

**A gender audit of the leadership and governance  
boards of hospitality membership organisations in New  
Zealand**

**Rehnuma Rahman**

**A dissertation submitted to  
Auckland University of Technology  
in partial fulfilment of the requirements  
for the degree of  
Master of International Hospitality Management**

**Supervisor: Associate Professor Shelagh Mooney**

**Faculty of Culture and Society**

**December 2019**

## **Abstract**

The hospitality industry around the world is growing and changing faster than ever; more than half of its workforce are women. But women have historically held poorer quality positions in the industry, so confront considerable career barriers. In past years many changes have come to the hospitality industry, but the position of women has not changed much. Until now, women have been working mostly in traditional positions such as in housekeeping, or as waiters or front office staff. Executive level positions in the hospitality industry are commonly held by men. Even a women candidate with the required qualifications and skills for an executive position encounters visible and invisible barriers to reaching a senior position. To ensure women's professional growth in the sector, women may need external support, such as that provided by professional membership associations.

The governing bodies of professional associations normally work voluntarily and are a source of external support for organisations and individuals. They benefit their members by providing support and guidance for them to succeed in their business or career. Additionally, they may help women succeed in their careers and enable potential candidates to reach more senior positions.

The aim of this study was to explore the women-men ratio of the governing bodies in the hospitality industry. This study also aimed to identify what positions women hold on the governance boards of these associations. The study followed a qualitative research method with an interpretivist approach. Data were sourced from the official websites of the selected associations and web-based news articles. Netnography was used as a tool for data collection. All the data used in this study were secondary data, and publicly available on websites. Three case studies were the sources of the data. Case study 1 included five hospitality professional associations of New Zealand: Hospitality New Zealand, the Bed and Breakfast Association New Zealand, the New Zealand Cruise Association, the Motel Association of New Zealand, and the Restaurant Association of New Zealand. Case study 2 explored the American Hotel & Lodging Association of the United States of America (USA), and Case study 3 explored the Hospitality Professionals Association of the United Kingdom (UK). Thematic analysis was used to analyse the data.

The findings showed that although women were holding some important job positions such as Chief Executive Officer (CEO), President, and Chairperson in professional associations, gender inequality was prominent on the boards.

## Table of contents

Abstract .....	2
Table of contents .....	3
List of figures .....	6
List of tables .....	6
Attestation of authorship .....	7
Acknowledgements .....	8
Chapter One: Introduction .....	9
1.1 Research Background .....	9
1.2 Problem Statement .....	11
1.3 Research Aim .....	11
1.4 Significance of the Research .....	12
1.5 Overview of the Study .....	12
Chapter Two: Literature Review .....	14
2.1 Introduction .....	14
2.2 Introduction to Professional Associations .....	14
2.3 Roles of Professional Associations .....	15
2.3.1 Skill Development Programmes for Students .....	15
2.3.2 Health Care, Nursing, and Midwifery .....	15
2.3.3 The Academic Sector .....	16
2.3.4 The Librarian Sector .....	17
2.3.5 The Computing and IT Sector .....	18
2.3.6 Small Business Sector .....	18
2.3.7 Hospitality and Tourism Associations .....	19
2.3.8 Membership Benefits .....	20
2.3.9 Influences on Leadership Building .....	222
2.3.10 The Role of a Governance Board in Career Advancement .....	23
2.4 Women in Executive Roles .....	23
2.4.1 Discrimination Encountered by Women in Leadership Positions .....	24
2.4.2 The Influence of Women on Boards of Directors and as Leaders .....	25
2.5 The Hospitality and Tourism Sector .....	27
2.5.1 Gender Discrimination in the Hospitality Sector .....	28
2.5.2 Obstacles Faced by Women Leaders in the Hospitality Sector .....	28
2.5.3 Barriers Faced by Women in the New Zealand Hospitality sector .....	29
2.5.4 The Role of Professional Associations in New Zealand .....	29

2.6	Summary .....	29
Chapter Three: Methodology .....		31
3.1	Introduction.....	31
3.2	Research Aims .....	31
3.3	Research Philosophy and Ontology .....	32
3.4	Research Approach (Epistemology) .....	33
3.5	Research Methods (Case Study using Netnography) .....	34
3.5.1	Case Study.....	34
3.5.2	Netnography .....	34
3.6	Data Collection .....	35
3.7	Thematic Analysis .....	37
3.8	Ethics .....	41
3.9	Trustworthiness in a Qualitative Case Study .....	41
3.10	Summary .....	43
Chapter Four: Findings and Discussion .....		45
4.1	Introduction.....	45
4.2	Descriptions of the Selected Professional Associations .....	45
4.2.1	Case 1: Hospitality Related Professional Associations in New Zealand ....	46
4.2.2	Case 2: American Hotel & Lodging Association (AHLA).....	48
4.2.3	Case 3: The Hospitality Professionals Association (HOSPA).....	49
4.2.4	Discussion: Benefits professional associations offer their members .....	50
4.3	Women to Men Ratio of the Governing boards.....	52
4.3.1	Case 1: Hospitality Related Professional Associations in New Zealand ....	52
4.3.2	Case 2: American Hotel & Lodging Association (AHLA).....	54
4.3.3	Case 3: The Hospitality Professionals Association (HOSPA).....	55
4.3.4	Discussion: Women to Men Ratio on the Governance Boards.....	55
4.4	Gender Ratio of Positions on the Governing Boards.....	57
4.4.1	Case 1: Hospitality Related Professional Associations in New Zealand ....	57
4.4.2	Case 2: American Hotel & Lodging Association (AH&LA).....	60
4.4.3	Case 3: The Hospitality Professionals Association (HOSPA).....	61
4.5	Discussion: Roles of Women and Men on the Governance Boards .....	62
4.6	Summary .....	64
Chapter Five: Conclusion.....		65
5.1	Introduction.....	65
5.2	Research Objectives and Key Findings .....	65

5.3	Limitations of the Study .....	66
5.4	Future Research Directions.....	66
	References .....	68
	Appendix.....	79

## List of figures

Figure 1: Thematic network of this study .....	40
--	----

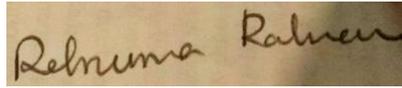
## List of tables

Table 3.1: Hospitality and tourism professional associations in New Zealand .....	37
Table 3.2: Top hospitality and tourism professional association in the USA .....	37
Table 3.3: Top hospitality and tourism professional associations in the UK.....	37
Table 3.4: Research paradigms, methodology, and data analysis method.....	43
Table 4.1: Women to men ratio of New Zealand hospitality professional associations’ governance boards.....	54
Table 4.2: Women to men ratio of AHLA’s governance boards .....	55
Table 4.3: Women to men ratio of HOSPA’s governance board.....	55
Table 4.4: Roles of women and men on governance boards in New Zealand .....	60
Table 4.5: Roles of women and men on governance boards, Case 2.....	61
Table 4.6: Roles of women and men on the governance board, Case 3 .....	62
Table A.1: Selected hospitality and tourism professional associations in New Zealand - Case study 1 .....	79
Table A.2: Selected hospitality and tourism professional associations - Case study 2...79	
Table A.3: Selected hospitality and tourism professional associations - Case study 3...79	
Table A.4: Steps for thematic analysis.....	80
Table A.5: Summary of the research method chapter.....	80
Table A.6: Women-men ratio of the governance boards from Case Study 1 .....	81
Table A.7: Women-men ratio of the governance boards from Case Study 2 .....	81
Table A.8: Women-men ratio of the governance boards from Case Study 3 .....	81
Table A.9: Roles of women and men on the governance boards from Case Study 1 ....	82
Table A.10: Roles of women and men on the governance board from Case Study 2 ....	83
Table A.11: Roles of women and men on the governance board from Case Study 3 ....	83

## **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 any material which was submitted for the award of any other degree or diploma of a university or other institute for higher education.

Signed

A rectangular image showing a handwritten signature in cursive script that reads "Rehana Rahman". The signature is written in dark ink on a light-colored, slightly textured paper background.

Date: 6<sup>th</sup> December 2019

## **Acknowledgements**

On the journey of completing my dissertation, I received great amounts of support, motivation, assistance and advice from a number of people. My first language is not English, so I experienced challenges expressing my exact thoughts in my writing. I acknowledge with thanks the help of my proof reader, Dr Jill Poulston.

I would like to acknowledge my supervisor, Associate Professor Shelagh Mooney. She supported me at every stage of writing my dissertation by guiding, advising, providing me with important resources, and correcting my work. I want to thank her for helping me narrow down my topic to an achievable level, and guiding and advising me on methodological approaches. I am grateful to her that she motivated me to keep going with my dissertation, as there were several times when I felt I would not be able to complete it. Shelagh is an amazing supervisor, understanding and supportive, and without her I would not have been able to complete this work. I give her my deepest thanks and appreciation for being patient and optimistic through the entire process of helping me complete my dissertation.

I would also like to thank my friends and my family for their continuous support. I thank them for believing in me and keeping me motivated to complete my degree.

## **Chapter One: Introduction**

This study examines the women to men ratio in hospitality professional associations, and the positions that women have in hospitality professional associations in New Zealand (NZ). There is little information available about women's roles in hospitality industry forums. Therefore, to understand the New Zealand situation within a global context, the study included two leading hospitality professional associations in the United States of America and United Kingdom for the purposes of comparison.

### **1.1 Research Background**

The hospitality industry is one of the fastest-growing industries in the world. A report on the travel and hospitality industry by the financial advisory company, Deloitte, showed that the tourism and hospitality is one of the largest and fastest-growing industries globally, contributing 10.2% of global Gross Domestic Product (GDP) (Langford & Weissenberg, 2018). Hospitality and tourism are strongly service-oriented sectors, and therefore the growth of these industries creates job opportunities. In the past, hospitality and tourism industry employers commonly recruited employees without proper training or education (Cooper, Scales, & Westlake, 1992), because of the perception that hospitality and tourism work does not require a high level of training or education to perform a job accurately (Shapoval & Pizam, 2017). The requirements for hospitality and tourism jobs are now changing, and employers are looking for candidates with more appropriate skills for job roles, and candidates with management and leadership skills are in high demand (Riggs & Hughey, 2011).

Despite its rapid growth and high employment opportunities, the hospitality industry has one of the highest staff turnover rates of any industry (Acker, 2012). Job availability and flexible working hours motivate people to join the hospitality industry, but poor working environments, demanding work conditions, and less opportunity to grow, demotivate hospitality employees from staying in the industry (Johnson, Huang, & Doyle, 2019). Employees in the hospitality industry are required to adapt and accept the nature of the industry, which includes long working hours, mobility, work-life balancing issues, and coping with unpredictability (Mooney, 2007). Progression of an individual's career in the hospitality sector not only depends on their skills, but also on their willingness to adapt to the industry's environment.

The representation of women at executive management levels is poor in the hospitality sector. More than 50% of the hospitality workforce are women (Campos-Soria, García-

Pozo, & Sánchez-Ollero, 2015), but fewer women than men hold senior positions in management (Mooney, 2007). Hospitality organisations can be considered as gendered organisations because gender inequality exists in the core of the hospitality sector (Acker, 2012). Women as a group face inequality at every level of the industry (Mooney, Ryan, & Harris, 2017). Most women in the hospitality sector work in low waged roles, earn a lower salary compared to men in the same job positions, and face barriers in job advancement just because they are women (Bendl & Schmidt, 2010; Campos-Soria et al., 2015).

To ensure productivity and continuous progressiveness, the hospitality industry needs to create opportunities for employees to advance in their careers, and the motivation to stay long term. However, excluding women (who comprise half of the total hospitality workforce) from the benefits of professional growth, reduces the chances of success for the entire industry. Organisations such as professional associations help individuals and organisations to overcome professional barriers by providing training, networking opportunities, and guidance towards success, playing an essential role in the growth of the hospitality industry at both individual and organisational levels.

Professional associations are organisations that work like a guild, providing assistance to their members to advance in their professional life, and from innkeepers to doctors, membership of a professional association is available for almost every profession (Brazil, 2016). Members of professional associations can access many facilities provided by the associations by paying membership fees (Brazil, 2016). Many professional associations aim to make the needed changes in organisational practices and society's perspectives about the specific sector they represent (Fyall & Gazley, 2013), so there is a chance that professional associations can influence the norms of the hospitality sector, for example, by creating equal opportunities for both women and men to grow in their professional lives. Professional associations provide their members with various supports for advancing in their professional lives, such as leadership training, technological skill development training, help choosing suitable career paths to success, creating networking opportunities, and selecting efficient CEOs for member organisations (Glendenning & Gordon, 1997; Ritzhaupt, Umaphy, & Jamba, 2012). The associations create, nominate, and select future leaders based on their attitudes, skills, leadership capabilities, and potential to bring change for the well-being of their company and the particular sector (Walston & Khaliq, 2012).

The governance boards of professional associations are authoritative bodies, as they can influence, shape, and change the structure of the sector through leadership and management provided by their selected individuals. The governing bodies of the professional associations hold the power to select or elect the CEOs or top management of the member organisations, and have the power to bring change to an entire sector (Gazley & Dignam 2008; Nesbit & Gazley, 2011). Therefore, the members of the governance board of professional associations play a significant role in the growth of their sector. Research shows that male leaders often tend to prefer selecting men as the future leaders (Marco, 2011), and research also shows very few women can reach the top management levels with decision-making power, in hospitality organisations (Campos-Soria et al., 2015). Therefore, the composition of governance boards is likely to influence the composition of top-level management in hospitality organisations.

## **1.2 Problem Statement**

The purpose of this research is to identify the women to men ratios and the job roles women hold on the governance boards of professional associations, in the New Zealand hospitality sector. The following research questions were developed to meet the purposes of the study.

What is the women to men ratio of hospitality professional association governance boards in New Zealand compared to that the globally?

What do websites reveal about the roles of women and men on hospitality professional association governance boards in New Zealand compared to those globally?

## **1.3 Research Aim**

In order to understand how the structure of the professional associations' boards influences the hospitality sector in New Zealand, three key aspects are considered: 1) the numbers of women and men on the boards, 2) their job role and decision-making power, and 3) the benefits the professional associations offer to their members.

