 4.2.1.1 Work Satisfaction

The attitudinal scores of statements by gender in the dimension 'Work satisfaction' are shown in Table 4. 1.

**Table 4. 1 Attitudinal Statement of Work satisfaction by gender**

Statement	Gender	Positive Response	Unsure	Negative Response
10. I am satisfied with my wage or salary.	Women	25.7%	17.1%	57.1%
	Men	44.8%	10.3%	44.8%
12. I am satisfied with the benefits and welfare arrangements I receive as an employee.	Women	34.3%	20.0%	45.7%
	Men	37.9%	24.1%	37.9%
29. My work is in line with my career interests.	Women	51.4%	14.3%	34.3%
	Men	69.0%	13.8%	17.2%
30. I can apply what I have learned to my work.	Women	68.6%	14.3%	17.1%
	Men	75.9%	24.1%	0
37. I am satisfied with my overall job security.	Women	60.0%	22.9%	17.1%
	Men	79.3%	20.7%	0

The work satisfaction dimension refers to employees' attitudes towards five aspects: salary, benefits, job interest, job content, and job security. The results showed that women employees had a lower proportion of positive responses than men in all five aspects. Only one-quarter of women (25.7%) were satisfied with their wages while almost half of the men (44.8%) held a positive attitude. Most women and men employees were not satisfied with the benefits and welfare. In terms of job interest, job content, and job security, the majority of men were satisfied with these three aspects (69.0%, 75.9%, and 79.3%, respectively). Especially regarding the job content and job security, no men gave a negative response. Similarly, more than half of women held positive attitudes toward job interest, job content, and job security (51.4%, 68.6%, and 60.0%, respectively). In contrast, the proportions of women (34.3%, 17.1%, and 17.1% respectively) having negative attitudes toward these three aspects were higher than the proportion of men (17.2%, 0%, and 0%, respectively).

#### **4.2.1.2 Work Environment**

The attitudinal scores of statements by gender in the dimension 'Work environment' are shown in Table 4. 2. The work environment dimension refers to the respect received, networking, and gender-equality environment in the hotel. From the data, all three statements achieved more positive responses than unsure and negative responses. All men and 88.6% of women believed they were respected by colleagues and customers at work. The majority of the respondents stated that they were invited to work-related networking events (82.9% women; 86.2% men). However, the proportion of male participants who gave positive responses was generally greater than that of female participants, especially regarding questions about gender equality. While 86.2% of the men felt the overall workplace environment in terms of gender inclusivity and equality was good, only 57.1% of women agreed and 37.1% were not sure.

**Table 4. 2 Attitudinal Statement of Work environment by gender**

Statement	Gender	Positive Response	Unsure	Negative Response
19. I get respect from my colleagues and customers at work.	Women	88.6%	5.7%	5.7%
	Men	100%	0	0
34. I have been invited to at least one formal or informal work-related networking event.	Women	82.9%	8.6%	8.6%
	Men	86.2%	6.0%	6.9%
45. The overall workplace environment in terms of gender inclusivity and equality is good in my hotel.	Women	57.1%	37.1%	5.7%
	Men	86.2%	13.8%	0

#### **4.2.1.3 Work-Life Balance**

The work-life balance dimension refers to whether employees can have enough personal time and balance their work and life. The attitudinal scores of statements by gender in the dimension 'Work-life balance' are shown in Table 4. 3. Nearly half of women (42.9%) and men (48.3%) reported they could

successfully balance work and life, while 42.9% of women and 20.7% of men responded they could not balance work and life. More than half of both women and men believed that they often work overtime and do not get enough personal time (65.7% women, 55.2% men). One-fourth of women (25.7%) and 34.5% of men had changed their career goals due to work-life conflict.

**Table 4. 3 Attitudinal Statement of Work environment by gender**

Statement	Gender	Positive Response	Unsure	Negative Response
27. It is possible to successfully balance my work and life.	Women	42.9%	14.3%	42.9%
	Men	48.3%	31.0%	20.7%
31. I often work overtime and cannot get enough personal time.	Women	65.7%	14.3%	20.0%
	Men	55.2%	24.1%	20.7%
42. My career goals have changed due to conflict between my work and family commitments.	Women	25.7%	31.4%	42.9%
	Men	34.5%	31%	34.5

## 4.2.2 Career Expectations

### 4.2.2.1 Development Goals

The attitudinal scores of statements by gender in the dimension 'Development goals' are shown in Table 4. 4. The Development goals dimension refers to employees' career development intentions in the hotel industry. This section contains eight questions related to recognition, long-term goals, short-term goals, ideal salary, promotion opportunities, job challenges, career planning, and leadership. As shown in Table 4. 4, three statements received high levels of positive responses. First, a great majority of women (91.4%) and men (96.6%) liked to have their contributions recognized. Meanwhile, 97.1% of women and 89.7% of men expected a higher salary. Also, 85.7% of women and 93.1% of men expected more promotional opportunities through fair competition. Regarding career goals, women gave more positive feedback than men did. 37.1% of women planned to rise to the top leadership position of the hotel while

34.5% of men had the same thoughts. With regard to planning to rise to a department leadership position in the short term, 68.6% of women and 62.1% of men had the same short-term goals. Moreover, regarding long-term career plans in the hotel industry, both women and men had a higher proportion of negative answers (45.7% women; 44.8% men) than positive answers (40.0% women; 37.9% men). Nearly two-thirds of men and women believed that becoming a leader in work is important (62.9% women; 65.5% men).

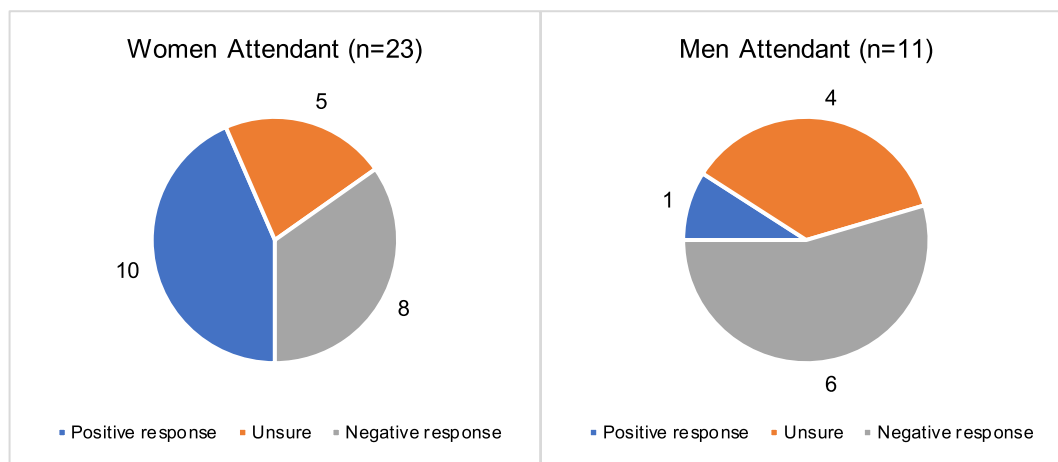
**Table 4. 4 Attitudinal Statement of Development goal by gender**

Statement	Gender	Positive Response	Unsure	Negative Response
11. I like to have my contributions at work recognized by my employer.	Women	91.4%	5.7%	2.9%
	Men	96.6%	3.5%	0
15. I plan to rise to the top leadership position of my hotel in the long term.	Women	37.1%	25.7%	37.1%
	Men	34.5%	31.0%	34.5%
16. I hope to move up to a leadership position in my department in the short term.	Women	68.6%	11.4%	20.0%
	Men	62.1%	17.2%	20.7%
20. I expect a higher salary to match the work efforts I put in.	Women	97.1%	0	2.9%
	Men	89.7%	6.9%	3.4%
25. I expect more promotion opportunities through fair competition.	Women	85.7%	8.6%	5.7%
	Men	93.1%	6.9%	0
26. I expect a challenging job that allow me to develop.	Women	68.6%	14.3%	17.1%
	Men	93.1%	3.4%	3.4%
36. I have a clear long-term career goal in the hotel industry.	Women	40.0%	14.3%	45.7%
	Men	37.9%	17.2%	44.8%
38. Becoming a leader in my job is important to me.	Women	62.9%	5.7%	31.4%
	Men	65.5%	10.3%	24.1%