The first objective of the research is to identify the gender ratio of the governance boards of hospitality professional associations in New Zealand. To gain a better understanding of professional associations in the New Zealand hospitality industry, the study also looks at the two leading hospitality professional associations in the United Kingdom and the United States of America.

The second objective of the research is to discover what job roles women hold on governance boards, to understand how much decision-making power they hold. Finally,

the third objective is to understand the importance of professional associations in the hospitality sector from the associations' points of view.

#### **1.4 Significance of the Research**

A professional association is a necessity for many professionals for advancing in their career (Walston & Khaliq, 2012). In both developed and developing countries, professional associations help their individual and organisational members to develop competency in their professions (Faulconbridge, 2007). Moreover, the board members of the associations are capable of making changes in their sector (Gazley & Dignam 2008). There has been a considerable amount of research done on the roles of the associations and the benefits they provide to their members in many sectors, such as in nursing, information technology (IT), and education. However, very little research has been undertaken on professional associations in the hospitality sector, which has resulted in an absence of information about the role and importance of professional associations in the hospitality sector. Thus, there is a need to conduct research on this topic to fill the knowledge gap. This research set out to fill the gap on a small scale, and identify how professional associations benefit their members. The study focuses on just the hospitality sector to make the goal achievable, and focuses mainly on New Zealand, but to get a better perspective it also looks at two different leading professional associations in the United Kingdom and the United States of America. These countries are selected based on the importance of professional associations in the hospitality sector in these countries.

#### **1.5 Overview of the Study**

The dissertation follows the sequence described here. Chapter one is the introduction, which outlines the purpose of the research and then briefly discusses the direction the study follows from beginning to end. Chapter two, the literature review, explores the existing relevant literature to help understand the topic and define its scope for answering the research questions. The study looks at the role of professional associations and the influence of governing bodies on career advancement. To understand the importance of professional associations, the study looks at sectors other than hospitality because there is insufficient academic literature about hospitality professional associations. The study also examines inequality in the hospitality industry, the presence of women in decision-making roles in the sector, and the hospitality and tourism sector in general.

Chapter three, the methodology, explains the exploratory research approach. The study uses secondary data from the official websites of selected professional associations. Three different case studies are used as data sources. Case study one includes five hospitality

professional associations in New Zealand and the two other case studies are based on the two leading hospitality associations in the United Kingdom and the United States of America. Netnography is used to select the professional associations for the case studies and for collecting data. The study employs a qualitative methodological approach, which guides the analysis and description of the data and findings in chapters four and five.

Chapter four, the findings and discussion, explains the secondary data (from websites of the associations) that were analysed using thematic analysis. The data were coded and a number of themes developed from the coded data, such as the women to men ratios of the governing bodies, roles of women on the boards, and benefits provided by the associations. This chapter also discusses the results of the findings.

The final chapter, Chapter five, provides conclusions from the findings. It also discusses the limitations of the study and further implications of the findings.

## **Chapter Two: Literature Review**

### **2.1 Introduction**

This study aimed to find out how many women are on the governance boards of New Zealand hospitality professional associations, what positions they hold on the boards, and how professional associations are beneficial for career advancement. The chapter discusses the following topics. The first part of this chapter discusses professional associations and the benefits they offer to their members, the role of professional associations in various sectors, their influence in leadership building, and lastly, the role of the governance boards of the associations. The second part discusses women as leaders, women on the boards of directors, and women in governance bodies. The third part discusses the hospitality sector specifically, and obstacles women leaders face in the sector. Lastly, the literature review focuses the discussion on discrimination and barriers women face in the New Zealand hospitality sector.

Some of the literature sources used in this literature review are more than ten years old, and the situation discussed here from the perspective of older research might have changed over time. However, the researcher was unable to find sufficient recent literature to support the discussion, so relied on the older research.

### **2.2 Introduction to Professional Associations**

Michael et al. (2016) defined professional associations as organisations that offer their members the opportunities, knowledge, training, and certification to achieve professional goals, and help to maintain and develop professional values and standards. Walston and Khaliq (2012) described professional associations as groups that support the welfare of a particular industry. Professional associations are not a new phenomenon and have been an essential part of the business world for centuries (Faulconbridge, 2007), because they create benefits for their members as individuals or organisations with mutual interests (Michael et al., 2016), and offer resources to assist their members with professional advancement (Walston & Khaliq, 2012). Being a member of a professional association is now a popular concept among both individuals and organisations for creating a positive social image (Faulconbridge, 2007), so professional associations may have a vital role in changing the image of hospitality and tourism occupations, and reducing the high turnover rate of the industry.

## **2.3 Roles of Professional Associations**

Plenty of research has been undertaken on professional associations in various sectors; the computing, library and education sectors have received the most attention (Newell & Clark, 1990), but there are only a few studies on hospitality and tourism professional associations. Therefore, to get a clear idea of the role of professional associations, this study looks at professional associations in various sectors.

### **2.3.1 Skill Development Programmes for Students**

There are professional associations who work with institutes such as universities and colleges and mentor students by providing a variety of conference activities, workshops, professional preparation programmes, and professional development activities during and after their academic life (Janosik, Carpenter, & Creamer, 2006). Research shows that involvement of graduate and post-graduate students with professional associations increases academic success, quality of academic performance and cognitive growth, and the development of career-related competencies (Gardner & Barnes, 2007). Some institutions emphasise students' involvement with professional associations, and aim to prepare their students by grooming and mentoring them for their future professional life (Gardner & Barnes, 2007).

### **2.3.2 Health Care, Nursing, and Midwifery**

Professional medical associations (PMAs) have an essential role in developing and implementing health care standards, and benefit their members through conferences, continuing education, practice guidelines, defining ethical norms, and advocacy (Rothman et al., 2009). The European Society of Cardiology (ESC) is a medical association for cardiologists, and helps its members with financial industry support, and developing associations between clinical researchers and academic and scientific institutions for developing new methods for treatment and medical investigations (ESC Board, 2012). In the health care sector, professional associations also help to build trusting relations between physicians and society by providing certification to physicians by monitoring their activities, and upgrading their knowledge through conferences providing the most recent information (ESC Board, 2012; Rothman et al., 2009). Members of medical associations are obliged to follow the rules, regulations, and ethical codes of their associations in order to get a permit for medical practice (ESC Board, 2012; Rothman et al., 2009).

In the United States' healthcare sector, nursing is the largest professional segment. Professional nursing associations (PNAs) provide career development facilities to their members through continuing education facilities, establish and promote ethical standards, and provide leadership building programmes (Ross, Fitzpatrick, Click, Krouse, & Clavelle, 2014). Membership of an association shows the dedication and commitment of professionals (Ross et al., 2014). As Matthews (2012) explained, 3.1 million nurses are registered members of the American Nurses Association (ANA), which benefits its members by promoting high standard nursing practices, workplace rights of nurses, promoting the nursing profession positively to society, and lobbying governing agencies on healthcare issues affecting nurses.

Chamberlain, Arulkumaran, and Lalonde (2003) suggested that in developing countries such as Sri Lanka, China, Cuba, and Malaysia, midwives' professional associations can contribute more than just a tool for job advancement; the Sri Lankan midwives' professional association has worked actively to bring social and professional ethical changes for developing a positive working environment for female employees (Chamberlain et al., 2003).

### **2.3.3 The Academic Sector**

The United States of America and many European countries require teachers to be involved with a professional association because teachers need to provide certification provided by the association (Friedman & Phillips, 2010; Richter, Kunter, Klusmann, Lüdtke, & Baumert, 2014). In order to get a certificate from professional associations, academics need to fulfil certain requirements of the associations, such as passing certain exams or completing training (Richter et al., 2014). Certification from a professional association is proof of individuals' knowledge, expertise, understandings, and abilities to perform specific jobs (Friedman & Phillips, 2010). In the United Kingdom, professional associations in the academic sector focus on continuing professional development by providing promotional literature, monitored professional development reports, peer to peer training, formal training, the facility to obtain learning points by completing certain hours of learning, and finally, emphasising individual outcomes of learning experiences and development (Friedman & Phillips, 2010).

Teachers in the USA need to complete 120 hours in a development programme every five years to get certification from the National Association of State Directors of Teachers Education and Certification (NASDTEC), and some European professional development associations require 12 to 57 hours of development programme attendance to secure and

maintain their teaching permit (Richter et al., 2014). Membership of a professional association in the teaching profession is a necessity in many countries, to start a career in teaching, and to advance that career.

Research shows that gender inequality is present in the education sector, as in the hospitality and tourism sector. Twale and Shannon (1996) pointed out that the difference in the number of women and men involved in the education sector is significant. A study of University Council for Educational Administration (UCEA) members showed that the number of male employees was three times higher than was the number of women employees, and the number of experienced members was twice of the number of women members, which increased the dominance by men in presidential and board of director roles. The report by Twale and Shannon (1996) was produced more than 20 years ago, when the involvement of women was relatively new in the educational leadership profession, so the question arises as to where women stand now, after nearly 25 years.

Altbach, Reisberg, and Rumbley (2010) noted that United Nations Educational, Scientific, and Cultural Organization (UNESCO) data showed that more women than men enrol in higher education worldwide; the percentage of women enrolling in higher education is 51%. Whittington and Smith-Doerr (2005) explained that almost 45% of PhD recipients in the United States are women. Increases in the number of women receiving and enrolling in higher education indicates that the scenario Twale and Shannon (1996) presented nearly 25 years ago is changing. The number of women in the academic sector is increasing, but inequality still remains in the sector in a different form, because women receive less pay compared to men with the same qualification and in the same job role (Altbach et al., 2010; Whittington & Smith-Doerr, 2005).

#### **2.3.4 The Librarian Sector**

Professional librarian associations play a significant role in the career development of their members (Shachaf, 2005). Members of professional librarian associations receive support for continuing education, committee work opportunities, building leadership skills, as well as professional reorganisation guidance, advantages through fellowship with the major associated organisations (Glendenning & Gordo, 1997), and help to build communication skills, improve work relationships, and create professional networks (Davidson & Middleton, 2006). Shachaf (2005) explained that professional librarian associations provide guidance on professional behaviour, work-related ethical issues, practice morality, and create social acceptance of the profession's work ethics. Librarian associations provide skill improvement support in technology, management (Shachaf,

2005), increased research opportunity (Davidson & Middleton, 2006), and the ability to use this knowledge in providing library services (Glendenning & Gordo, 1997). Professional librarian associations such as the Medical Library Association (MLA) and the Australian Library and Information Association also monitor the members' formal and informal career development, and based on the outcomes, design their career development programmes (Davidson & Middleton, 2006).

### **2.3.5 The Computing and Information Technology Sector**

In the computing and IT sector, professionals need to upgrade their knowledge and skill with changing technologies (Newell & Clark, 1990). The IT sector can potentially make significant contributions to improvement in the productivity of labour and economic capital growth, so involvement with a professional association is needed for job advancement in this sector because it helps members maintain their competitive advantages (Ritzhaupt et al., 2012). The process of technological innovation does not occur entirely within an organisational boundary, but is linked with external networks, pressures, and forces (Ritzhaupt, Umaphy, & Jamba, 2008).

Both organisations and individuals in the IT sector need the networking, appropriate information, education, or courses, to be up-to-date with the knowledge, skills, and technological skill certifications provided by IT-based professional associations (Ritzhaupt et al., 2012). Molla, Abareshi, and Cooper (2013) discussed the role of the professional association in the Australian IT sector in reducing environmental pollution caused by IT-related emissions and waste. Information Technology professional associations are promoting *greener* (i.e. more environmentally friendly) practice by minimising the negative environmental impacts associated with the design, manufacture, use, and disposal of IT-related services and products (Molla et al., 2013). Associations are influencing manufacturers to use environmentally friendly materials and technology to create improved but sustainable products and implementing greener professional activities among IT professionals by providing knowledge and training, marketing decisions, and green and pro-environmental IT practice (Molla et al., 2013).

### **2.3.6 Small Business Sectors**

Parada, Nordqvist, and Gimeno (2010) explained that small family businesses could obtain benefits from professional associations to direct the businesses in the right direction, follow the guidance of the associations, and enjoy networking opportunities with similar and related businesses. Research shows that 66% of jobs are offered by small

businesses in countries in the European Union and most of these small businesses seek assistance from external sources for accountancy services (Døving & Gooderham, 2008). In Norwegian law, every firm (including small businesses) is obliged to provide an annual financial report, and 90% of authorised accountancy practices (individuals and organisations) are members of the Norges Autoriserte Regnskapsføreres Forening (NARF) professional association. In small businesses, professional associations are not only for providing guidance, but the associations can also benefit the small businesses as external resources (Døving & Gooderham, 2008).

### **2.3.5 Hospitality and Tourism Associations**

In the tourism sector, professional associations benefit members through training programmes, developing and maintaining codes of ethics, licences, self-employment support, higher income support, and promoting the prestige of the association's occupations (Thomas & Thomas, 2014). The authors observed that the Tourism Management Institute (TMI) and the Travel and Tourism Institute (TTI) are two significant tourism associations in the United Kingdom associated with attraction management, destination management, and the tourism education sector. They suggested that these professional tourism associations work with local and central government for policy development and also create competency by associating with other organisations such as those of travel agents, tour operators, and even transport sectors. For example, the TMI and TTI are associated with the Association of British Travel Agents and the Scottish Tourism Consultative Council. Also, in the UK, tourism sector professional associations are sometimes involved in policy development, both nationally and internationally (Tyler & Dinan, 2001).

Tyler and Dinan (2001) explained that professional associations and other groups like trade groups, government agencies, and umbrella groups, work as allies, and use their resources combined with the other groups' resources, to influence a government's funding allocation. Tourism professional associations create and maintain links with Regional Tourist Boards (RTBs) to benefit their members. The aim is to promote an environment in which the tourism industry can grow and achieve growth that will benefit not only the members but also wider society (Tyler & Dinan, 2001). Tyler and Dinan (2001) found that tourism professional associations have more members than do other tourism groups in England, and more individual than corporate members, because professional associations provide the most facilities and training for professional development, share

the most published and up to date information about the tourism sector, and provide events for the members to network at.