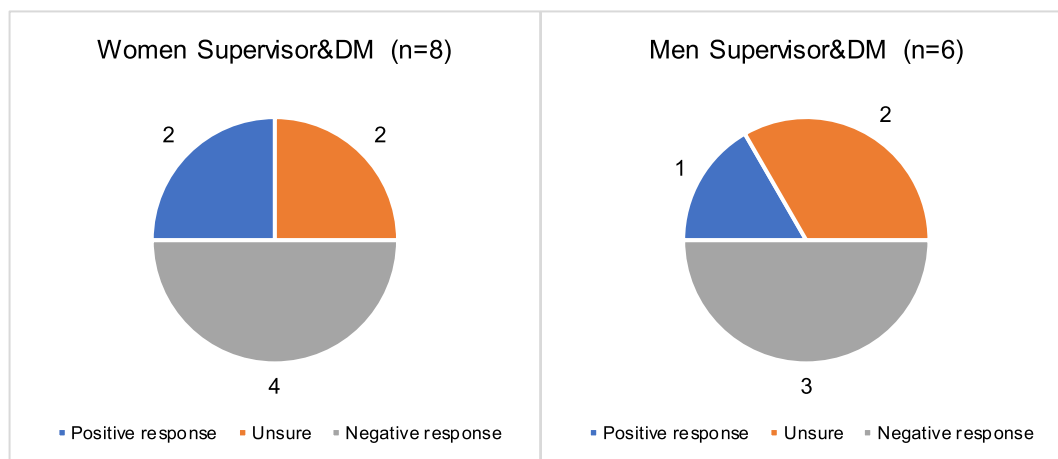
In Table 4. 5, Table 4. 6, and Table 4. 7, respondents' attitudes to the long-term career goal to be the top manager in hotels are presented. Nearly half of women attendants (43.5%) and 9.1% of men had a positive response. Among supervisors and duty managers (DMs), 25% of women and 16.7% of men had a positive response. Among operating managers (Oms) and department

managers (DPMs), 25% of women and 66.7% of men had a positive response. As careers developed, the proportion of women who expected to become top managers gradually decreased, while the opposite was true for men.

**Table 4. 5 Attendants' attitudes to the long-term goal**

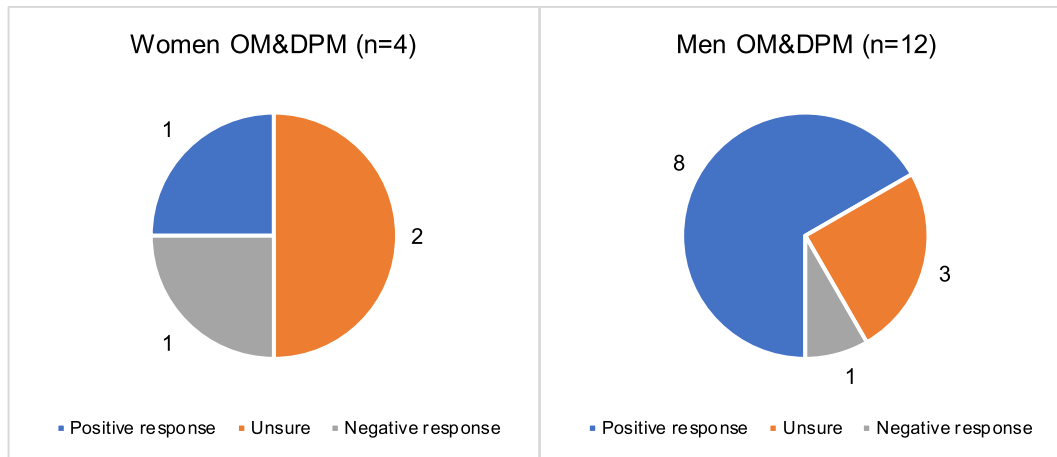


**Table 4. 6 Supervisors & DMs' attitudes to the long-term goal**



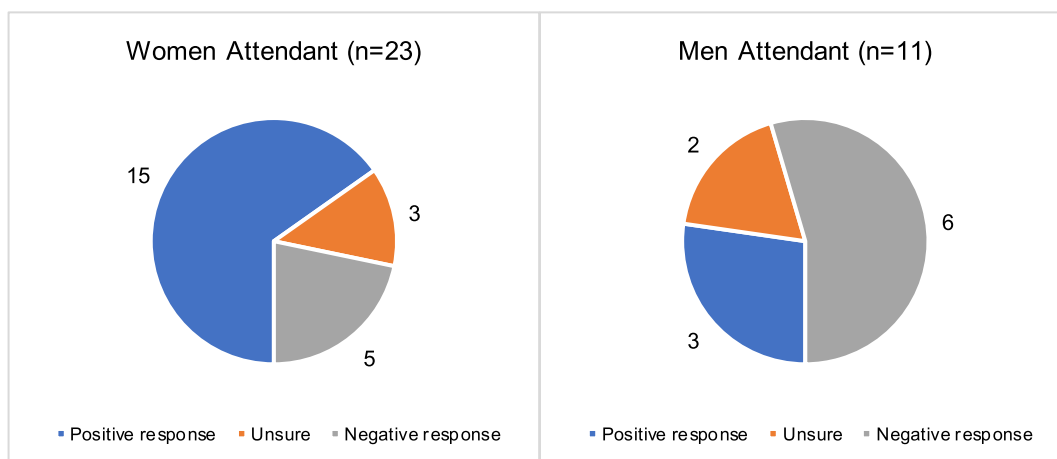


**Table 4. 7 OMs & DPMs' attitudes to the long-term goal**

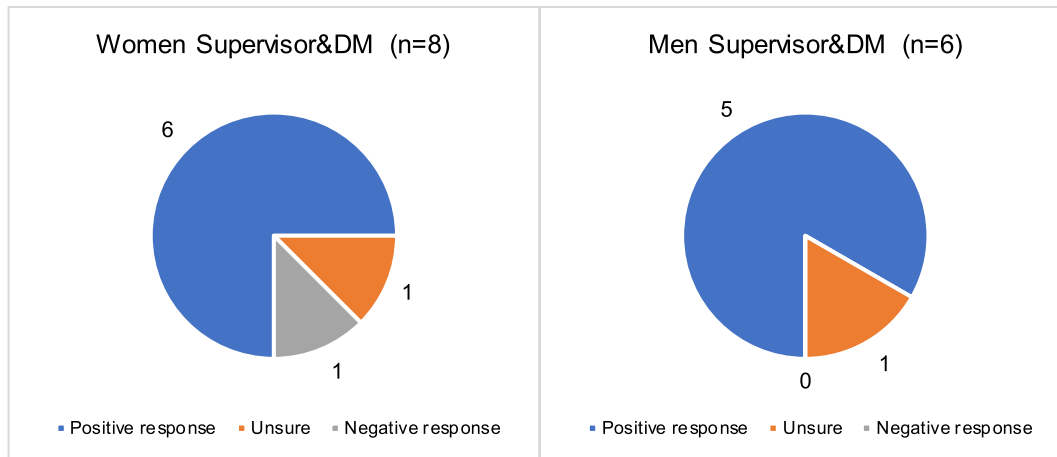


From Table 4. 8, Table 4. 9, and Table 4. 10, attitudes to the short-term career goal of being the department manager in hotels are presented. More than half of women attendants (65.2%) and 27.3% of men had a positive response. Among supervisors and DMs, the majority of women and men had a positive response (75% women, 83.3% men). Among OMs and DPMs, 75% of women and 76.9% of men had a positive response. A high proportion of women held expectations of becoming department managers in the short term. Men in the early career stage (attendant) did not show high expectations to become department managers.

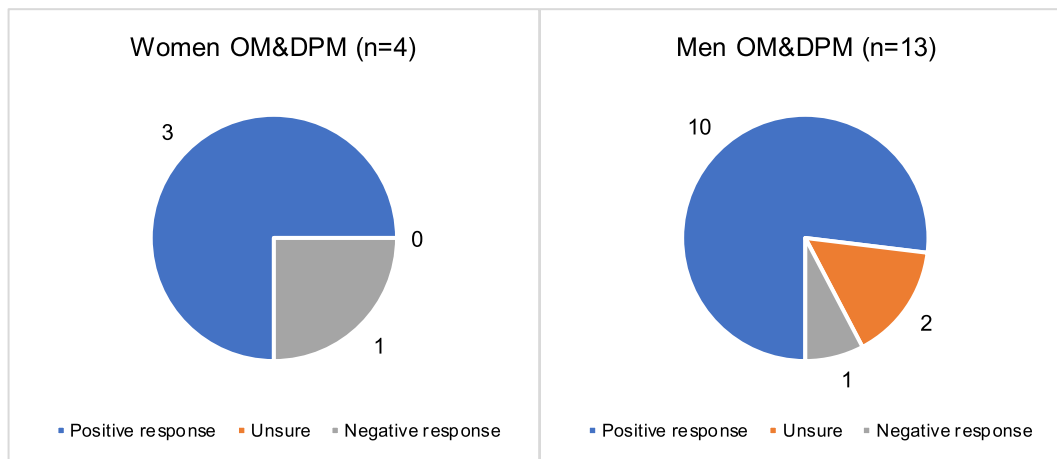
**Table 4. 8 Attendants' attitudes to the short-term goal**



**Table 4. 9 Supervisors & DMs' attitudes to the short-term goal**

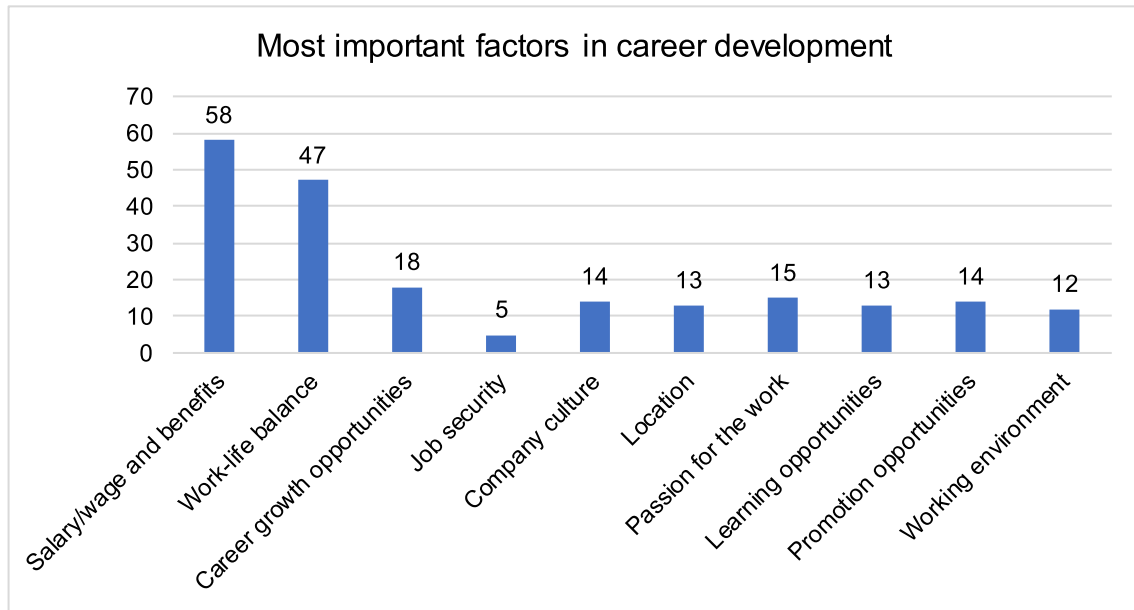


**Table 4. 10 OM & DPMs' attitudes to the short-term goal**



In this section, there was one statement: 'What factors are most important to me in my future career development?'. The results are shown in Table 4. 11. Results show that the most important factor for employees in career development is salary/wage and benefits with 58 respondents choosing this element. Work-life balance ranked second, chosen by 47 people. Career growth opportunities followed, chosen by 18 people.

**Table 4. 11 *Most important factors in career development***



#### **4.2.2.2 *Self-Improvement Expectations***

The attitudinal scores of statements by gender in the dimension 'Self-improvement expectations' are shown in Table 4. 12. The Self-improvement expectations dimension refers to employees' willingness to improve themselves through business travel, training, and absorbing knowledge. Results showed that 60% of women and 51.7% of men expected business travel opportunities. Regarding training, the majority of men (93.1%) held positive attitudes while only 65.7% of women did. A high percentage of both women and men wanted to have more chances to gain professional knowledge (85.7% and 93.1%, respectively).

**Table 4. 12 Attitudinal Statement of Self-improvement expectations by gender**

Statement	Gender	Positive Response	Unsure	Negative Response
13. I expect more business travel opportunities.	Women	60.0%	5.7%	34.3%
	Men	51.7%	27.6%	20.7%
18. I expect many training opportunities and comprehensive training content.	Women	65.7%	22.9%	11.4%
	Men	93.1%	6.9%	0
21. I want to have more chances to gain professional knowledge about my area.	Women	85.7%	8.6%	5.7%
	Men	93.1%	3.4%	3.4%

### 4.2.3 Career Progressions

#### 4.2.3.1 Career Support

The Career support dimension refers to support from the hotel for employees' career progressions. The attitudinal scores of statements by gender in the dimension 'Career support' are shown in Table 4. 13. More than half of women (54.3%) considered that they would be recognized for accomplishments compared to the majority of men who had the same consideration. Thirty seven percent of women and 44.8% of men were confident there would be a clear career pathway in their hotels. Regarding learning opportunities, 65.7% of women and the majority of men (79.3%) gave positive responses. Unlike 40% of women who believed that hotels would respect and value their career plans and expectations and 40% of them were unsure, 69% of men believed that hotels would value theirs. The majority of women and men had a mentor who helped them a lot (74.3% and 75.9%). More than half of women received career development support (57.1%) while more than one-third did not. In contrast, 44.8% of men received career development support while 37.9% were unsure.

**Table 4. 13 Attitudinal Statement of Career support by gender**

Statement	Gender	Positive Response	Unsure	Negative Response
14. I know that I will be recognized for my accomplishments at work.	Women	54.3%	31.4%	14.3%
	Men	72.4%	27.6%	0
17. I am confident there is a clear career pathway in my hotel.	Women	37.1%	37.1%	25.7%
	Men	44.8%	31.0%	24.1%
22. I have many learning opportunities.	Women	65.7%	20.0%	14.3%
	Men	79.3%	20.7%	0
28. I believe my career plans and expectations are respected and valued by the hotel.	Women	40.0%	40.0%	20.0%
	Men	69.0%	20.7%	10.3%
32. I have a mentor who teaches me a lot.	Women	74.3%	11.4%	14.3%
	Men	75.9%	20.7%	3.4%
35. I have received career development support or guidance.	Women	57.1%	8.6%	34.3%
	Men	44.8%	37.9%	17.2%

**4.2.3.2 Mobility**

The mobility dimension refers to employees' willingness to migrate for career advancement. The attitudinal scores of statements by gender in the dimension 'Mobility' are shown in Table 4. 14. More than half of women and men were willing to relocate for career opportunities in New Zealand (62.9% and 58.6%, respectively). Compared to 48.6% of women, the majority of men (72.4%) were open to relocation for career opportunities worldwide.

**Table 4. 14 Attitudinal Statement of Mobility by Gender**

Statement	Gender	Positive Response	Unsure	Negative Response
40. I am open to relocation for career opportunities in New Zealand.	Women	62.9%	2.9%	34.3%
	Men	58.6%	3.4%	37.9%
41. I am open to relocation for career opportunities all over the world.	Women	48.6%	8.6%	42.9%
	Men	72.4%	6.9%	20.7%

#### **4.2.4 Barriers**

##### **4.2.4.1 Gender Difference**

The gender difference dimension refers to different treatment of men and women at work due to gender factors. The attitudinal scores of statements by gender in the dimension 'Gender difference' are shown in Table 4. 15. From the results, 51.4% of women disagreed and 42.9% were unsure that their department was more suitable for men. However, 37.9% of men agreed with this view, although 34.5% disagreed. The Gender difference dimension refers to employees' attitudes to their feelings and experiences related to gender differences in their hotels. Five men and one woman shared their opinions on why they thought 'my department is more suitable for men'. There were two main reasons. Firstly, one woman from the F&B department believed that work in a bar and kitchen was considered heavy and physically tiring, which was more suitable for men. She explained:

*'As you know, hospitality is really hard job and physical tired, we have to carry heavy plates, stocking, standing all day long in our foot. It is really hard job for woman I think so!'*

Also, some men in the kitchen and maintenance department held the same view:

*'Kitchen work is heavy and tiring. Men can carry plates, move stocks and clean stoves more easily than women. Women should not take these hard work.'*

*'Being worked as a Chef, lots of physical work to do.'*

*'Kitchen work is heavy.'*

*‘Maintenance is too hard for girls.’*

Secondly, unfair treatment of women was the other reason for the ‘department is more suitable for men’. As one male respondent from the F&B department mentioned:

*‘Bar job itself is no different to men and women but women are more likely to encounter sexual harassment, verbal harassment, and other unfair treatment than men.’*