The rapid growth of the tourism and hospitality industry is creating many environmental pollution issues. Dickson and Arcodia (2010) explained that hospitality and tourism professional associations promote environmentally friendly and sustainable tourism events to control environmental pollution created by the activities of the sector. As professional associations have the authority to establish and promote service standards, work practice rules, and monitoring compliances, they form rules in the tourism industry to practise environmentally friendly approaches by educating their members (Dickson & Arcodia, 2010). Members of hospitality and tourism professional associations are encouraged to offer environmentally friendly services and maintain the rules of the associations through “going green” activities to gain competitive advantage as environmentally friendly organisations (Dickson & Arcodia, 2010). The literature shows that tourism professional associations are similar to other sectors’ professional associations and offer similar benefits to their members.

In the tourism and hospitality and other sectors, professional associations not only create competitive advantages for their members, but the associations’ networking and associations with related divisions also provide the members with ease of work, by reducing time for recruiting a new workforce, training, and updating current employees (Tyler & Dinan, 2001). The associations also help to uphold ethical standards to build a positive job environment and help eliminate social and environmental threats.

### **2.3.8 Membership Benefits**

Professional associations work as external resources for their members and benefit them by creating competitive advantages (Faulconbridge, 2007; Walston & Khaliq, 2012). The associations create competitive advantages by providing essential resources, sources of collaboration, opportunities to interact with people from the same fields, and career development programmes (Walston & Khaliq, 2012). Professional associations are an excellent resource for individual members starting a career (Bauman, 2008), finding a new job, or changing career path (Klingner, 2008), and support members by publishing employment listings of various types of jobs in their field, both part-time and full-time, as well as of internships (Ritzhaupt et al., 2012).

Associations help their members by creating the availability of valuable and needed information through newsletters, annual reports, magazines (Klingner, 2008), and the latest publications about the particular sector, and also help members to be up-to-date with

new technologies (Ritzhaupt et al., 2012; Walston & Khaliq, 2012). Often events are organised by professional associations, so members and associates can share their experiences and thoughts over meals, which helps members build and maintain professional networks (Bauman, 2008; Ritzhaupt et al., 2012).

Klingner (2008) explained that associations design career development programmes and create training programmes based on the needs of their members. Associations provide general information about the job and workplace environment, give general tips to succeed in a job, and provide peer consultations to help members overcome obstacles (Bauman, 2008; Walston & Khaliq, 2012).

Ritzhaupt et al. (2012) explained that professional associations play an essential role in building awareness and provide valuable information among professionals about the latest changes and developments in their fields. Professional associations act as a channel for information between members and the broader community of the profession they represent (Dickson & Arcodia, 2010).

Dickson and Arcodia (2010) observed that professional associations are necessary for several reasons: they create common grounds for member organisations and individual members to interact and to represent them to other organisations in the same sector. The associations help to create shared characteristics as a result of interaction within a community and with other communities and act as representative agencies to shape, define and redefine the practice of interaction appropriate for their respective memberships (Dickson & Arcodia, 2010; Sønderskov, 2011).

Sønderskov (2011) described *trust* as a component of social capital, and explained that membership of an association could increase or create general social trust. The membership of a professional association benefits its members by creating an excellent professional image as a competitive advantage (Klingner, 2008). Many professional associations have programmes for members that grant professional certifications to indicate that a person is qualified in a specific area (Bauman, 2008). Membership of a professional body can be a legal requirement in some professions (Faulconbridge, 2007). Many professional bodies also act as learned societies for the academic disciplines underlying their professions (Janosik et al., 2006).

The foregoing discussion indicates that the importance of professional associations is significant for an individual or organisation, in terms of professional advancement.

### **2.3.9 Influences on Leadership Building**

Ritzhaupt et al. (2012) explained that the success of a professional association relies on several factors, such as the participation of the members in leadership, public relations, and community services. One of the most significant obligations of a professional association is to provide leadership opportunities, training to build and develop leadership skills, and providing opportunities to its members to serve as board members (Gazley & Dignam 2008; Glendenning & Gordon, 1997).

The leadership development programmes that professional associations offer are tools for member organisations to use to identify a possible future leader based on their activities as a part of the programme, for example, their decision-making ability, problem-solving methods, and their ability to think *out of the box* (Walston & Khaliq, 2012). The chosen candidates, as potential leaders, have to pass through specific tests, interviews, and situational exercises, to prove their leadership abilities (Gazley & Dignam 2008). Associations groom future leaders and managers for the right job roles based on their individual abilities (Gazley & Dignam 2008), provide them with further training and deeper understandings of business operations, thereby motivating subordinates (Ritzhaupt et al., 2012), and provide educational opportunities to ensure a company's growth through leadership (Glendenning & Gordon, 1997). Associations work as mentors to leaders and future leaders to bring growth and harmony to their workplaces (Walston & Khaliq, 2012). For individual members, professional associations provide training in problem-solving, planning, and decision-making to the members interested in leadership skill-building (Ritzhaupt et al., 2012). For both organisational and individual members, professional associations offer consultancy support for leaders and managers, which helps improve manager-subordinate relationships, organisational growth, and leadership skills (Walston & Khaliq, 2012).

The leaders of member organisations are usually selected or elected by the associations' board members based on an individual's unique ability to contribute to the organisation and his or her management skills (Glendenning & Gordon, 1997; Nesbit & Gazley, 2011). Professional associations encourage their leaders to bring social change, refine and shape professional practice, and promote diversity (Nesbit & Gazley, 2011; Walston & Khaliq, 2012).

### **2.3.10 The Role of a Governance Board in Career Advancement**

Most professional associations require some volunteer work from their governance bodies. Members of governance bodies act as mentors to industry leaders (Walston & Khaliq, 2012), and also guide, motivate, and influence members in career development (Nistler, Lamm, & Stedman, 2011). Fyall and Gazley (2013) explained that gender, race, education, social status and obligations, professional experiences, and nationality, may all affect willingness to work as a volunteer. The members of boards are usually elected or selected by existing board members based on a candidate's unique ability to contribute as a member of a governance board (Gazley & Dignam 2008).

Governance board members who volunteer for professional associations work in many ways, such as by serving as board and committee members, organising professional meetings, testifying before legislators, raising money for their associations, reviewing or writing manuscripts for publication, serving on technical committees, recruiting and training other members (Nesbit & Gazley, 2011), and preparing standards and practices for their industry (Gazley & Dignam 2008). They also encourage and promote diversity, implementation and modification of work ethics, and provide support for young professionals (Nesbit & Gazley, 2011).

Nearly 25 years ago, Twale and Shannon (1996) found that professional associations' boards were mostly occupied by white men, and there were very few women on boards. More recently, researchers Fyall and Gazley (2013) found that the number of women on the boards of professional associations is still significantly lower than is the number of male board members. Generally, board members in professional associations work as volunteers, and hold one or more job roles outside the role of board member of their professional association (Twale & Shannon, 1996); this may be one of the reasons women industry leaders are less engaged than are men in volunteer activities (Fyall & Gazley, 2013). However, the accurate gender ratio of governance boards of professional associations is unknown, so further inquiry is required into this topic.

## **2.4 Women in Executive Roles**

To find out the women to men ratio and positions women hold in hospitality professional association governance boards, this chapter focuses on literature on gender inequality and discrimination in governing boards and the barriers women face in reaching an executive job position.

The number of qualified women employees is increasing in every industry sector in the world, but the number of women in decision-making job roles is still lower than that of men (Szydło, 2015). Women employees with appropriate qualification, skills and work experience for management roles, face barriers to advancing in their desired managerial job roles (Mooney et al., 2017). Gender discrimination exists at the core of the organisational structures of many sectors, and results in undeniable gender inequality of corporate boards (Szydło, 2015) and imbalanced gender ratios for leadership positions (Twale & Shannon, 1996).

#### **2.4.1 Discrimination Encountered by Women in Leadership Positions**

Social and organisational practices create gender inequality in a workplace, and despite having the right qualifications, women are overlooked for institutional leadership positions (Diehl & Dzubinski, 2016). Diehl and Dzubinski (2016) advised that the USA Department of Education report 2010 showed that the number of highly educated women had reached almost the same number as that of highly educated men in the USA. Organisational and social changes are creating opportunities for women to reach leadership positions in a company, but at the same time, gender-based leadership barriers prevent women from getting and remaining in leadership roles (Diehl & Dzubinski, 2016). O'Neil, Hopkins, and Bilimoria (2015) argued that women's leadership offers the combination of a woman's distinctive ability in decision making, engagement styles, and constructive contributions, which reflects her self-confidence, self-efficacy, the power to influence, and legitimacy in relation to the job's role. However, such descriptions of women leaders represent stereotypical judgments about them.

Research shows that women as leaders do not get the same amount of leadership opportunities and job-advancement coaching as do men leaders because of the presumed gender-neutral activities of coaching (Hopkins, O'Neil, Passarelli, & Bilimoria, 2008). Women and men leaders do not show any significant differences in leadership competency assessments, but men get a higher rating in leadership performance as a result of stereotypically gendered judgment (O'Neil et al., 2015). Stoker, Velde and Lammers (2011) proposed that women get less leadership job opportunities, evidenced by the under-representation of women as leaders, gender-based bias selection, and a lack of influential role models.

This discussion indicates that the presence of women on corporate boards or in leadership positions would help reduce the inequality of female-male ratios at executive level.

Women need professional support such as coaching, guidance, networking opportunities, and proper representation to gain executive positions, and organisations such as professional associations could help women achieve decision-making and leadership job roles.

#### **2.4.2 The Influence of Women on Boards of Directors and as Leaders**

Boards of directors are groups that create competencies and capabilities, and represent the pool of social capital for an organisation (Van der Walt & Ingley, 2003). The board of directors of any organisation helps to build business strategies and organisational policies, select the chief executives of the company (Arfken, Bellar, & Helms, 2004), and is also responsible for supervising investment-related managerial decisions, financial decisions, and accounting related decisions (Nielsen & Huse, 2010).

The traditional “white male” dominated board of directors composition is changing all over the world. Van der Walt and Ingley (2003) explained that the traditional composition of boards is reforming to provide effective governance and strategic decision-making abilities, by incorporating gender and ethnic diversity in the boards. The reputation of an organisation relies on a positive social image. Involvement in CSR (Corporate Social Responsibility) programmes is linked with a good CSR rating, which helps to create a positive image (Bear, Rahman, & Post, 2010). Bear et al. (2010) explained that gender diversity in a board of directors has positive impacts on decision-making and planning of CSR development and practice projects.

The “old boys' network” of men directing an organisation often prefers to select a male executive (Mooney, 2018). Arfken et al. (2004) suggested that boards of directors are often chosen from the current CEOs of an organisation, and as CEOs are commonly men, the board of directors is mostly comprised of men. Networking is vital for job advancement, and Mooney and Ryan (2009) suggested that the informal professional networks of men built up outside a workplace, is based on common interests and personal interactions, so female employees are often excluded from informal events. If women are included in those events, they may feel excluded and awkward on male-centric excursions. Therefore, the opportunity to build a helpful network outside of a workplace for job progression could be more difficult for female employees.

Dezso and Ross (2012) discussed how the presence of female directors in a board contributes positively to an organisation by diversifying strategic approaches, management tactics, and problem controlling methods. The presence of women on boards

also may indicate a different approach from management, which relates to their good work ethics, empathy, effective communication, teamwork, and work-relationship values (Dezso and Ross, 2012). Women board members and leaders often motivate other women to join and remain in the industry, and can help women employees improve their opportunities for job advancement (Arfken et al., 2004). Nielsen and Huse (2010) explained that the presence of women on boards is increasing in every sector because of the impacts and differences they are making in corporate performance, by creating diversity in strategic business decisions. However, the different ideologies, ethical approaches, managerial morals, and decision-making strategies of women directors are not viewed positively by male-dominated boards of directors (Nielsen & Helms, 2010).

Terjesen, Sealy, and Singh (2009) suggested that realisations about the importance of diversity of corporate governance boards around the world was caused by the failure of male-dominated governance boards of many organisations, for example, financial institutions such as Lehman Brothers. The representation of women on corporate boards for policy-making decisions is, therefore, increasing around the world. Terjesen, Aguilera and Lorenz (2015) explained that ten countries established quotas for female representation on their boards of directors, and that the percentage of the quotas ranged from 33% to 50%. Norwegian and Spanish government law made it compulsory for 40% of a board of directors to be women (Terjesen et al., 2009). Research has shown that the highest percentage of women on boards is in Norway (42%), followed by Sweden, Finland, Latvia, and Iceland in the range of 28% to 25%, then New Zealand at 13%, and Australia at approximately 9% (Terjesen et al., 2015). Countries such as India, China, and the those in the Middle East have also started taking an interest in developing female talent for participating on governance boards (Terjesen et al., 2009).

Incorporating quotas for women on boards appears to be a good beginning to increasing the numbers of women on corporate boards but it could be a long and challenging procedure to change the perception of male-dominant board structures. For example, the Spanish Government established a requirement for 40% female presence on boards by 2005 (Terjesen et al., 2009), but research data shows that in 2013 the percentage of women on Spanish corporate boards was only 11% (Terjesen et al., 2015).

Adams and Flynn (2005) advised that women's economic contribution has increased in past decades, and in the USA and elsewhere around the world, the number of female business owners, investors, entrepreneurs, employees, potential candidates for managerial role, and consumers, is continuously increasing. The presence of women on corporate

boards is attracting the attention of female stakeholders, and motivating women to join various industries, including the hospitality industry, and influencing female employees to remain in the industry (Adams & Flynn, 2005).

## **2.5 The Hospitality and Tourism Sector**

The hospitality and tourism sector is one of the fastest growing sectors in the world, and its contribution to the global economy is significant. The hospitality and tourism sector contributes 9.5% of global GDP and 8.9% of global employment (Aynalem, Birhanu, & Tesefay, 2016). As the hospitality and tourism industries are highly service-oriented, the demand and opportunities for employment are increasing in both industries (Aynalem et al., 2016).

However, the job quality and job environment in the industries is poor compared to that of many other industries (Santero-Sanchez, Segovia-Pérez, Castro-Nuñez, Figueroa-Domecq, & Talón-Ballester, 2015). Shapoval and Pizam (2017) explained that the prestige of an occupation is usually determined by salary scale, work hours, career growth opportunities, working environment, empowerment, and the educational qualification or skill needed for the role. The hospitality and tourism sector is known for paying poorly, having long working hours, high staff turnover, and a weak working environment (Santero-Sanchez et al., 2015), which gives the impression that both industries offer less prestigious occupations. Hospitality and tourism occupations are classified as low social class professions for low or semi-skilled, short-tenure workers (Shapoval & Pizam, 2017).

Riggs and Hughey (2011) argued that as a fast-growing sector, a variety of changes are happening in hospitality, and the requirement for qualified and skilled employees is increasing. Not only are service-oriented skills needed in the hospitality and tourism sector, but managerial and leadership skills are also needed to develop the growth and success of the industries (Riggs & Hughey, 2011). The number of hospitality and tourism students and graduates is increasing globally, which indicates an increasing number of qualified potential employees for the industries (Richardson & Thomas, 2012).

In order to ensure the growth, stability and success of the hospitality and tourism industry, it is essential to change the societal view of hospitality and tourism-related occupations. As Shapoval and Pizam (2017) explained, hospitality sector jobs are stereotypically referred to as “proletariat jobs” in society. Employers may need direction to create preferred working environments to motivate prospective employees to join the industry and create job-advancement opportunities to remain in the industry, and employees may

need training, networking, and other opportunities to develop themselves to meet employers' requirements.

### **2.5.1 Gender Discrimination in the Hospitality Sector**

Occupational segregation exists in the hospitality and tourism industries all over the world (Campos-Soria et al., 2015). The unique characteristics of the hospitality sector, such as long working hours, the need for mobility, work-life balance issues, and its unpredictable nature, create barriers for women employees (Mooney, 2007). Although more than 50% of hospitality workers are women, the top management levels are stereotypically filled with men (Marco, 2011). Women confront visible and invisible discrimination at every level in the hospitality and tourism sector, such as in salary scales, work-roles, job quality (Sanchez et al., 2015), and the hiring process and job advancement opportunities (Mooney & Ryan, 2009).

In the hospitality and tourism industry, women employees need to create alignments with their professional and social identity (Simpson & Kumra, 2016) to demonstrate their ability to get their desired positions. Female employees experience discrimination as a result of “old school” perceptions of male-dominated top management, that female employees will not stay in their jobs as long as men will, due to their presumed domestic responsibilities; as a result, men get the higher responsibility job-roles (Simpson & Kumra, 2016).

### **2.5.2 Obstacles Faced by Female Leaders in the Hospitality Sector**

Regardless of all the obstacles, when female employees reach decision-making levels, they face “glass walls” of managerial judgments stereotypically based on domestic responsibilities and social recognition (Simpson & Kumra, 2016). For example, motherhood is often considered a significant barrier for women in job advancement (Mooney, 2007), because of the challenge of balancing work, pregnancy, and post-birth responsibilities (Guenther, Humbert, & Kelan, 2018), even though the conditions as such only exist for a very short time in a woman’s life. However, Mooney et al. (2017) argued that the stereotypical judgments of male executives and peers are not the barriers that prevent women from gaining managerial positions in the hospitality industry, because women themselves sometimes prefer to be in a less responsible job so they can balance the unpredictable work demands of the sector with their personal responsibilities.

### **2.5.3 Barriers Faced by Women in the New Zealand Hospitality sector**

The New Zealand context is no different from that of other countries in the hospitality and tourism sector; the concept of gendered work-roles similarly exists in New Zealand (Mooney et al., 2017). As in many other countries, the hospitality and tourism sector has the lowest pay-scales in New Zealand. Although women dominate hospitality employment in New Zealand, as in other countries, female employees are paid less, have a lower occupational status, fewer opportunities, and experience barriers to job advancement at every level (Mooney et al., 2017).

### **2.5.4 The Role of Professional Associations in New Zealand**

Academic research about New Zealand hospitality professional associations could not be found, which indicates the existence of a knowledge gap on this topic and the need for research. A Google search in September 2019 showed that more than 50 authorised professional associations actively work with various sectors in New Zealand, including the Hospitality Association of NZ, but academic articles about New Zealand professional bodies are scarce, which indicates the need for research on this topic. The Hospitality Association of NZ website shows that the association benefits its members by arranging conferences, celebrates excellence by giving awards, and provides advocacy services, advisory services, discounts, and many other benefits. This study intends to provide the gender ratio of professional bodies in the hospitality and tourism sector in New Zealand, which will be a small contribution to knowledge of the topic.

## **2.6 Summary**

The hospitality and tourism industry is growing faster than ever worldwide and the perception about job roles in these sectors is also changing (Aynalem et al., 2016). Job opportunities in the hospitality sector are motivating many women and men to join the industry (Shapoval & Pizam, 2017). However, despite the high number of educated, skilled, and qualified women employees in the hospitality sector, very few women can be found in top management positions or on governance boards (Szydlo, 2015). Professional associations in hospitality and in other sectors provide their members with many benefits and resources so they can advance their careers and become leaders (Ritzhaupt et al., 2012). In this way, they play an important role. The governance boards of professional associations hold the power to shape industry by creating industry leaders (van der Walt & Ingley, 2003). The literature review revealed that the presence of women on governance

boards or in leadership positions may help women employees get job advancement opportunities equal to those of men. Membership of a professional association can impact positively on career development, creating occupational prestige, maintaining work rights, and incorporating positive social and organisational changes (Thomas & Thomas, 2014).

Despite the vital roles professional associations play in career advancement, there is an absence of academic literature about hospitality professional associations and the benefits they provide to their members. This literature review examined the literature on professional associations in other sectors, to provide a general idea about the roles of professional associations. The chapter looked at professional associations in other sectors such as health care, nursing, libraries, academia, and IT. Around the world, many tourism and hospitality professional associations are working to ensure the success of professionals in their sector. In New Zealand, professional associations work actively to develop competency for their members in the hospitality and tourism sector, along with many other sectors.

## **Chapter Three: Methodology**

### **3.1 Introduction**

The literature review showed the gaps in knowledge about gender and role composition in the managerial level of the hospitality sector. The literature review also indicated that research on the professional associations in the hospitality sector is insufficient, a gap that needed to be filled. Therefore, this study conducted exploratory research on professional associations of the New Zealand tourism and hospitality sector. The purpose of this chapter is to provide an outline of the research methodology used in the study. This study followed a qualitative approach; the sub-sections of this chapter outline the process of conducting the research. This includes the research aims and questions, research philosophy, methodology and methods, and data collection and analysis, and concludes by explaining the trustworthiness of the data and the research findings.

### **3.2 Research Aims**

This research aimed to explore the women-men ratio and composition of governance boards in New Zealand, specifically in the hospitality sector. The literature review showed that there is very little research on professional associations in the hospitality and tourism sector in New Zealand, and therefore, a lack of academic information on the topic. Vong (2017) explained that insufficient academic research on a particular sector or topic can often be attributed to two main causes: insufficient scholars or academics in the sector, or a lack of interest in collaborating between industry professionals and academics. Insufficient academic research about hospitality professional associations might be due to the lack of knowledge on these roles and a lack of interest by academics.

The existing literature about the hospitality sector also indicates that there is inequality in the ratio of women and men at the administrative level in the industry. This study aims to identify the men-women ratio on hospitality professional associations' governance boards in New Zealand. The previous chapter revealed that few women in the hospitality and tourism sector hold decision-making job roles. Therefore, the study aims to identify the job roles women hold in professional associations in the hospitality sector. Moreover, the study also aims to briefly explore the importance of professional associations in the hospitality and tourism sector in New Zealand, and complete the research aims by answering the research questions.

The research questions are:

What is the women to men ratio of hospitality professional association governance boards in New Zealand compared to that globally?

What do websites reveal about the roles of women and men on hospitality professional association governance boards in New Zealand compared to those globally?

This research used an exploratory research approach. Mason, Augustyn, and Seakhoa-King (2010) explained that hospitality is one of those sectors which has not been entirely explored by academics. Therefore, new perspectives are required. As exploratory research is suitable for a topic in a sector where a lack of previous research exists (Sarantakos, 2005), and for answering a question, a problem or a concern (Creswell, 2009; Sarantakos, 2005), it was a suitable approach for investigating hospitality professional membership associations.

### **3.3 Research Philosophy and Ontology**

This study followed a qualitative methodology and did not employ numeric data, but analysed text data thematically through document analysis. A deeper understanding of a topic can be obtained by implementing, analysing or interpreting data collected from documents (Merriam & Tisdell, 2016). The interpretive paradigm is popularly applied for guiding qualitative studies such as a case study (Ilhan & Sorm, 2018). This research used case studies as the methodological approach, so the interpretivist paradigm was suitable.

Interpretivism is one of the most common philosophical paradigms in qualitative research (Merriam & Tisdell, 2016). The ontology of interpretive research is based on social interaction and the epistemology depends on the social contextual understanding of the knowledge; the interpretive research paradigm is based on the constructed subjectivity of reality (Booyesen, Bendl, & Pringle, 2018). Interpretive research assumes that reality is socially constructed, and there is no single reality, but multiple realities or interpretations (Merriam & Tisdell, 2016).

This study did not produce a hypothesis from the literature review, and the findings of the research were based on data sourced from specific websites. The interpretive approach commonly deals with non-statistical analysis, so interpretivism was considered the appropriate philosophical approach for this study. Interpretive research focuses on the researcher's actions with the participants as interpreters (Booyesen et al., 2018). This study set out to interpret information sourced from the official websites of selected hospitality

professional associations to generate findings, and was open to accepting any reality, for example, that women and men equally have decision-making power on a governance board.

### **3.4 Research Approach (Epistemology)**

The research analysed collected data with a feminist-constructive lens because hospitality is a gendered sector and inequality is a common phenomenon in this sector. Feminist theory is one of the two main social theories, and is based on the perspective that the world is unjust, and inequality exists on the basis of gender, race, ethnicity, social class, and disabilities of individuals, sexuality, and religion (Merriam & Tisdell, 2016).

“Materialist and poststructuralist feminist theorizing; focus on material relations; and/or language, discourse and the cultural meanings of gendering. Focus on implications for inequality and subordination” (Kumra, Simpson, & Burke, 2014, p. 35). Researchers often employ materialist and post-structuralist feminist approaches for research related to unequal social power distribution (Booyesen et al., 2018). Inequality is interconnected with organisational practice, organisational culture and development processes (Kumra et al., 2014). As mentioned before, the hospitality industry is a gendered organisational sector (Acker, 2012), and the top management level is commonly dominated by men (Campos-Soria et al., 2015); gender-based inequality can therefore be found at every level of the sector (Mooney et al., 2017).

Fundamentals of feminism rely on the belief that women and men should have the same basic rights (Albert & Jean, 2018). The concept of feminism is based on the rights of equality for women and men, such as equal pay for equal job roles or equal opportunity for equally skilled job candidates (Campbell & Wasco, 2000). This study used a feminist-constructive lens because the study intended to find out whether women hold equal or equivalent job roles on governance boards. For any research discussing the disadvantages women as a minority group, face in an organisation or industry, a feminist approach can be considered suitable (Kumra et al., 2014).

The constructivist feminist approach in research focuses on uncovering evidence that the contribution of women and men in society has been constructed differently in different periods of time (Albert & Jean, 2018). It looks at the status quo, and also at history, to understand the impacts on the identity and reorganisation of women (Albert & Jean, 2018; Campbell & Wasco, 2000). This research set out to understand the status quo of women on governance boards, and how much decision-making power they hold for the

organisations they work for. Therefore, using a feminist-constructive lens to look at the data was appropriate.

### **3.5 Research Methods (Case Study using Netnography)**

This study is based on three web-based case studies. Internet-based research tools are commonly used by researchers today, and researchers often use information from social media, websites, and blogs, as secondary data (Maoying & Keji, 2014). “Netnography” is a term composed by connecting the two words “Internet” and “Ethnography”, and refers to knowledge based on traditional ethnography with the advantage of new internet technology (Jeanes & Huzzard, 2014; Maoying & Keji, 2014). In netnographical research, the researcher obtains data from computer-mediated communications or information through the researcher’s interpretation or observation (Jeanes & Huzzard, 2014).

#### **3.5.1 Case Study**

“Case study” refers to a comprehensive, in-depth analysis of a particular situation, item, event, or example, in which the researcher acquires knowledge to form a case study by following the leads in the phenomenon (Becker, 1970). Stake (1995) explained that a case study investigation involves a person, company, sector, or area. Gray (2009) further suggested that through an inductive or deductive analysing process, collected data can help the researcher accomplish research goals. A case study is appropriate for investigating real-life phenomena (Yin, 2009), using a limited number of data sources (Massaro, Dumay, & Bagnoli, 2019) as in this study, which examined New Zealand tourism and hospitality professional associations as well as two top USA and UK hospitality professional associations’ websites. This study was able to access a limited amount of data from the official websites of the selected professional associations, and was based on a real-life phenomenon, therefore, a case study approach was considered appropriate.

#### **3.5.2 Netnography**

The development of web-based interactions around the world creates an opportunity for researchers to use the internet as a convenient source of data collection, as it is straightforward, and neither time consuming, nor expensive (Bertilsson, 2014; Kozinets, 2002). Netnography was developed by Robert Kozinets in the late 1990s and is a modified ethnographic approach to studying online communities (Kozinets, 2002). Kozinets (2002) mentioned that netnography is a trustworthy method for investigating customer behaviour of cultures and communities on the internet. Bertilsson (2014) argued that netnography

can benefit many other sectors of research, related to social interaction, power, status, identity, organisational practice, and organisational traditions, as individuals and organisations share information using internet facilities such as blogs, social media, and websites. Kozinets (2010) further explained that netnography benefits researchers with its ease of accessing data, and eliminates the requirement for gaining ethical approval by using data from a public source such as a website or blog. Using netnography in this study helped reduce data collection time and eliminate ethical concerns, as the collected data were already publicly available; it therefore reduced the time and costs overall.