In terms of ‘I feel my department is more suitable for women’, 40.0% of women agreed and 42.9% were unsure. No men agreed with this view, and more than half held negative attitudes (55.2%). Two women from F&B and one woman from Front Office provided potential reasons. The main reason was traits thought to be unique to women that made the work considered more suitable for women. As they mentioned:

*‘Women are more careful and patient. We can take care of the cleaning stuffs better than men.’*

*‘The level of empathy and understanding tends to be a more feminine trait.’*

*‘Front office work requires careful and serious attitude and patient and emotionally stable communication skills. Girls can handle this work better.’*

More than half of the women did not feel they were treated differently because of gender (62.9%) while the majority of men felt the same way (79.3%). Regarding gender-related challenges or discrimination, 82.9% of women and 93.1% of men did not experience it. However, 37.1% of women and 34.5% of men witnessed gender-related challenges or discrimination in their hotels. The majority of women and men had not personally experienced or observed

gender-based disparities in career advancement opportunities within the hotel industry (97.1% and 96.6%). Two women respondents shared their personal experience of gender-related challenges or discrimination and eight women witnessed them. No men shared any such experiences. There were three aspects of gender-related challenges or discrimination that women mentioned. Firstly, women's abilities were underestimated, and they did not get respect from guests and managers because of their gender. As one woman explained:

*'Customers not taking me seriously and underestimating [me], asking to see the manager; when either I am [the]one on the shift or perfectly capable of handling a situation myself.'*

Secondly, women faced sexual and verbal harassment and unfair treatment at work. As women from F&B, HR, and Front Office detailed:

*'I met a terrible manager before who verbally harassed me.'*

*'Male customers bonding okay with my male coworkers, and behaving differently with females (inappropriate comments, unreciprocated flirting)'*

*'I witnessed several times that my female colleagues were harassed by customers verbally or physically.'*

*'Some of my colleagues were harassed by a male manager.'*

*'As a HR, I witnessed many girls facing sexual harassment and unfair treatment at work. Some of them especially from foreign countries do not know how to deal with this and are afraid to speak out.'*

*'Sexual harassment'*



Thirdly, jobs and benefits were allocated based on gender. One woman from F&B indicated:

*‘Assigned roles according [to] genders. Women are more prompt to be assigned to host or roles with more direct client interactions and men are assigned to do physical jobs.’*

**Table 4. 15 Attitudinal Statement of Gender difference by gender**

Statement	Gender	Positive Response	Unsure	Negative Response
23. I feel my department is more suitable for men.	Women	5.7%	42.9%	51.4 %
	Men	37.9%	27.6%	34.5%
24. I feel my department is more suitable for women.	Women	40.0%	42.9%	17.1%
	Men	0	44.8%	55.2%
33. I feel I am treated differently because of my gender.	Women	14.3%	22.9%	62.9%
	Men	6.9%	13.8%	79.3%
43. I have personally experienced gender-related challenges or discrimination in the hotel industry.	Women	17.1%		82.9%
	Men	6.9%		93.1%
44. I have witnessed or been aware of gender-related challenges or discrimination experienced by colleagues in the hotel industry.	Women	37.1%		62.9%
	Men	34.5 %		65.5%
48. I have personally experienced or observed gender-based disparities in career advancement opportunities within the hotel industry.	Women	2.9%		97.1%
	Men	3.4 %		96.6%

#### **4.2.4.2 Gender Equality Support**

The Gender Equality Support dimension refers to gender-specific policies and policy effects in hotels. The attitudinal scores of statements by gender in the dimension ‘Gender difference’ are shown in Table 4. 16. The majority of men (79.3%) and 64.7% of women were not sure about whether there were gender-

specific policies in their workplaces. Similarly, the majority of women and men were not sure about the policy effects (76.5% women; 79.3% men).

**Table 4. 16 Attitudinal Statement of Gender Equality Support by Gender**

Statement	Gender	Positive Response	Unsure	Negative Response
46. There are some gender-specific policies or initiatives in my workplace aimed at promoting gender equality and diversity.	Women	26.5%	64.7%	8.8%
	Men	10.3%	79.3%	10.3%
47. I feel that these policies or initiatives have been effective in addressing gender-related issues in my workplace.	Women	14.7%	76.5%	8.8%
	Men	10.3%	79.3%	10.3%

Question 49 – ‘Is there anything else you would like to share regarding gender barriers in the hotel industry, or do you have any suggestions for improvement?’ – was an open-ended question. Some respondents shared their thoughts. One woman mentioned about the work allocation:

*‘I think men should do those work which is heavy rather than let women do it’*

One man thought gender was not a barrier for career progression, rather other than qualities such as diligence and consistency. As he explained:

*‘Overall in professional hospitality industry gender is not main barriers of a particular gender to get promotions, instead whoever ready, work hard, diligence, consistency and willing to learn more new things. promotions are following for those dedicated individual regardless what gender they are.’*

Another man thought employees should respect each other and be professional

and made a suggestion:

*‘Need respect with colleagues at workplace, be professional employees.’*

### **4.3 Summary of Key Results**

This chapter has detailed the results from frequency distribution analysis and cross-tabulation analysis on men and women’s attitudes towards hotel careers and barriers. The key results are shown as follows.

#### **4.3.1 Participants’ Demographics**

The survey involved 64 participants, with 54.7% female and 45.3% male. The largest age group was 18-24 years (37.5%), followed by 25-34 years (35.9%). In terms of work experience, over half had 2-5 years, and nearly a quarter had 6-10 years. The majority were of Asian ethnicity (56.3%), followed by New Zealand European (25.0%). Most participants worked in Five-Star hotels (89.1%), with the highest proportion in the F&B department (42.2%). Regarding positions, 53.1% were attendants, 15.6% were operating managers, and 12.5% were supervisors. The majority had permanent contracts (74.6%), with 60.3% being paid hourly. Casual employees constituted 17.7%.

#### **4.3.2 Gender Differences in Work Conditions**

There were 11 questions regarding work conditions. These results provide insights into gender-specific attitudes towards work conditions, environment, and work-life balance among participants. Women had lower positive responses towards aspects like salary, benefits, job interest, job content, and job security compared to men. Men had higher positive responses regarding the overall workplace environment in terms of gender inclusivity and equality compared to women. More women reported working overtime and lacking personal time. They experienced conflict between work and family

commitments that affected their career goals.

#### **4.3.3 Gender Differences in Career Expectations**

There were 12 questions regarding career expectations. They unveiled insights into employees' aspirations and anticipations within the hotel industry. Women showed higher aspirations for top leadership positions and short-term department leadership roles compared to men at the entry level. With career progression, the proportion of men's and women's expectations of becoming a top manager showed different trends. Fewer women had this expectation while more men did. The most critical factors in career development were identified as salary/wage and benefits, followed by work-life balance and career growth opportunities. Positive attitudes toward training were prominent, for 93.1% of men and 65.7% of women.

#### **4.3.4 Gender Differences in Career Progression**

There were eight questions regarding career progression, including employees' perceptions of career support in hotels, covering recognition, career pathways, learning opportunities, mentorship, and mobility. Gender differences emerged, with over half of women believing in recognition, similar to most men. Men showed more positive responses to receiving learning opportunities than women. Women were divided on whether hotels would respect their career plans (40% believed so, 40% were unsure), contrasting with men (69%) who feel their plans would be valued. A higher proportion of men were open to global relocation to get progression than women were.

#### **4.3.5 Gender Differences in Barriers**

There were eight questions regarding barriers, including insights into gender differences and equality support within the hotel industry. More than half of women (51.4%) disagreed with the statement that their department was more suitable for men while men (37.9%) agreed, citing physical demands and

potential harassment. Women (40.0%) felt their department was more suitable for women, emphasizing women's qualities like care and patience, but men largely disagreed. Some women shared their experience of gender challenges including role assignments, customer behaviour, and harassment while no men did. The next chapter will interpret and discuss the results on the basis of the literature.

## **5. Discussion**

This chapter will provide interpretations and discussion of the results from Chapter Four about the research objectives and the existing academic literature. This dissertation aimed to explore what factors affect men and women's career expectations in the hotel industry, whether men and women have different career expectations, and whether gender barriers affect women's career expectations and thus their career development. To reach the research goals two research questions will be answered in this chapter.

**RQ1:** What are men's and women's career conditions and expectations in the New Zealand hotel industry?

**RQ2:** To what extent do gender barriers influence women's career expectations and progressions in the New Zealand hotel industry?

This chapter will discuss the key results from four aspects: (1) Employees' demographic profiles; (2) Career conditions in the New Zealand hotel industry; (3) Women's career expectations (4) Gender barriers women faced.