A good research design requires an accurate approach for collecting data, which will help answer the research questions and achieve the research aim in a realistic timeframe (Balnaves & Mark, 2001). There are several methods for collecting data for qualitative research, such as focus groups, interviews, observation, and case studies (Balnaves & Mark, 2001). This research sourced data from the official websites of professional associations of the hospitality sector in New Zealand, and focussed on the most significant professional associations in the USA and in the UK.

### **3.6 Data Collection**

The advancement of internet-based technology opens the opportunity for researchers to collect and analyse data with minimal time and cost (Bertilsson, 2014). Web-based data collection tools such as Web 2.0 compliant websites, YouTube, Facebook, and blogs, are excellent sources of data, and use of these web-based tools helps increase efficiency, interpretation capacity, and dissemination of the data (Subramaniam & Wuest, 2018). The data produced by social media and websites allow researchers to develop a new interpretation of old data collection approaches (Subramaniam & Wuest, 2018).

This study followed web-based document analysis techniques; the researcher reviewed collected documents in the form of text and photographs from professional associations' websites. As observed previously, the research used three different case studies. One case study was based on website information sourced from five hospitality-related professional associations in New Zealand, and the other two case studies were based on two leading hospitality professional associations in the United Kingdom and United States of America.

The researcher performed a systematic search on 20<sup>th</sup> September 2019, using the search engine Google, to find the professional associations related to the New Zealand hospitality sector. The hospitality industry in New Zealand comes under the tourism sector, so the search for professional associations in New Zealand mainly covered hospitality-related

associations and some tourism associations closely connected with hospitality. However, for the United States of America and United Kingdom, only the leading hospitality-related professional associations were required: the American Hotel & Lodging Association (AH&LA) and the Hospitality Professionals Association (HOSPA) in the United Kingdom.

The hospitality and tourism-related professional associations selected from the Google search from Education NZ (ENZ), provided a list of New Zealand professional bodies, as well as from the Tourism Industry Aotearoa (TIA) website, and several other websites. ENZ is the leading government agency that helps people with career development and education (Education, 2018). From the TIA and ENZ lists, only a few associations were chosen, in order to focus on the hospitality sector specifically and to make the research aims achievable.

Data from the New Zealand hospitality-related associations were insufficient for a clear perspective of the decision-making role composition of governance boards. Therefore, data from two associations from the USA and UK were included. This information from overseas associations was included in the research to help understand the global situation and to explore the similarities and differences with New Zealand associations.

The five professional associations from New Zealand hospitality were included in the first case study. They are the Hospitality Association of NZ, the Bed and Breakfast Association NZ, the New Zealand Cruise Association, the Motel Association of New Zealand (MANZ), and the Restaurant Association of New Zealand. MANZ had merged with the Hospitality Association of NZ (Clarke, 2015), and the other three associations were not rich in web information as the Hospitality Association NZ was. On the other hand, AHLA is the largest hospitality-related professional association in the United States of America (Hcareers, 2019), and provided rich and vast web information, and HOSPA of the United Kingdom is one of the oldest and largest hospitality professional associations (Pendlebury, 2019).

Tables 3.1, 3.2, and 3.3 show the websites of the professional associations used in this research. **Error! Reference source not found.** shows the New Zealand professional associations, and Table 3.2 and Table 3.3 show the two non-New Zealand professional associations.

**Table 3.1: Hospitality and tourism professional associations in New Zealand**

No.	Association	Website
1	Hospitality Association of NZ	<a href="https://hospitality.org.nz/">https://hospitality.org.nz/</a>
2	Bed & Breakfast Association NZ	<a href="https://bandbassociation.co.nz">https://bandbassociation.co.nz</a>
3	NZ Cruise Association	<a href="https://newzealandcruiseassociation.com">https://newzealandcruiseassociation.com</a>
4	Motel Association of NZ (MANZ)	<a href="http://manz.co.nz/">http://manz.co.nz/</a>
5	Restaurant Association of NZ	<a href="https://www.restaurantnz.co.nz/">https://www.restaurantnz.co.nz/</a>

**Table 3.2: Top hospitality and tourism professional association in the USA**

No.	Association	Website
1	American Hotel & Lodging Association (AHLA)	<a href="https://www.ahla.com">https://www.ahla.com</a>

**Table 3.3: Top hospitality and tourism professional association in the UK**

No.	Association	Website
1	The Hospitality Professionals Association (HOSPA)	<a href="https://www.hospa.org">https://www.hospa.org</a>

### 3.7 Thematic Analysis

In qualitative research, it is essential to select an analysis approach that helps to reveal the meaning behind the data and organise the data into meaningful findings. Thematic analysis and content analysis are two most common methods for analysing qualitative data (Crowe, Inder, & Porter, 2015). Thematic analysis is an approach that helps to analyse data to discover themes (Braun & Clarke, 2006), and create themes from the researcher's interpretations (Guest et al., 2011). It helps the researcher identify the similarities and differences in descriptive data (Crowe et al., 2015). The data in this study were collected from three case studies and the information categorised into three main groups to answer the research question. The groups were: 1) men to women ratio on the governance board, 2) roles of women and men on the boards, and 3) the benefits professional associations offer their members.

There are three different approaches for conducting a thematic analysis: inductive, deductive and semantic (Lehmann, Murakami, & Klempe, 2019). This study followed the inductive method, which helps identify the themes and link one theme with another

(Lehmann et al., 2019). Using the inductive approach, researchers code the data without trying to fit them into existing theories, although the codes are inspired by assumptions from the ontology, epistemology and research paradigm guiding the research (Crowe et al., 2015).

In this study there were no pre-established theories, but answers to the research questions were sought just from the collected data (see Lehmann et al., 2019). Themes were constructed by grouping similar and contrasting data themes (see Braun & Clarke, 2006; Joffe, 2012). As mentioned before, this research coded themes using information and documents from websites, and was open to include any information that helped answer the research questions.

The analysis looked beyond the descriptive semantic level, and viewed the conceptualisation, statements, and fundamental concepts of the collected data through a feminist-constructive lens. Kumra et al. (2014) explained that when the collected documents for research indicate a difference between the position of women and men in an organisation, it emphasises gender inequality in that organisation. This study examined the processes and practices in organisations creating inequality, by analysing the phenomenon (see Kumra et al., 2014). The study looked at text information about the roles and ratios of women and men on boards, as well as at photographs on the websites to understand how women and men were represented on the boards.

Attride-Sterling (2001) and Braun and Clarke (2006) explained the six steps of conducting thematic analysis: 1) coding data, 2) identifying themes, 3) building a thematic network, 4) describing and exploring the network, 5) summarising the network, and 6) interpreting patterns. These steps are explained more fully in the next section.

### **1. Coding data**

In thematic analysis the first step is coding, which involves reading the data and reducing it into sections that are relevant and meaningful for answering the research questions (Attride-Sterling, 2001; Braun & Clarke, 2006).

This study sourced data from professional associations' websites and only data relevant to answering the research questions and fulfilling the research objectives were collected. Data were coded based on repeated words and repeated information, and unique and important information was included in the coding. Web information from different professional associations showed a variety of job positions; some were similar, and some were different. For example, all the professional association websites showed “board

member” and “CEO” as common job positions, but some professional associations showed job positions of “Trustee”, “Treasurer”, and “Chairman”, which other associations’ websites did not mention. The researcher coded the same job positions under one code and different job positions under separate different codes.

## **2. Identifying themes**

After creating the codes and placing these under specific sections, themes should be identified and categorised. During the process of forming themes, repetition should be avoided, and the data should be reduced to a concentrated, meaningful and manageable size (Attride-Sterling, 2001; Braun & Clarke, 2006).

The codes were segmented into important themes based on their similarities and differences. It was critical to ensure in this process, that the collected information would not be repeated, in order to reduce the data to a manageable size.

Codes from the data were placed under two major themes for the thematic analysis:

Theme 1- The ratio of women and men on the board - the codes used were "women" and "men".

Theme 2- The roles of women and men on the governance boards - the codes used to build this theme were the job titles of the members of professional associations from the websites. Three case studies provided various job titles, such as CEO, President of the board, Vice-president of the board, Chairperson, and Board member. The researcher first coded the most repeated job titles, then looked at the different titles for the same or similar job positions, and the roles women and men held in the professional association governance boards.

## **3. Building a thematic network**

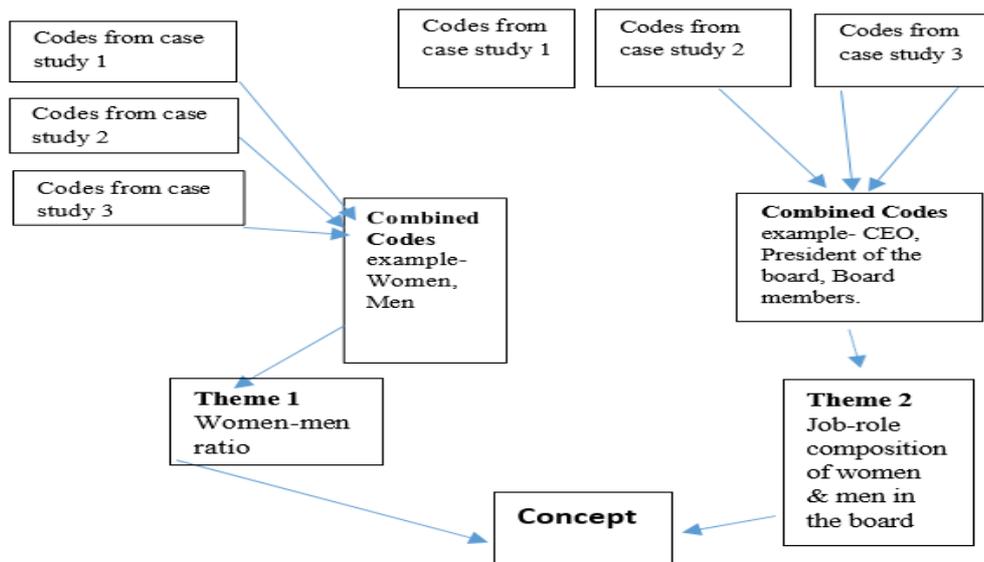
After identifying the themes, the themes should be placed under groups based on theoretical or content similarities (Attride-Sterling, 2001; Braun & Clarke, 2006).

After the researcher identified the themes, the themes were positioned into similar categories to create a thematic network. For example, the researcher coded various job roles based on similarities and variances, and created the theme “job position” from those codes.

This study used multiple case studies. Multiple case studies require two steps of analysis: within-case and cross-case analyses (Merriam & Tisdell, 2016). This study first analysed

each case study separately and coded the data, then a cross-case analysis was undertaken to combine the codes, in order to create themes.

Figure 1 shows the thematic network created for this study. The researcher coded information from each case separately and combined similar or the same codes from different cases, and created themes from the combined codes. Findings from the themes helped to form core concepts.



**Figure 1: Sample of thematic analysis in this study**

#### **4. Describing and exploring the network**

To understand the deeper meanings in the data it is important at this point, that the researcher re-reads the original data and applies interpretations to build more refined themes (Attride-Sterling, 2001; Braun & Clarke, 2006).

This study looked at the original data sourced from the website again, to understand the deeper meaning and the researcher's interpretation helped to create further refined themes.

#### **5. Summarising the network**

The main themes should be summarised in more concentrated forms so patterns can emerge from exploring data at this stage of the thematic analysis (Attride-Sterling, 2001; Braun & Clarke, 2006).

The researcher formed a deeper understanding of the refined themes and in the process identified the emergent patterns and wrote a descriptive but concentrated explanation of the themes.

## **6. Interpreting patterns**

In this final stage of the thematic analysis, findings should be brought together, to relate to the research questions. The final refined themes and patterns in the data should be able to answer the research questions, and high-quality concepts should be accrued from the extracts from the research subjects (Attride-Sterling, 2001; Braun & Clarke, 2006).

A continuous cycle of interpretation helped the researcher to relate the findings to the research questions and research objectives, at this stage of the thematic analysis. The patterns that emerged from the data helped to answer the research questions, and the persuasive extracts from the research subjects (i.e. the websites of the professional associations) helped to build high-quality concepts. For example, from the theme “job position,” the researcher answered the research question, “What do websites reveal about the roles of women and men on hospitality professional association governance boards in New Zealand?”

### **3.8 Ethics**

This study used secondary data sourced from websites, internet news articles, and visual images, and information from the public pages of social media. Web-based research, including website document analysis, and data from news articles, and public pages of social media, does not generally require ethical approval (Hookway, 2008). The names of the professional associations were used in this research, but not individuals’ names from the official websites of the selected professional associations. There are some codes of ethics or ethical guidelines provided by the American Association of Science (AAAS) that online researchers are required to follow (Hookway, 2008) if there is interaction with participants (Markham & Buchanan, 2012). This study did not involve any interaction with any participants during the research. All the images and screenshots, along with all the information used in the study, are referenced with the sources of the information. Therefore, ethics approval from AUT was not required for this study.

### **3.9 Trustworthiness in a Qualitative Case Study**

Researchers are required to produce reliable and valid information as it is their ethical obligation to society and academia (Merriam & Tisdell, 2016). It is more challenging to prove the trustworthiness of the research findings or research result in qualitative research compared to that of quantitative research (Tobin & Begley, 2004). To ensure trustworthiness or validity in qualitative research, constructivist or feminist approaches

are commonly applied by researchers to help create methodological consistency (Merriam & Tisdell, 2016).

One of the most commonly used approaches by qualitative researchers to provide rigour was developed by Lincoln and Guba in 1985. The four criteria to establish trustworthiness in qualitative research are credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1985). Gray (2009) suggested the term “umbrella of trustworthiness” that refers to the reliability and validity of a study.

### **Credibility**

Credibility is the most important among the four criteria to ensure trustworthiness. It refers to the internal validity of research, and involves looking at the methods and research design used in the study (Gray, 2009). To accomplish credibility, researchers need to prove the accuracy of the findings and results of the study. Credibility depends on how accurately a researcher can address the respondents’ perspectives (Nowell, Norris, White, & Moules, 2017).