### **5.1 Employees' Demographic Profiles**

There were three key results relating to employees' demographic profiles. Firstly, the results were in line with the previous research on gender, age, and ethnicity distribution. The results show that 10% more women than men participated in the survey (54.7% women, 45.3% men) (see Figure 4.1), reflecting that the composition of the hospitality workforce is marked by a significant representation of women (Baum, 2013; Mate et al., 2018; Santero-Sanchez et al., 2015; Williamson & Rasmussen, 2019). In terms of the age group, 37.5% of the respondents were aged 18-24, and 36.9% were aged 25-34 (see Figure 4.2). The proportion reflected that young age groups comprised

the majority of the respondents, which was in line with the view that hospitality has a youthful demographic character (Mooney, 2016; Williamson & Rasmussen, 2019). The results also reflected the sample came from five ethnic groups, with Asians accounting for 56.3% and Europeans ranking second at 25% (see Figure 4.4). This finding was in line with the previous literature in that the industry has multi-culturally diverse characteristics (Mooney et al., 2017).

Secondly, the results indicated the existence of horizontal gender segregation in occupational distribution. From Figure 4. 5, it can be seen that housekeeping staff were all women while more than 90% of the kitchen and maintenance staff were men. This is in line with the previous literature, which showed housekeeping was naturalized as 'women's work' (Mooney, 2014) and kitchen and maintenance were dominated by men (Campos-Soria et al., 2015). From the two open-ended questions about 'I feel my department is more suitable for men/ women', some answers revealed that some respondents held beliefs about gender stereotypes. 'Physical work' and 'too hard for girls' were mentioned in some responses.

Thirdly, the results indicated the existence of vertical gender segregation in positions. Figure 4. 6 showed that women occupied more than half of the entry-level jobs (attendant) and some junior management positions (supervisor and duty manager). However, the majority of top management positions were occupied by men (operating manager and department manager). Although the hotel industry is a feminised industry due to a greater representation of women compared to men (Williamson & Rasmussen, 2019), women tend to be concentrated in positions of lower status (Mooney & Ryan, 2009). Previous studies indicate that it is hard to achieve gender balance at senior levels due to the paternalistic, gender-segregated traditions and nepotism (Morgan & Pritchard, 2019; Segovia-Pérez et al., 2019). Baum (2015) also noted that women in the workplace suffer from many biased judgments, and evaluations

in their careers as a result of the deeply ingrained gender stereotypes that lead to a perceived lack of fit between 'leader' and 'woman'. Gender stereotypes made both men and women perceive that certain types of work were exclusive to one gender as they mentioned in the open-ended questions.

## **5.2 Employment and Career Conditions in the New Zealand**

### **Hotel Industry**

Common barriers in the hotel industry emerged for all genders that were unrelated to gender from this survey. These issues were connected to three aspects: job satisfaction, career support and gender equality environment and policies.

#### **5.2.1. Job Satisfaction**

The results showed that both men and women were unhappy with their wages/ salary and benefits. This finding was in line with the previous literature, such as Williamson and Rasmussen's (2019) study where low pay and unsatisfactory working conditions are characteristics of the New Zealand hotel industry. However, women reflected more negative attitudes in all these three aspects. The results from Table 4. 1 showed that the proportion of women who were dissatisfied with their wages was 13.1% higher than that of men. In terms of the attitudes toward the benefits and welfare arrangements, the proportion of women who had a negative attitude towards this was nearly 10% higher than that of men. Women's dissatisfaction with wages can be explained by the wage gap between women and men in many studies (Casado-Díaz & Simón, 2016; Ferreira Freire Guimarães & Silva, 2016).

#### **5.2.2. Career Support**

In this survey, women presented a more negative attitude to the career support they received from the organizations, especially regarding accomplishments



recognition and whether personal plans were valued. Career support is essential in career development, and Luong and Lee's (2023) survey in New Zealand indicated that positive anticipated emotions are connected to the support from organizations. A supportive organization would promote employees' career expectations and career progression. When respondents were questioned about recognitions from the company, the proportion of women who believed their contributions would be recognized was nearly 20% lower than that of men (54.3% women, 72.4% men). Lee (2020) indicated that recognition is an intangible reward that increases intrinsic motivation, which matters for motivation and performance and has a greater influence on work effort. However, the fact that women did not receive as much recognition as men can impact women's performance and cause them to lose more than men. Similarly, women were twice as likely as men to respond negatively to believing their career plans would be taken seriously and supported by the hotel (20% women, compared to 10.3% men). Women from this survey who did not feel their plans were respected and valued show reduced work enthusiasm and initiative. This is closely linked to their career expectations and their willingness to stay in the hotel industry (Chang & Busser, 2019). Women who did not believe their contributions were recognized and their plans were valued might gradually lower their career expectations and leave the industry eventually. Therefore, these results indicate that women were unable to develop resilience and positive outcomes in career planning in the same way as men.

### **5.2.3. Gender Equality Environment and Policies**

Regarding workplace environment in terms of gender inclusivity and equality, the majority of women and men were not sure about the existence and efficiency of gender-specific policies or initiatives aimed at promoting gender equality and diversity in the workplace. Women had slightly more positive attitudes towards the existence and efficiency of these policies than men. However, women were 30% less likely than men to agree that the hotels where

they work were gender equal (57.1% women, 86.2% men). These results reflected that women were more concerned about and had a greater need for the implementation and effectiveness of gender equality policies. However, the lack or ineffectual nature of these policies prevented a gender-equal working environment. Gender-specific policies are crucial for fostering a workplace environment that promotes equality, diversity, and inclusivity. Proactive and transparent gender equality support networks and promotion of a culture of gender equality are enablers of employees' career advancement (Tlaiss & Kauser, 2010). They are vital in hotels for employees, especially women, to develop resilience, self-confidence, and career planning competencies (Calinaud et al., 2021). The negative effects on women of working in an environment that shows gender inequity is reflected in women's lower job satisfaction, reduced motivation and self-recognition.

### **5.3 Career Expectations in the New Zealand Hotel Industry**

To answer the research questions, women's and men's career expectations were explored on two dimensions -- career development goals and self-improvement expectations. In these two dimensions, women and men presented completely different career expectations across three areas -- short-term goals, long-term goals and work challenges. Compared with men, women generally had more negative attitudes towards their expectations in these two dimensions.

The results showed that both women's and men's career goals varied in different career stages, which was in line with Mooney's (2016) study stating career goals and expectations changed in different career phases. In terms of the short-term career goal of being the department manager, women had higher expectations in the early career stage compared to men (65.2% women, 27.3% men). The proportion of men and women who had a positive attitude towards

short-term career goals both showed an increasing trend with tenure. However, men became more ambitious and confident about their career goal than women. Particularly at the junior management level (supervisors and DMs), nearly 10% more men than women had a positive attitude toward short-term goals.

Similarly, men's long-term goals also showed a gradually positive trend. However, women's long-term career expectations showed the opposite trend. Women had higher expectations in the early career stage when they first entered the industry. It can be seen that the percentage of women with the long-term goal to rise to the top leadership position dropped from 43.5% to 25% the longer they worked in the industry. Conversely, the percentage of positive attitudes for men increased from 9.1% to 66.7% with the career progression. Among senior managers, men were more than twice as likely as women to believe they would develop a good long-term career development plan.

Men's gradually increasing career expectations suggested that they were more satisfied with their career development, because they got more organizational support, which has been shown earlier. However, the proportion of women with a positive attitude sharply reduced. These novel results regarding short-term and long-term goals could echo what was mentioned in the previous section: women often suffered more negative consequences for some of the common problems for men and women, such as a gender pay gap, lack of career development support, and the absence of effectiveness of gender equality policies. These problems could be the potential reasons for the gradual weakening of women's expectations for career development. In addition to the common issues, the gender barriers that only women suffered were also possible reasons.

In terms of the expectations for challenges, the proportion of men expecting a challenging job that allow them to develop was 24.5% higher than that of

women (68.6% women, 93.1% men). This result can be explained by Peshave and Gupta's (2017) study that showed, compared with men, due to their feminine characteristics, women are less likely to expect personal challenges to gain job progression. However, gender barriers can also be the reason. Women already faced many gender challenges, and their responses showed their awareness of continuing to face more challenges.

The novel results showed that as careers develop, men were increasingly positive and confident with their career expectations and progression, while women became increasingly negative. The gender barriers revealed from the survey results can explain the reasons for women's negative attitudes.