To ensure credibility for this study, data were collected from the official website of the professional associations; all the data were secondary data. The collected information was publicly available, and the information was presented and authorised by the professional associations. It accurately represented the structure of the organisations and the visibility of their boards and membership roles. The data were also checked by the research supervisor for accuracy.

### **Transferability**

Transferability refers to the external validity of a study (Gray, 2009). To ensure the transferability of research findings, a study needs to have the ability to transfer them to other contexts, situation, or methods (Nowell et al., 2017). Tobin and Begley (2004) explained that in qualitative research, it is possible to compare and transfer the findings from one case to another.

This study used multiple case studies, and the collected data from the different cases were combined under same or similar themes, in order to concentrate the data and minimise the volume. The researcher was able to transfer data from three different cases into one theme and compare the data from one case to those in another, which indicated the transferability of the study.

## **Dependability**

Dependability in qualitative research can be compared with reliability in quantitative research (Gray, 2009). The dependability of a study depends on how well the research is conducted, and being presented in a way that ensures the research can be used by other researchers (Nowell et al., 2017). It also refers to the stability, reliability, and dependability of the conclusions from the research findings (Nowell et al., 2017).

In this study, netnography informed the data collection. All the data were sourced from official websites of professional associations, which are publicly available. The researcher provided the sources of the data used in this study, to ensure future researchers can look at the original data, if needed. All the steps of thematic analysis were followed in terms of analysing the data and presenting accurate results from the findings.

## **Confirmability**

Confirmability is commonly known as the final factor in establishing rigour. To establish confirmability, researchers need to interpret and draw findings from the data clearly and without bias (Nowell et al., 2017). Koch (1994) explained that the choice of theoretical, methodological, and analytical approaches for a study determine the confirmability of results. Confirmability helps prove that the findings of the research are produced from data and not the product of the researcher's imagination (Tobin & Begley, 2004).

The researcher followed all the principles of the selected research paradigms, methodological approaches, and data analysis methods. Table 3.4 summarises the research paradigms, methodology, and data analysis procedures used in this study.

**Table 3.4: Research paradigms, methodology, and data analysis method**

<b>Research strategy</b>	<b>Qualitative</b>
Research methodology	Interpretive
Research epistemology	Feminist-constructivist
Research methods	Case study – netnography and document analysis
Data collection	Professional associations' websites
Data analysis	Thematic analysis

## **3.10 Summary**

This exploratory qualitative research was based on three case studies. The study followed an interpretivist philosophical approach. The study found out what positions women have in hospitality professional associations, from web information provided by these

organisations. The researcher used interpretations of the information from the websites to provide rich and deep findings. The feminist-constructivist research approach was used to explore whether or not women faced discrimination in the hospitality professional associations. Data for this study were collected using websites as data sources and were analysed thematically, through document analysis, by analysing web information, images, and internet news. Thematic analysis was employed by analysing and coding the data and constructing themes from the codes. To answer the research questions, data from the multiple case studies were coded, and codes transformed into three major themes. The first theme was created to identify the men-women ratio of the governance boards. The second theme aimed to explore the positions women and men held on the boards, how many women were in decision-making positions, and how women were represented on the boards. The study also examined the benefits professional associations provide to their members. To produce trustworthy findings, the coded themes were analysed using a feminist-constructivist lens and the results of the findings were presented as concentrated concepts.

## **Chapter Four: Findings and Discussion**

### **4.1 Introduction**

This chapter presents significant findings and brief discussions of the findings from the thematic analysis of qualitative data on the gender ratio and job role distribution among women and men on New Zealand hospitality professional associations' governance boards. Firstly, the chapter provides a brief description of the selected professional associations and the benefits they offer the members in the three case studies. Case one provides information from five New Zealand professional associations: the Hospitality Association of NZ, the Bed and Breakfast Association NZ, the NZ Cruise Association, the Motel Association of NZ (MANZ), and the Restaurant Association of NZ. Case two and three provide information about two non-New Zealand hospitality professional associations: the American Hotel & Lodging Association (AHLA) and the Hospitality Professionals Association (HOSPA) in the UK. Secondly, it describes the findings of theme one, "gender ratio" and theme two, "job role" from each case study individually, along with brief discussions of the cases. Finally, the main findings from all three case studies are presented together to support both themes, followed by a discussion on the combined findings.

This study focused only on the benefits that the selected professional associations offered to their members based on their website information, and therefore, this chapter does not have a critical discussion about the benefits. As this study collected the information on the professional associations only from their websites, there were inadequate data to critically evaluate the quality of the benefits offered. Further research is needed to understand the effectiveness of the professional development programmes for members.

### **4.2 Descriptions of the Selected Professional Associations**

As previously mentioned, case study one is based on website information sourced from five hospitality-related professional associations in New Zealand and the other two case studies are based on two leading hospitality professional associations in the USA and UK. Among the five professional associations from New Zealand, MANZ merged with the Hospitality Association of NZ (Clarke, 2015). Data from the New Zealand hospitality-related associations were not sufficient to get a clear perspective about the decision-making role composition of the governance boards. However, AHLA, the largest hospitality-related professional association in the United States of America provided extensive web information (Hcareers, 2019), and HOSPA, as one of the oldest and largest hospitality professional associations in United Kingdom, also provided rich web

information (see Pendlebury, 2019). Information about these two overseas associations are included in the research to help understand the global situation and also to explore the similarities with and differences between them and the New Zealand associations.

#### **4.2.1 Case 1: Hospitality Related Professional Associations in New Zealand**

Case one is of five New Zealand based hospitality professional associations, and of the five associations, the Hospitality Association of NZ is the largest in New Zealand.

##### ***Hospitality New Zealand***

The information presented here was sourced from the official website (<https://hospitality.org.nz/>) of Hospitality NZ on 25th September, 2019.

##### **Background**

Hospitality NZ was first established more than 100 years ago in 1902, and was known as the United Licensed Victuallers Association. The name of the organisation changed several times, and in 2011 it became Hospitality New Zealand. Hospitality NZ is a voluntary trade association with more than 3,000 members. Its members are various types of New Zealand hospitality operators, for example, people who operate cafés, bars, hotels, casinos, short and long term accommodation, and many others. The board members of Hospitality NZ work for the association voluntarily. The funds for operating the organisation come from membership fees and donations from members, who are mostly small business managers. The official website of the association mentions that they offer different types of membership with different fees, though the amounts are not mentioned.

##### **Benefits to members**

Hospitality NZ benefits its members by providing services such as its 24 hour advisory service, industry resources, partnership deals, an advocacy service, networking opportunities, recruitment, industry updates, and a leadership training programme.

##### ***Bed & Breakfast Association New Zealand (B&BANZ)***

Information about B&BANZ was sourced from its official website (<https://bandbassociation.co.nz>) on 27th September, 2019.

## **Background**

The Bed & Breakfast Association NZ was established in 1986, and was originally known as the NZ Association of Farm and Home Hosts. It operates with the support of the New Zealand Tourism Board. The aim of the association is to create unity, and work as the voice of the bed and breakfast providers around New Zealand.

### **Benefits to members**

The association supports members to succeed; for example, it helps them with insurance, provides information about regional rating criteria, business management support and leadership training, and so on. It offers two types of memberships - full and associate. At the time of the study, the initial fee for full membership was NZD300, and thereafter, NZD270 per annum, and for associate membership, NZD205. The number of members was not mentioned on the B&BANZ official website.

### ***Restaurant Association of New Zealand***

The information provided here about RANZ was sourced from its official website (<https://www.restaurantnz.co.nz/>), on 28th September 2019.

## **Background**

The Restaurant Association of New Zealand was established in 1972, and was initially known as the Restaurant and Cabaret Association. The official website of the Restaurant Association of NZ advises that it represents all types of restaurants in the hospitality industry, and the members of the association operate all types of restaurants, but the number of members was not mentioned on the website. The association's joining fee was given as NZD28.75. It had six different types of membership with different annual fees. The Restaurant Association established an Education Trust in 1993, with the purpose of providing training and education to hospitality workers.

### **Benefits to members**

The association supports its members by providing various training programmes, for example, the beginners programme, and the New Zealand cookery apprenticeship programme. It also helps members open a new business and mentors them to operate the business successfully. The education trust helps individual members to advance in their career by providing various types of training facilities.

### ***The Motel Association of New Zealand (MANZ)***

Information about MANZ was sourced on 25th September, 2019, from an online news article (<https://www.accomnews.co.nz> › Industry › News In Brief Fidelity Investment) published on 14th October, 2015.

#### **Background**

MANZ was founded in 1973, and acted as a national body for moteliers. The association was established to help motel owners improve their business operations, providing education, advocacy and other support. The association had more than 1000 members before merging with Hospitality NZ in 2015 (Clarke, 2015).

### ***The New Zealand Cruise Association (NZCA)***

Information provided here about NZCA was sourced from its official website (<https://newzealandcruiseassociation.com>) on 27th September, 2019.

#### **Background**

NZCA is the association that promotes and leads the cruise sector in New Zealand. The aim of the association is to make New Zealand the ultimate cruise destination in the South Pacific. It is also a representative of the NZ Tourism Board. The association has 110 members according to its website, and four different types of membership with different membership fees. Annual membership fees start at NZD500 - the highest fee is NZD8000.

#### **Benefits to members**

The association provides business plans and business strategies to its members.

### **4.2.2 Case 2: American Hotel & Lodging Association (AHLA)**

Information about AHLA presented here was sourced from AHLA's official website (<https://www.ahla.com>) on 23rd September, 2019.

#### **Background**

The AHLA is the largest hospitality association in the United States of America. It has more than 27,000 members and 80% of franchised hotels in the USA are AHLA members (AHLA, 2019). Leading global hotel brands such as Hyatt, Hilton, and Radisson, are members of AHLA. They have many other types of members, such as owners and operators of hotels, independent commercial accommodation properties, beds and breakfasts, management companies, and state hotel associations are also members of AHLA (AHLA, 2019). They also have individual members, such as CEOs, owners,

general managers, senior managers and senior staff from all segments of the hospitality industry (AHLA, 2019).

### **Benefits to members**

AHLA benefits its members by providing advocacy support for resolving critical issues, such as the health and growth of a business, supported through discussion with AHLA experts and associates, and expert guidance in crisis management (AHLA, 2019). It also provides networking opportunities, and various membership discounts on many products, services and events (AHLA, 2019). The association helps members with information resources, access to the latest industry research, professional development programmes, opportunities for learning, and leadership programmes. It also provides human resources support for employees and employers (AHLA, 2019).

### **4.2.3 Case 3: The Hospitality Professionals Association (HOSPA)**

Information about HOSPA used here was sourced from the official website of the organisation, on 27th September, 2019.

### **Background**

HOSPA was established in 1938 as a non-profit professional association, but the association was not named “HOSPA” until 1969. After 50 years, HOSPA is still well-known in the UK hospitality sector as a non-profit hospitality professional association (HOSPA, 2019). It works as the UK’s voice of authority in the hospitality industry (HOSPA, 2019). Since 1969, HOSPA has offered help with industry finance, managing revenue, and providing technological support (HOSPA, 2019).

### **Benefits to members**

The association helps members to develop their careers with consultancy, mentoring, and reorganisation by the professional body. HOSPA helps members to manage and establish businesses by providing networking opportunities, through regular member meetings, access to social media networking, and communication opportunities such as the exchange of personal advice from associates (HOSPA, 2019). The association also supports members with updated industry resources, member-only website access, availability of extensive professional resources, and regular industry overviews. It further provides members leadership training and opportunities for further education (HOSPA, 2019).

#### 4.2.4 Discussion: Benefits Professional Associations Offer their Members

Nistler et al. (2011) explained that professional associations help their members advance in their careers by providing certain benefits. All four selected New Zealand hospitality professional associations as well as ALHA and HOSPA offered a variety of benefits to individual and organisational members, and the benefits these hospitality professional associations offered were similar or the same as the professional associations in other sectors offered.

##### **Recruitment**

Website information from the four New Zealand hospitality professional associations and ALHA and HOSPA showed that all these professional associations helped their members with recruitment procedures and running businesses successfully, but they did not provide detailed information about how they helped with these processes. Research shows that professional associations help their members with recruitment procedures by publishing various types of job listings, working as mediators between employees and employers, and guiding members to choose a suitable career path (Bauman, 2008; Klingner, 2008; Ritzhaupt et al., 2012).

Klingner (2008) explained that most professional associations help their members create networks for career development. It is vital for both employees and the employers to find the proper match for new employees, and the most suitable position for candidates. Using career development supports such as job listings, training, mentoring, and guidance from the associations, both employer and employees can benefit (Ritzhaupt et al., 2012). The findings of this study show that Hospitality NZ helped employers and employees with a service called "Recruitment Solutions." This service helps create networks among member employers and employees, by giving access to their website job listings, arranging interviews for potential candidates, and providing the opportunity to communicate through a LinkedIn profile. The findings also show that the Restaurant Association of NZ, AHLA and HOSPA, also helped their members with recruitment procedures.

##### **Networking**

Networking was the most commonly offered service by hospitality professional associations. HOSPA, ALHA, RANZ, B&BANZ, and Hospitality NZ, all provided members the benefits of mentoring, consultancy, networking, advisory support, and advocacy support. Research shows that professional associations help their members with

legal issues, consultancy, mentoring, advisory services, networking support, and developing positive work ethics (Chamberlain et al., 2003; Ritzhaupt et al., 2012; Ross et al., 2014; Shachaf, 2005).

Networking is a helpful tool for recruitment, but it is also helpful for reorganisation, career development, and leadership building processes. Annual meetings, conferences, award ceremonies, and social networks of associations help members stay connected with each other and build a relation of trust (Bauman, 2008; Ritzhaupt et al., 2012; Sønderskov, 2011). For example, the findings show that Hospitality NZ is the largest hospitality association in New Zealand with more than 3000 members, and their members come from all types of cafes, bars, hotels and other types of hospitality organisations. Therefore, they are able to offer their members the opportunity to become part of a large network in the hospitality industry.