## **5.4 Gender Barriers for Women**

The study results indicated three main gender barriers for women: sexual harassment, work-life conflicts and the need for mobility. There were eight questions about gender barriers in the survey, including six open-ended questions and two attitudinal questions. Women were more willing than men to share their experiences, which suggests gender barriers were a more significant issue for women.

### **5.4.1. Sexual Harassment**

In the two open-ended questions about gender-related challenges or discrimination, eight women shared their negative experiences, but no men did. Six of the answers were about sexual harassment from both guests and managers. The harassment included verbal comments and physical actions. The results of Topping's 201 ) UK survey also showed that harassment consists of verbal comments as well as physical actions and both customers and managers were involved. The survey results revealed that 89% of hospitality workers had experienced one or more incidents of sexual

harassment at work, committed by both customers and managers. As Hart (2021) states, individuals who have experienced sexual harassment demonstrate reduced job satisfaction and diminished productivity, potentially impeding their pursuit of previously desired career paths. Meanwhile, the lack of gender-related policies observed in the previous section, would exacerbate the impact of sexual harassment on women, thus limiting their career advancement and career expectations.

#### **5.4.2. Work-Life Conflicts**

In this survey, the results showed that twice as many women as men felt they were unable to balance life and work. There is a stereotype that women are considered to take family and household responsibilities as a higher priority (Boone et al., 2013). In this study, the women did feel that they could not achieve work life balance, which set barriers for them. A previous study showed that due to the particularity of hotel work, such as unpredictable shifts and unsocial hours, many women identified the challenges of balancing motherhood and a career in hospitality, and this was compounded by the sense that they were not perceived as committed workers (Dashper, 2020). Work-life conflicts not only affect women's career opportunities but also reduce women's enthusiasm and expectations for work opportunities (Liu et al., 2020). This finding is supported by Mooney et al.'s (2017) research in New Zealand that women who experience pressure combining both work and family commitments, are less interested in working in hotels that do not allow them to prioritize family workload, have less enthusiasm to seek progression, and have lower career expectations.

#### **5.4.3. Mobility**

In this research, more than half of women and men were open to relocating in New Zealand for career progression. However, the proportion of women who

were open to relocating worldwide was 23.8% lower than that of men. Previous research indicated that the preference for leaders in hospitality who are highly mobile, self-motivated, and willing to put in long hours (often manifested as excessive facetime) creates barriers for women (Dashper, 2020). There is a positive relationship between external job mobility and career development (Lam et al., 2012). Women are less willing to obtain career development by relocation due to family, self-perception, maternal walls and other reasons (Dashper, 2020b), thus affecting their career development and even career expectations.

## **5.5 Chapter Summary**

This chapter has discussed the results presented in chapter four concerning the research objectives and their alignment with the current academic literature. The results relating to the participant demographics indicated that the hotel employees were a predominantly young and ethnically diverse workforce, with a notable gender imbalance in departmental and hierarchical distribution. Horizontal segregation in occupational roles and vertical segregation in management positions underscored deeply embedded gender stereotypes and traditional norms that hinder women's progress.

The results related to the participants' work conditions indicated that there were common barriers for both genders. However, women were more negative about them. Low job satisfaction, unequal recognition and lack of career support and gender equality policies emerged as critical issues creating a challenging work environment for both women and men. However, the results relating to career expectations diverged significantly between men and women. Women exhibited high aspirations in the early career stages. However, as careers progressed, women's ambitious long-term goals declined from mid-career stages to late career stages. Changes in men's career expectations showed

the opposite trend, exhibiting an increasingly positive outlook. The results reflected the impact of identified gender barriers and the divergence could be attributed to various factors, including gender barriers that emerged in the study.

Sexual harassment, work-life conflicts, and mobility challenges were the main barriers women were facing in this study, which influenced their career expectations. In the absence of effective policies, instances of sexual harassment from both guests and managers hindered women's career progressions and expectations. Work-life conflicts reduced women's enthusiasm and expectations to seek progression. Additionally, mobility challenges, such as reluctance to relocate globally, presented barriers for women in pursuing career progression opportunities.

## **6. Conclusions**

This chapter will draw all parts of the dissertation together. It will revisit the research goals, summarize the key results, and present the theoretical and practical implications, limitations and future research.

The aim of this research was to explore women's career expectations and gender barriers in the New Zealand hotel industry. As indicated previously, similar studies have been conducted in countries other than New Zealand, and in other industries. Therefore, this research contributes to the knowledge gap in the New Zealand hotel context. The research questions were: (1) What are men's and women's career conditions and expectations in the New Zealand hotel industry? (2) To what extent do gender barriers influence women's career expectations and progression in the New Zealand hotel industry? The study addressed key questions concerning the career conditions and expectations of men and women, along with the impact of gender barriers on women's career aspirations. The purpose of this chapter is to draw conclusions from the results and provide recommendations to the industry practitioners. In addition, limitations and directions for further research are provided.

### **6.1 Summary of the Findings**

This research sought to examine the relationship between gender barriers and career expectations in the New Zealand hotel industry, addressing two research questions related to men's and women's career conditions and expectations, as well as the influence of gender barriers on women's career expectations. The research was conducted by adopting the quantitative descriptive method. To achieve the research goals, an online survey was applied as the tool to collect data. The data was analysed from five aspects: demographic profiles, career conditions, career progressions, career expectations and barriers.



The analysis of employees' profiles revealed a significant representation of women in the hospitality workforce, particularly in entry-level and junior management positions. However, horizontal and vertical gender segregation persisted, with women and men dominating different specific positions and men taking top management roles.

Common challenges, such as inadequate wages, insufficient career development support, and ineffective gender equality policies, were identified, impacting both genders. Notably, women displayed more negative attitudes towards job satisfaction, career support, and the gender equality environment, suggesting the influence of gender barriers.

Women and men exhibited divergent career expectations. Women, particularly in the early career stage, expressed high ambitions, but these aspirations declined as their careers progressed. Men, on the other hand, showed an opposite trend, with an increasing proportion aspiring to top leadership positions as they advanced in their careers. Gender barriers, including sexual harassment, work-life conflicts, and mobility issues, contributed to the disparity in career expectations.

## **6.2 Implications**

The results emphasize the importance of addressing gender barriers in the hotel industry to create a more equitable and supportive work environment. Strategies to mitigate these barriers include promoting transparent gender equality policies, addressing work-life conflicts, and combating sexual harassment. The results can provide valuable information for the hotel industry to build an equal environment for both men and women to pursue their career aspirations.

### **6.2.1 Theoretical Implications**

From a theoretical perspective, this exploratory study fills in the gaps mentioned in Chapter Two. First, such an exploratory study on career expectations in hotels has not been carried out in the New Zealand context. The study presented a novel finding: contrary to the increasingly positive career expectations of men, women's career expectations showed a downward trend over the course of their career. This original finding provides valuable information on how career expectations for men and women change over time.

Secondly, the gender barriers women in the New Zealand hotel industry face and whether gender barriers hinder career progression of women and the expectations that emerged in the study results. The results show that women face more barriers even with respect to the same issues. These barriers made women less confident and more negative than men in terms of career development and expectations.

Third, there was a research gap in looking at women's career expectations in hotels. This research filled the gap by providing empirical evidence and analysis showing gender differences. Additionally, this research developed a survey template of employee attitudes towards their work and career development, allowing these aspects to be examined in hotels.

### **6.2.2 Practical Implications**

The results from this study have important practical implications for the New Zealand hotel industry. Firstly, the results showed that women working in hotels do not get enough career support for their career development. The study indicates the urgent need for hotels to reassess and strengthen their gender equality policies. Meanwhile, the compelling evidence that women still face

sexual harassment confirms the need for strong sexual harassment policies. Targeted organizational support for women is also required because the survey results showed that women lack organizational support from their employers. These policies can reduce gender barriers for women and create a working environment more conducive to career development.

Secondly, in order to develop hospitality professionals and support the career development of employees, organizations should recognize the differences in career expectations between women and men. Based on the differences, leadership development programmes that target and support women's career development should be explicitly developed. Creating support networks and affinity groups within the organization can provide a sense of community and mentorship, eliminate gender bias in leadership positions and provide equal opportunities for career advancement. This helps to break down barriers and creates a more supportive work environment.

Thirdly, flexible career pathways that accommodate various life stages and responsibilities should be created. They can empower both men and women to pursue diverse career expectations. When designing career progression models, elements such as family commitments, individual aspirations, and mobility preferences need to be considered.

### **6.3 Limitations and Further Research**

The study produced some novel findings about the lowering of women's career expectations. However, there were several research limitations to contemplate throughout this study. Firstly, the sample size was not sufficient. In spite of extensive recruitment and follow-up, fewer completed surveys were returned than had been anticipated and the sample size collected was still not large enough for the results to be generalized.