### **Leadership**

Research shows that most of the IT, health care, and nursing professional associations benefit their members by providing various types of training, such as beginners' training, and leadership training, and helping members by incorporating the latest developments and trends of the industry in training, to create professional competency (Ritzhaupt et al., 2012; Ross et al., 2014). The findings show that Hospitality NZ and the B&BANZ of New Zealand and ALHA also provided similar benefits as those provided by IT, health care, and nursing professional associations. Hospitality NZ, B&BANZ, and ALHA provided beginner and leadership training, and helped their members receive the latest information, training, and resources.

Walston and Khaliq (2012) advised that many professional associations offer many different types of leadership programmes, which commonly involve developing decision making and problem-solving activities, learning strategic planning, and learning business operation tactics. Professional associations sometimes identify potential future leaders from the leadership building training programmes, and help build a connection among potential candidates and employers searching for future leaders (Gazley & Dignam 2008; Glendenning & Gordon, 1997). The findings show that all the professional associations discussed in this study, directly or indirectly helped their members become better leaders.

### **Industry resources**

Findings show that all the hospitality professional associations from the three cases helped their member organisations run their businesses successfully by providing industry

resources and the latest information about the industry, but the detail of the benefits they provided to ensure the success of the businesses were not mentioned on the websites. Small business professional associations help their members with accounting services and business guidance (Døving & Gooderham, 2008). The findings show that B&BANZ was the only hospitality association in this study working with small businesses only, and benefited its members by helping them with insurance, rating systems, and business management. HOSPA helped its members with accounting and finance related support.

### **Certification for career advancement**

In the academic and health care sectors, professional associations provide certain certifications necessary for advancing in those professions (Richter et al., 2014; Rothman et al., 2009). None of the hospitality professional associations in this study appeared to provide any kind of certification to its members; if the associations did provide certifications, this was not mentioned on their websites.

All the professional associations in this study offered many benefits to their members to succeed as individuals and organisations in exchange for a fee.

### **4.3 Women to men ratio of the governing boards**

The findings of theme one address the first research question: What is the women and men ratio on hospitality professional association governance boards in New Zealand?

Theme one addresses the women to men ratio of governing bodies in hospitality associations. All the data analysed in theme one were sourced from the official websites of the associations. In-text citations are provided as references for the data sources.

#### **4.3.1 Case 1: Hospitality Related Professional Associations in New Zealand**

##### ***Hospitality New Zealand***

Hospitality NZ's official website (<https://hospitality.org.nz/>) showed that among 11 governance board members, one was a woman, and the other ten were men (Hospitality NZ, 2019).

##### ***Bed & Breakfast Association New Zealand (B&BANZ)***

The B&BANZ website (<https://bandbassociation.co.nz>) showed that the association was governed by a board of six members, at the time of the study. Among them there were three women and three men (Bed & Breakfast Association NZ, 2019).

### ***Restaurant Association of New Zealand***

The Restaurant Association of New Zealand's official website (<https://www.restaurantnz.co.nz/>) showed that eight members of the board were women and eight were men. On the education trust board there were no women, and seven men, and as mentioned previously, the education trust board of the organisation helped individual members of the association to advance in their career. In total, there were eight women and 15 men on the board (Restaurant Association of NZ, 2019).

### ***New Zealand Cruise Association (NZCA)***

The NZCA official website (<https://newzealandcruiseassociation.com>) showed that of the 11 members of the governance board, four were women and seven were men (NZ Cruise Association, 2019).

Findings presented in Table 4.1 show that in four selected NZ hospitality professional associations, the total number of governance members was 51: 16 women and 35 men. The percentages of women and men were 32% (women) and 68% (men).

### **Ratio of women to men on the boards**

Findings presented in Table 4.1 show that the inequality in the ratio of women and men on the boards is prominent in hospitality professional associations in NZ. The ratio of women to men in Hospitality NZ was 1:10, women to men in B&BANZ 3:3, women to men in the Cruise Association, 4:7, and women to men in the Restaurant Association, 8:15.

**Table 4.1: Women to men ratio of New Zealand hospitality professional associations' governance boards**

<b>Case 1: Women to men ratio</b>					
<b>Association name</b>	<b>Total members</b>	<b>Number of men</b>	<b>Men %</b>	<b>Number of women</b>	<b>Women %</b>
Hospitality NZ (HNZ)	11	10	91%	1	9%
Bed & Breakfast Association NZ (B&BANZ)	6	3	50%	3	50%
NZ Cruise Association (NZCA)	11	7	63.7%	4	36.4%
Restaurant Association of NZ (RANZ)	23	15	65%	8	35%
<b>Total</b>	<b>51</b>	<b>35</b>	<b>68%</b>	<b>16</b>	<b>32%</b>

#### **4.3.2 Case 2: American Hotel & Lodging Association (AHLA)**

There were six members on the AHLA governance board and all were men; there were no women in the governance board. As AHLA is a very large organisation and works with various types of hospitality organisations and top-level hospitality individuals, to manage the different types of work, the board of directors includes C-level executives, who represent different departments of the association (AHLA, 2019). C-level executives work at a high level within their departments and therefore, do not typically engage in day-to-day management tasks. Of the 60 C-level executives, there were 52 men and eight women (AHLA, 2019).

The findings show that all of the most important board members were men in the AHLA. In total, of the C-level executives and board of directors, 14% were women and 86% were men.

#### **Ratio of women to men on the boards**

Findings presented in Table 4.2 show that the ratio of women to men on the board of directors in AHLA was 0:6, and the ratio of women to men in C-level executive members of the board was 8:52; the overall ratio of women to men was 8:58. This shows a significant inequality in the number of women and men on the board.

**Table 4.2: Women to men ratio of AHLA’s governance boards**

<b>Case 2: Women to men ratio</b>					
<b>Board type</b>	<b>Total members</b>	<b>Number of men</b>	<b>Men %</b>	<b>Number of women</b>	<b>Women %</b>
Board of directors	6	6	100%	0	0%
C-level executives in the board	60	52	86%	8	14%

**4.3.3 Case 3: The Hospitality Professionals Association (HOSPA)**

Among the ten governance bodies of HOSPA, two were women and eight were men, and among the ten brand ambassadors, one was a woman, and nine were men. The women to men distribution of the governance board was 20% women and 80% men, and of the brand ambassadors, 10% were women and 90% men.

**Ratio of women to men on the board**

Findings presented in Table 4.3 show that the ratio of women to men on the governance board of HOSPA was 2:8, and for the brand ambassadors the ratio was 1:9. Inequality in terms of numbers of women and men on the board of HOSPA was extremely high.

**Table 4.3: Women to men ratio of HOSPA’s governance board**

<b>Case 3: Women to men ratio</b>					
<b>Board type</b>	<b>Total members</b>	<b>Number of men</b>	<b>Men %</b>	<b>Number of women</b>	<b>Women %</b>
Governance body	10	8	80%	2	20%
Brand ambassadors	10	9	90%	1	10%

**4.3.4 Discussion: Women to men ratio on the Governance Boards**

In hospitality, gender inequality can be found in every segment of the industry. Szydlo (2015) suggested that globally, the number of qualified women for every type of job is increasing in every sector. From the findings of this study, it is not possible to agree or disagree with Szydlo’s statement, but the findings do provide clear evidence of gender inequality on the governance boards of professional associations. The findings show that the New Zealand professional associations have more women at the top level managerial positions compared to the professional associations in the USA and UK. However, even

in New Zealand, in most associations, the proportion of women to men is not equal, which supports Mooney's (2007) argument that gender inequality exists in the managerial level in the hospitality sector in New Zealand. Mooney (2007) argued that despite the fact that women have suitable qualifications, and the required skills and experience for managerial roles, fewer women than men hold managerial positions in the New Zealand hospitality sector.

Marco (2011) noted that over 50% of global hospitality workforces are women, yet few women reach the top level. The findings of this study support Marco's statement, as they show gender inequality at the top levels of hospitality professional associations. In the New Zealand hospitality professional associations, 68% of the governing bodies of the associations were men, and the percentage of women on the governing boards of the associations was almost half that of the men on the board. Findings from Case One show that the ratio of women to men in the hospitality professional associations' governance boards in New Zealand was 16:35, findings from Case 2 show the USA women to men ratio was 0:6, and in the UK, the women to men ratio was 2:8. Comparatively, the gender inequality of the governance boards of New Zealand professional associations was less than that of the other two countries' governance boards, and the board of B&BANZ was an exception, at B&BANZ the men to women ratio on the board was equal 3:3.

Mooney et al. (2017) suggested that the lower levels of the New Zealand hospitality sector workforce is female dominated, but these barriers for career advancement for women appear to be the similar to those in the rest of the world. Given B&BANZ's exceptionally positive situation (equal numbers of women and men on the board) and that the total number of New Zealand hospitality association board members was almost one third composed of women, there may be positive indications of progress in overcoming inequality. It is possible that women in New Zealand's hospitality sector are breaking some of the barriers, and advancing in their careers. However, less hearteningly, the largest hospitality professional association in New Zealand showed similar gender inequality to that of the professional associations in the United States of America and United Kingdom. The findings from Case 1 indicated that of the 11 national board members of Hospitality NZ, there was only one woman. Therefore, the findings of this study again support Mooney et al.'s (2017) findings in relation to embedded inequality at senior levels of the hospitality industry.

Marco (2011) explained that entry level hospitality jobs in Spain are also filled with women, immigrants, and other minority groups, with top management positions mainly

held by “white males.” Findings of this study show that the American hospitality sector is similar to the Spanish one in that men dominate the top management levels. The findings from Case 2 show that the ALHA board of directors was composed of a group of six men, with no women represented; the governing board of ALHA was 100% male dominated. In comparison, Case 3 findings show the HOSPA Board of Directors had two women and eight men on its board. Therefore, the most inequality was demonstrated in AHLA, as the ratio of women to men was 0:6, compared to HOSPA’s women to men ratio of 2:8. Therefore, evidence of profound gender inequality exists in the boards of these two associations.

In summary, gender inequality exists in almost every hospitality professional association governing board, but compared to AHLA and HOSPA, the hospitality professional associations in New Zealand have less inequality, although it seems the path of reaching the point of equality will continue to be long and difficult.

#### **4.4 Gender Ratio of Positions on the Governing Boards**

Theme two addresses the job roles women and men hold on the governing boards of hospitality professional associations. The findings of theme two answer the research question of what websites reveal about the roles of women and men on hospitality professional association governance boards in New Zealand compared to those globally.

Information about the governance boards of the associations was taken from their official websites. Only some supporting information was sourced from web-based news articles, and all information sources are cited in-text.

##### **4.4.1 Case 1: Hospitality Related Professional Associations in New Zealand**

###### ***Hospitality NZ***

At the time of the study, the acting CEO of Hospitality NZ was a woman appointed to this paid position in July 2018 (Hospitality NZ, 2019). The previous CEO was also a woman, appointed in 2016 (NBR Contributor, 2016). There were 11 members on the Hospitality NZ national board, and only one was a woman (Hospitality NZ, 2019). The board members worked for the organisation voluntarily and all were business owners and worked for one or more organisations in a senior position, as well as in their voluntary job in the association. Among the 11 board members, the national president, vice president, and treasurer were all men. Among the 18 branch presidents, six were women and 12 were men (Hospitality NZ, 2019). The Hospitality NZ head office members were mostly women; of the eight staff, only one was a male (Hospitality NZ, 2019).

The findings about Hospitality NZ again support Mooney et al.'s (2017) findings on gender inequality. The majority of the office staff were women but the presence of women on the board was remarkably low. Also, for branch president positions, the numbers of women were half those of the numbers of men. Men dominated on the board, as there were no other women, except for the CEO.

### ***Bed & Breakfast Association NZ (B&BANZ)***

This association was led by the president of its board. The president and vice-president were both women (Bed & Breakfast Association NZ, 2019) at the time of the study. The head of finance was a male and of the other three board members, two were men and the other was a woman (Bed & Breakfast Association NZ, 2019). All the board members of the association worked voluntarily for the organisation and most were owners of their own bed and breakfast businesses.

The number of women on the B&BANZ board was high compared to numbers in other associations; the gender equality of this association could provide inspiration to other professional associations in New Zealand. Findings about the B&BANZ board do not agree with the view of Fyall and Gazley (2013) that men are more interested, and more involved in volunteer work than are women.

### ***Restaurant Association of NZ***

At the time of the study, the head of the Restaurant Association of NZ, the chief executive, was a woman, and the position was a paid role in the association. The national board president and vice-president were both men. Of the 13 branch presidents, seven were women and six were men, but on the Education Trust Board there were no women, only seven men members (Restaurant Association of NZ, 2019). All the branch members were full-time restaurant owners and worked voluntarily for the association (Restaurant Association of NZ, 2019). Similarly, the president and vice president were both owners of restaurants and worked voluntarily for the Restaurant Association (Restaurant Association of NZ, 2019). Only the head of the Association held a fulltime job, which was as the CEO (Shaw, 2019).

Findings showed less gender inequality on the Restaurant Association of NZ board, and equality in the number of branch presidents, but high inequality on the Education Trust board. Findings also revealed that all of the New Zealand and overseas associations were male dominated with regards to finance related positions. Perhaps financial management positions were stereotypically reserved for men only.

### *NZ Cruise Association (NZCA)*

The chairman and deputy chair were the two leading positions on the NZCA board, and both positions were held by women. Among the nine board members, six were elected members (NZ Cruise Association, 2019). Occupying the other board positions were two women and seven men. Among the six elected members, only one was a woman. All the board members worked voluntarily for the Association and held other senior industry roles with important positions (NZ Cruise Association, 2019).

Mooney (2018), when discussing the “old boys’ network,” suggested that men at top management levels often select men for important managerial positions. The findings of this study also suggest that the lower numbers of women holding elected positions on the board, may be caused by men selecting men for important job roles. The findings of case 1 also agree with Wail and Ingle’s (2003) argument that the composition of the traditional “white men” dominated board may be changing, as organisations seek a better social reputation by incorporating more diversity on the boards. The findings of Case 1 and Case 3 may therefore indicate that where professional associations had women board members, this might reflect attempts to improve diversity on the board, to enhance the positive image of the organisation. Findings also indicated that in the New Zealand hospitality professional associations, women were more involved in fulltime paid positions, for example as CEOs. There were still women in voluntary positions however, although their numbers were comparatively less than those of the men. The analysis could not determine women’s lack of interest in voluntary positions, but this may have been a factor affecting the smaller number of women on the boards. Regardless of the organisational reasons and social barriers, it appears that women are slowly making their way to senior levels, which may encourage other women to aim for executive levels also.