Secondly, the research primarily focused on the New Zealand hotel industry, limiting the generalizability of the results to other geographic regions or industries with distinct cultural and organizational contexts. Variations in industry practices and workplace cultures may influence the prevalence and nature of gender barriers differently.

Thirdly, the study mainly considered elements such as gender, positions and departments. However, other factors such as non-binary gender identity, education, marriage conditions, and visa types have not been taken into consideration. For example, many participants were holding a special working holiday visa. Hotel work for them might be only a job but not a career. Their attitudes towards some questions such as their willingness to learn would be affected.

In regard to the further research building on this study, the limitations point to directions. Firstly, further research can expand the sample size to collect more data, making the study more credible. Secondly, further research could be undertaken to other industries and other cultural backgrounds, as well as expanding gender categories beyond a traditional binary classification, to uncover career barriers experienced by LGBTQ+ employees. Thirdly, more factors which would affect career expectations can be taken into consideration. Meanwhile, future studies could further explore how much influence each factor has on career expectations.

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## Appendix A – Ethics Approval from Auckland University of Technology Ethics Committee (AUTEC)



24 October 2023

Shelagh Mooney

Faculty of Culture and Society

Dear Shelagh

Ethics Application: 23/313 Women's career expectations and gender barriers in the New Zealand hotel industry

Thank you for submitting your application for ethical review. We are pleased to advise that a subcommittee of the Auckland University of Technology Ethics Committee (AUTEC) approved your ethics application subject to:

1. Reconsideration of the use of a USB. AUTEC recommend that a USB is not used as a long-term storage device due to the potential instability of these devices. Please refer to the AUT Research Data Management guidelines  
<https://autuni.sharepoint.com/sites/Tuia/SitePages/Research-data-management.aspx>;
2. Provision of an Information Sheet for hotel managers that includes what you are asking them to do with the recruitment notice;
3. Clarification that it is snowball recruitment that is being used i.e. potential participants are passed on details of the research;

4. Assurance that comments are turned off on social media recruiting posts;
5. Amendment of Information Sheet as follows:
  - a. Inclusion of a full date;
  - b. Use of all the subheadings from the AUTECH exemplar;
  - c. Inclusion of a withdrawal statement that advises the participant that submitting the survey implies consent, if they change their mind they can exit by closing the browser however once the survey has been submitted it cannot be withdrawn as the data is anonymous;
  - d. Inclusion of the process for how the person came to read the information sheet;
  - e. Revision of the risks section to state that these are minimal and delete that 'identifying features' will be protected (as none are being gathered);
  - f. Revision of the feedback section to remove the offer to email the researcher for a research summary. For anonymous surveys, it is recommended that you also provide the participants with an URL at which they will be able to read a summary of the findings. Please consider this option.
6. Amendment of the survey as follows:
  - a. Revision of the Ethnicity question to collect ethnicity according to the NZ Statistical Standard;
  - b. Revision of abbreviations to the full terms;
  - c. Proofread to use consistent language...'What is your position?'

- d. Clarification of whether seasonal employment is the same or similar to contract employment. Consider whether contract employment (i.e. a direct contract with the hotel and not a triangular/agency relationship) ought to be included as a separate category of contract;
- 7. Provision of a pdf file of the survey in the format that participants will see it, with the Participant Information Sheet as the first block of the survey;
- 8. Amendment of the recruitment notice to include the AUTECH approval number;
- 9. Inclusion of the AUT logo on all public facing documents (survey, recruitment notice).

Please provide a response to the conditions in a memo and attach any altered documents, such as the Information Sheet, Consent Forms, Survey.

A revised EA1 is not required unless specifically requested in the conditions. Please reference the application number and study title in all correspondence. The Committee is always willing to discuss with applicants the points that have been made. There may be information that has not been made available to the Committee, or aspects of the research may not have been fully understood. When the conditions have been met, you will be notified of the full approval of your ethics application. Full approval is not effective until all the conditions have been met. Data collection may not commence until full approval has been confirmed. If these conditions are not met within six months, your application may be closed, and a new application will be required if you wish to continue with this research.

If you have any enquiries about this application, please contact us at [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz).

(This is a computer-generated letter for which no signature is required)

The AUTECH Secretariat

Auckland University of Technology Ethics Committee

Cc: Xinye7426@gmail.com; Claire Liu



## Appendix B - Participant Information Sheet

The logo for Auckland University of Technology (AUT) is displayed in white, bold, sans-serif capital letters on a black rectangular background.

### **23/313 Career expectations and potential gender barriers in the New Zealand hotel industry survey**

Participant Information Sheet

Date Information Sheet Produced:

24.10.2023

Project Title

Women's career expectations and potential gender barriers in the New Zealand hotel industry

An Invitation

My name is Xinye Qian, and I am a Master's student at Auckland University of Technology. I am carrying out a survey on Women's Career Expectations and Potential Gender Barriers in the New Zealand Hotel Industry for my Master's qualification. I am interested in learning about your experiences working in New Zealand hotels and want to invite you to respond to my survey. If you have three or more years of working experience and are working in a hotel in New Zealand, you will be asked to answer a series of anonymous questions on your career expectations and gender barriers at work. The time you will spend (approximately 20 minutes) is greatly

appreciated. If you would like to take part, there is a link below for you to start the survey.

What is the purpose of this research?

This study will explore the career expectations of men and women working in the hotel industry in New Zealand and the barriers they face in achieving their career goals. Existing studies suggest that men and women experience different career barriers and career expectations play an important role in career progression. It can help hotels design better career management strategies to reduce gender barriers for men and women and

encourage more people to pursue their careers. The study will also help me complete my qualification in International Hospitality Management.

The findings of this research may be used for academic publications and presentations.

How was I identified and why am I being invited to participate in this research?

Information about the survey is being circulated among New Zealand hotel networks. Anyone who works in a hotel with more than three years of experience in hospitality is invited to complete the anonymous survey. Snowball recruitment will be applied, in which potential participants are passed on details of the research.

How do I agree to participate in this research?

Your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. Submitting the survey implies consent. If you change your mind, you can exit by closing the browser. However, once the survey has been submitted it cannot be withdrawn as the data is anonymous.

What are the discomforts and risks?

The risks of participating in this research are minimal. The research will be carried out in an ethical and responsible manner. You can exit the survey at any time if you feel uncomfortable. If you do experience any distress connected with the survey, you can contact one of the following independent counselling services: Helpline 1737 Need to talk? Free call or text 1737 any time for support from a trained counsellor: Lifeline – 0800 543 354 or (09) 5222 999 within Auckland

What are the benefits?

The survey will give valuable information that is currently lacking about career expectations and gender barriers in the hotel industry. Research findings can inform the development of policies and initiatives aimed at reducing gender barriers in hotels, promoting gender equality, and improving career opportunities for employees.

How will my privacy be protected?

Your participation in the survey is entirely anonymous.

What are the costs of participating in this research?

The cost is approximately 20 minutes of your time filling in the survey.

Will I receive feedback on the results of this research?

A URL at which a summary of the findings will be posted on the same social media platforms where participants were recruited for the study when the study is completed. All participants can have access to the results of the study.

What do I do if I have concerns or wish for further information about this research?

Any concerns regarding the nature of this study should be notified the first instance to the Project Supervisor: Dr. Shelagh Mooney

Email: [Shelagh.mooney@aut.ac.nz](mailto:Shelagh.mooney@aut.ac.nz)

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTC, [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz), (+649) 921 9999 ext. 6038.

This is the link to the survey: <https://redcap.link/hotelsurvey>. If you would like to participate in this research, please click the link. Thank you for your participation.

Approved by the Auckland University of Technology Ethics Committee on 30/10/2023, AUTC Reference number 23/313

## Appendix C - Online Survey Questions



### Career Expectations and Potential Gender Barriers in the New Zealand Hotel Industry

Thank you for participating in our Career Expectations and Potential Gender Barriers Survey. Your input is valuable and will help us better understand the career expectations and aspirations of individuals like you. This survey is completely confidential, and your responses will be used for research purposes only. Please answer the following questions honestly and to the best of your ability.

1. What's your gender?

☐ Female

☐ Male

☐ Other

2. How old are you?

☐ 18-24

☐ 25-34

☐ 35-44

☐ 45-54

☐ 55-64

☐ 65+

3. How long have you been working in the hospitality industry?

☐ 3-5 years

☐ 6-10 years

☐ Above 10 years

4. What's your ethnicity?

☐ Maori

☐ European

☐ Asian

☐ Pacific Islander

☐ Pasifika

☐ Middle Eastern

☐ Latin American

☐ African

☐ Others (Please specify) \_\_\_\_\_

5. Which type of hotel are you working for?

☐ One-star hotel

☐ Two-star hotel

☐ Three-star hotel

☐ Four-star hotel

☐ Five-star hotel

6. What department are you working for?

☐ F & B

☐ Front Office

☐ Housekeeping

☐ Kitchen

☐ Engineering and Maintenance

☐ HR

☐ Accounts and Credits

☐ Security

☐ Sales and Marketing

☐ Purchase

☐ IT

☐ Other (please specify) \_\_\_\_\_

7. What's your position?

☐ Attendant

☐ Supervisor

☐ Duty manager

☐ Department manager

☐ Assistant general manager

☐ General manager

☐ Other (please specify) \_\_\_\_\_

8. What's your type of contract?

☐ Full-time employment

☐ Part-time employment

☐ Triangular employment

☐ Seasonal employees

☐ Other (please specify) \_\_\_\_\_

9. How you are paid?

☐ Hourly wages

☐ Annual salary

10. I'm satisfied with my wage/salary.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

11. I like to have my contributions at work recognized by my employer.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree



☐ Disagree

☐ Strongly disagree

12. I'm satisfied with the benefits and welfare arrangements I receive as an employee.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

13. I expect more business travel opportunities.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

14. I know that I will be recognized for my accomplishments at work.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

15. I plan to rise to the top leadership position of my hotel in the long term.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

16. I hope to move up to a leadership position in my department in the short term.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

17. I'm confident there is a clear career pathway in my hotel.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

18. I expect many training opportunities and comprehensive training content.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

19. I get respect from my colleagues and customers at work.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

20. I expect a higher salary to match the work efforts I put in.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

21. I want to have more chances to gain professional knowledge about my area.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

22. I have many learning opportunities.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

23. I feel my department is more suitable for men.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

If yes why?

--

24. I feel my department is more suitable for women

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

If yes why?

--

25. I expect more promotion opportunities through fair competition.

☐ Very satisfied

☐ Satisfied

☐ Neither satisfied nor dissatisfied

☐ Dissatisfied

☐ Very dissatisfied

26. I expect a challenging job that allows me to develop.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

27. It's possible to successfully balance my work and life.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

28. I believe my career plans and expectations are respected and valued by the hotel.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

29. My work is in line with my career interests.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

30. I can apply what I have learned to my work.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

31. I often work overtime and cannot get enough personal time.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

32. I have a mentor who teaches me a lot.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

33. I feel I'm treated differently because of my gender.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

34. I have been invited to at least one formal or informal work-related networking event.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

35. I have received career development support or guidance.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

36. I have a clear long-term career goal in the hotel industry.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

37. I am satisfied with my overall job security.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral/Neither agree nor disagree



☐ Agree

☐ Strongly Agree

38. Becoming a leader in my job is not at all important to me.

☐ Strongly Disagree

☐ Disagree

☐ Neutral/Neither agree nor disagree

☐ Agree

☐ Strongly Agree

39. What factors are most important to me in my future career development?

(Select up to three.)

☐ Salary/wage and benefits

☐ Work-life balance

☐ Career growth opportunities

☐ Job security

☐ Company culture

☐ Location

☐ Passion for the work

☐ Learning opportunities

☐ Promotion opportunities

☐ Working environment

☐ Other (please specify) \_\_\_\_\_

40. I'm open to relocation for career opportunities in New Zealand.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

41. I'm open to relocation for career opportunities all over the world.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

42. My career goals have changed due to conflict between my work and family commitments.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

43. I have personally experienced any gender-related challenges or discrimination in the hotel industry.

- If yes, please specify the type of challenges or discrimination you have faced.

☐ Yes

☐ No

examples

44. I have witnessed or been aware of gender-related challenges or discrimination experienced by colleagues in the hotel industry.  
-If yes, please describe the situations or incidents you are aware of.

☐ Yes

☐ No

examples

45. The overall workplace environment in terms of gender inclusivity and equality is good in my hotel.

☐ Strongly agree

☐ Agree

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

46. There are some gender-specific policies or initiatives in my workplace

aimed at promoting gender equality and diversity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ I do not know

47. I feel that these policies or initiatives have been effective in addressing gender-related issues in my workplace.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

48. I have personally experienced or observed gender-based disparities in career advancement opportunities within the hotel industry. - If yes, please provide examples or describe the disparities.

- ☐ Yes
- ☐ No

examples

49. Is there anything else you would like to share regarding gender barriers in the hotel industry, or do you have any suggestions for improvement?

**Thank you for your time. This is the end of the survey.**

## Appendix D – Survey codebook

Question	Code	Category	Theme
10. I am satisfied with my wage or salary.	[satisfied_with_wage]	Work satisfaction	Work conditions
12. I am satisfied with the benefits and welfare arrangements I receive as an employee.	[benefits_and_welfare]		
29. My work is in line with my career interests.	[career_interests]		
37. I am satisfied with my overall job security.	[job_security]		
30. I can apply what I have learned to my work.	[apply_knowledge]		
19. I get respect from my colleagues and customers at work.	[get_respect_from_work]	Work environment	
34. I have been invited to at least one formal or informal work-related networking event.	[networking]		
45. The overall workplace environment in terms of gender inclusivity and equality is good in	[workplace_environment]		

my hotel.			
27. It is possible to successfully balance my work and life.	[work_life_balance]	<b>Work-life balance</b>	
31. I often work overtime and cannot get enough personal time.	[work_overtime]		
42. My career goals have changed due to conflict between my work and family commitments.	[career_goals_conflict]		
11. I like to have my contributions at work recognized by my employer.	[contribution_recognized]		
15. I plan to rise to the top leadership position of my hotel in the long term.	[long_term_goal]		
16. I hope to move up to a leadership position in my department in the short term.	[short_term_goal]		
20. I expect a higher salary to match the work efforts I put in.	[pay_raise]		
36. I have a clear long-term career goal in the hotel industry.	[career_goal]		
38. Becoming a	[leadership_experience]		

leader in my job is not at all important to me.	ceptation]	Development goal	Career expectations
39. What factors are most important to me in my future career development? (Select up to three.)	[most_importa nt_factors]		
25. I expect more promotion opportunities through fair competition.	[promotion_op portunities]		
26. I expect a challenging job that allow me to develop.	[expect_a_chal lenging_job]		
13. I expect more business travel opportunities	[business_trav el_opportunitie s]	Self- improvement expectations	
18. I expect many training opportunities and comprehensive training content.	[training_oppor tunities]		
21. I want to have more chances to gain professional knowledge about my area.	[gain_professi onal_knowledg e]		
17. I am confident there is a clear career pathway in my hotel.	[clear_career_ pathway]	Career support	
14. I know that I will be recognized for my accomplishments at work.	[accomplishme nts_recognize d]		



22. I have many learning opportunities.	[learning_opportunities]		
28. I believe my career plans and expectations are respected and valued by the hotel.	[career_expectations_are_respected]		
32. I have a mentor who teaches me a lot.	[mentor]		
35. I have received career development support or guidance.	[career_support]		
40. I am open to relocation for career opportunities in New Zealand.	[relocation_in_nz]	<b>Mobility</b>	<b>Career progressions</b>
41. I am open to relocation for career opportunities all over the world.	[relocation_worldwide]		
23. I feel my department is more suitable for men. -If yes, please specify the reasons.	[suitable_for_men]		
24. I feel my	[suitable_for_w		

department is more suitable for women. -If yes, please specify the reasons.	omen]	<b>Gender difference</b>	<b>Barriers</b>
33. I feel I am treated differently because of my gender.	[treated_differently]		
43. I have personally experienced any gender-related challenges or discrimination in the hotel industry? - If yes, please specify the type of challenges or discrimination you have faced.	[gender_related_challenges]		
44. I have witnessed or been aware of gender-related challenges or discrimination experienced by colleagues in the hotel industry. - If yes, please describe the situations or incidents you are aware of.	[witness_gender_related_challenges]		
48. I have personally experienced or observed gender-based disparities in	[disparities_opportunities]		

career advancement opportunities within the hotel industry. - If yes, please provide examples or describe the disparities.			
46. There are some gender-specific policies or initiatives in my workplace aimed at promoting gender equality and diversity.	[gender_policies]	<b>Gender equality support</b>	
47. I feel that these policies or initiatives have been effective in addressing gender-related issues in my workplace.	[policies_effective]		