**Table 4.4: Roles of women and men on governance boards in New Zealand**

<b>Case 1: Roles of women and men in professional associations</b>			
<b>Professional association</b>	<b>Role</b>	<b>Women</b>	<b>Men</b>
Hospitality Association of NZ	CEO	1	
	National President		1
	Vice-president		1
	Treasurer		1
	Other board member	1	7
Bed & Breakfast Association NZ	President	1	
	Vice-president	1	
	Head of finance		1
	Other board member	1	2
Restaurant Association of NZ	CEO	1	
	President		1
	Vice-president		1
	Branch president	7	6
NZ Cruise Association	Chairman	1	
	Deputy chair	1	
	Elected board member	1	5
	Other board member	1	2
<b>Total number of women and men</b>		<b>17</b>	<b>28</b>

**4.4.2 Case 2: American Hotel & Lodging Association (AH&LA)***American Hotel & Lodging Association (AHLA)*

All six members of the board of directors of AHLA were men. The roles they held were: President (and CEO), Chair of the Board, Vice Chair, Secretary/Treasurer, Chair of the Board of Trustees, and Immediate Past Chair (AHLA, 2019). Among the 60 C-level representatives, eight were women and 52 were men. There were 11 brand representatives in AHLA and among these, there was only one woman (AHLA, 2019). Among the 17 management company representatives of AHLA there were no women; all 17 members were men (AHLA, 2019). There were 17 owner representatives; two were women, and 15 were men. Among the five independent representatives, one was a woman and four were men (AHLA, 2019). The two general representatives were both women, and the three

partner state association representatives were all men. Among five allied representatives two were women and three were men (AHLA, 2019).

**Table 4.5: Roles of women and men on governance boards, Case 2**

<b>Case study 2: Roles of women and men on the AHLA governance board</b>		
<b>Roles</b>	<b>Women</b>	<b>Men</b>
CEO & President		1
Chair of the Board		1
Vice Chair		1
Secretary/Treasurer		1
Chair of the Board of Trustees		1
Immediate Past Chair		1
Brand representative	1	10
Management company representative		17
Independent representative	1	4
Partner state association		3
General representative	2	
Allied representative	2	3
<b>Total women and men</b>	<b>6</b>	<b>43</b>

#### **4.4.3 Case 3: The Hospitality Professionals Association (HOSPA)**

At the time of the study, the CEO of HOSPA was a woman, and the Chairman was a man. Among the other eight board of directors of HOSPA, one was a woman and seven were men. Therefore, of the ten governance personnel of HOSPA, two were women and eight were men. Among the ten brand ambassadors in ten different countries, only one was a woman; the other nine were men.

There is a lack of detailed web information available about HOSPA publicly; only the members have access to detailed information about the governance board. Therefore, the information given here is limited.

**Table 4.6: Roles of women and men on the governance board, Case 3**

<b>Case study 3: Roles of women and men on the HOSPA governance board</b>		
<b>Roles</b>	<b>Women</b>	<b>Men</b>
CEO	1	
Chairman		1
Board members	1	7
<b>Total number of women and men</b>	<b>2</b>	<b>8</b>

#### **4.5 Discussion: Roles of Women and Men on the Governance Boards**

##### **Gender inequality on the board**

Gender inequality at organisational level is created by social and organisational practice. There are fewer women in leadership positions compared to men in many sectors, despite having similar qualifications or skills to those of men (Diehl & Dzubinski, 2016). Website information from the professional associations indicated that the women board members were qualified as well as were the male board members, but findings clearly show that there were less women than men, in some cases significantly less, on the governance boards.

Findings showed that in New Zealand, women held some of the decision-making roles such as CEO, President, Vice-president, or Chairman on governance boards of the hospitality professional associations. In the United Kingdom hospitality sector, the same was true of HOSPA. However, in the United States, the AHLA had a completely male board of directors. Mooney et al.'s, Ryan, and Harris's (2017) research indicates that the lower levels of the New Zealand hospitality industry are female dominated; most women in the workforce hold entry level job positions. However, the findings of this study show that women in the some of the hospitality professional associations of New Zealand are slowly making progress and assuming their place on the governing boards.

##### **Women's roles as leaders in professional associations**

Findings from all the cases showed that men held positions such as trustee, treasurer, and head of finance, with the power to control the liquid capital of the associations. All three case studies showed that the number of male board members was significantly higher than that of women board members. O'Neil et al. (2015) explained damaging female leader

stereotypes that position women leaders as outsiders, writing that women are “different” types of leaders. Thus, women are considered as substitutes for men in certain positions, such as CEO or president, but excluded from positions such as trustee or head of finance, perhaps because of the stereotypical perceptions of women as different or as emotional leaders. Although women in leadership positions do not show any significant differences to men (Stoker et al., 2011), it is not surprising that male leaders get higher rankings by their peers and subordinates for leadership performance compared to the rankings of women leaders, (O'Neil et al., 2015). Therefore, the presence of women on boards is needed, not to introduce a different type of leadership, but as vital role models for other women to join and remain in the industry.

### **Positions women hold on boards**

Arfken et al. (2004) explained that the board of directors of an organisation is often responsible for selecting CEOs for the organisation, and Mooney (2018) observed that male executives commonly prefer men for executive level positions. Therefore, it is important to have women on boards of directors, in order to create equal opportunities for female candidates with similar qualifications to those of the male candidates, when applying for senior jobs in an organisation. It is significant that findings from case two reveal that the board of ALHA is filled with men only, which might be the reason AHLA has only eight women among its 60 C-level executives. Such a skewed composition is unlikely to provide an adequate number of female role models to inspire other women.

Research shows that CEOs and board of directors of most organisations are men (Arfken et al., 2004), and the findings of this study reveal that the overall number of women on the governing boards of hospitality professional associations is significantly lower than that of men, as discussed next.

Overall, the findings show that although women held some important positions on boards in this study, they were outnumbered by men in the more influential decision-making positions. For New Zealand, Table 4.4 shows that of the four selected NZ hospitality professional associations, two associations (Hospitality NZ and the Restaurant Association of NZ) had women CEOs. One association (B&BANZ) had a female president and vice-president, and two associations (Hospitality NZ and the Restaurant Association of NZ) had male presidents and vice-presidents. Of the four associations, only one (NZ Cruise Association) offered the jobs of chairman and deputy-chair, and those job positions were held by women.

In the United States, as presented in Table 4.5, the board of directors of AHLA was completely male dominated, with 100% of the executive board members being men, and only a few women as C-level board members.

In the United Kingdom, Table 4.6, the CEO of HOSPA was a woman. However, the chairman was male and only one of the board members was a woman; the other seven were men.

Finally, there is a further rationale to increase the number of women on boards. Dezso and Ross (2012) suggested that placing women in the leading positions of organisations or boards demonstrates diversity in those organisations which creates a good organisational impression. This might provide another reason to place some women in the more visible leading positions of professional associations to create a good public image.

#### **4.6 Summary**

The findings of this study show that gender inequality exists in the governance boards of hospitality professional associations. Although the positions that women held on the boards of the New Zealand hospitality professional associations and HOSPA were impressive compared to those in the ALHA and HOSPA, overall, the number of women on boards was considerably lower than that of men.

## **Chapter Five: Conclusion**

### **5.1 Introduction**

Chapter five is the final chapter of this study, and concludes this dissertation on gender ratios and role distribution on hospitality professional association boards in New Zealand. Firstly, this chapter discusses the major findings of the study that were presented in chapter four. Secondly, the chapter provides a brief discussion about the limitations of the study, and provides future directions and the implications of the study.

### **5.2 Research Objectives and Key Findings**

This research sourced secondary data from the official websites of six professional associations for conducting exploratory qualitative research. The study aimed to identify women to men ratios and the roles women and men occupy on New Zealand's hospitality professional associations' governing boards. Thematic data analysis was used to analyse the data, and answer the research questions, to fill the knowledge gap on governance boards of hospitality professional associations.

Six hospitality professional associations were selected and discussed as three case studies: four were from New Zealand and other two were from the United States of America and the United Kingdom. Findings showed that hospitality professional associations in New Zealand had more women than men in the leading positions of the associations. However, the women-men ratio showed significant differences; in three of the four selected hospitality professional associations in New Zealand, and two professional associations in the USA and UK, the women-men ratio indicated the existence of significant gender inequality in the associations. Only one, the governance board of B&BANZ, showed gender equality on its board.

This study also explored role distribution amongst the women and men on the boards. Results showed that there were at least one or two women on the boards of directors in New Zealand hospitality associations. The presence of women on the boards showed diversity on the boards, but gender inequality in decision-making roles on the boards was also evident. Findings showed that women were considerably fewer in number than were men on the associations' governing boards, which were also expected to have fewer women than men in the top positions. Women are outnumbered by men in leadership and managerial positions in the hospitality sector. Findings showed the presence of gender discrimination in the roles held by women and men on the boards.

This study also inquired into the benefits the professional associations in the New Zealand hospitality sector provide, and their importance for the career progression of their members. The study concluded that professional associations in the New Zealand hospitality sector are beneficial for both the hospitality organisations and individuals' work in the hospitality industry, as members receive expert guidance and assistance from their associations for their career development.

### **5.3 Limitations of the Study**

This study faced several limitations. One of the major limitations was the consent issue, such as copyright issues for using photographs, or information that might offend a person or organisation. Therefore, the study did not use any photographs as sources of information.

The second limitation of the study was that the web information about the selected professional associations was publicly available, but brief, so the depth and breadth of the data were limited. Initially, the study aimed to focus on hospitality professional associations in New Zealand only, but just five associations were found from the Google searches that met the criteria. Among those five, only one was rich in data. Thus, the study included two major professional associations in the hospitality sector from elsewhere - AHLA and HOSPA - to position the New Zealand data in a global context.

The third limitation this study faced was that the researcher was not able to find any previous academic research about hospitality professional associations to support the study. Therefore, the literature review used academic articles about professional associations in sectors outside hospitality and tourism.

The final limitation of the study, was that the first language of the researcher is not English, so there were problems expressing ideas in writing. To improve the English in the dissertation, proofreading help was used.

### **5.4 Future Research Directions**

The literature review revealed a lack of academic research on this neglected research topic. The findings showed that professional associations play a very important role in the hospitality industry, not only in New Zealand but also in the USA and UK. The associations not only assist their members to progress in their careers, but also help to establish businesses and maintain the rules and regulations of their sector. The focus of this study was on gender ratios and role distribution between the genders, so the importance of the hospitality associations was only briefly described. There is a need for

future research on a larger scale, on the benefits professional associations provide in the hospitality sector.

As this short-term study was carried out within the time constraints of a dissertation, the findings are necessarily limited. This exploratory study found that there is gender inequality on the governing boards of hospitality associations and sought to provide some reasons for the inequality with the support of previous literature and findings from the study. More research on a broader scale is needed to fully explore gender inequality or inequality on other grounds such as ethnicity, on the governance boards of all professional membership organisations in New Zealand, not only in the hospitality industry. Although there are limitations to this study, it can still be helpful for other research students seeking information on professional membership associations.

## References

- Acker, J. (2006). Inequality regimes: Gender, class, and race in organizations. *Gender and Society, 20*(4), 441–464. <https://doi.org/10.1177/0891243206289499>
- Adams, S. M., & Flynn, P. M. (2005). Local knowledge advances women's access to corporate boards. *Corporate Governance: An International Review, 13*(6), 836–846. <https://doi.org/10.1111/j.1467-8683.2005.00474.x>
- American Hotel & Lodging Association (2019). *Who are we?* Retrieved from <https://www.ahla.com>
- American Hotel & Lodging Association (2019). *The American Hotel & Lodging Association Announces 2019 "Stars of the Industry" Award Winners.* Retrieved from <https://www.ahla.com/press-release/american-hotel-lodging-association-recognizes-annual-stars-industry-award-winners>
- Altbach, P. G., Reisberg, L., & Rumbley, L. E. (2010). Tracking a global academic revolution. *Change: The Magazine of Higher Learning, 42*(2), 30–39. <https://doi.org/10.1080/00091381003590845>
- Amis, J. M., Munir, K. A., Lawrence, T. B., Hirsch, P., & McGahan, A. (2018). Inequality, institutions and organizations. *Organization Studies, 39*(9), 1131–1152. <https://doi.org/10.1177/0170840618792596>
- Aynalem, S., Birhanu, K., & Tesebay, S. (2016). Employment Opportunities and Challenges in Tourism and Hospitality Sectors. *Journal of Tourism & Hospitality, 05*(06). Doi: 10.4172/2167-0269.1000257
- Arfken, E. D., Bellar, L. S., & Helms, M. M. (2004). The ultimate glass ceiling revisited: The presence of women on corporate boards. *Journal of Business Ethics, 50*(2), 177–186. <http://ebSCOhost.com>
- Attride-Sterling, J. (2001). Thematic networks: An analytic tool for qualitative research. *Qualitative Research, 1*(3), 385–405.
- Balnaves, M., & Caputi, P. (2001). *Introduction to quantitative research methods: An investigative approach.* Location: London, England: Sage. <http://ebSCOhost.com>
- Bauman, S. (2008). To Join or Not to Join: School Counselors as a Case Study in Professional Membership. *Journal of Counseling & Development, 86*(2), 164–177. <https://doi.org/10.1002/j.1556-6678.2008.tb00494.x>

- Bear, S., Rahman, N., & Post, C. (2010). The impact of board diversity and gender composition on corporate social responsibility and firm reputation. *Journal of Business Ethics*, 97(2), 207-221. <https://doi.org/10.1007/s10551-010-0505-2>
- Bendl, R., & Schmidt, A. (2010). From 'glass ceilings' to 'firewalls'— Different metaphors for describing discrimination. *Gender, Work & Organization*, 17(5), 612-634. <https://doi.org/10.1111/j.1468-0432.2010.00520>
- Betterteam. (2019). *CEO Job Description*. Retrieved from <https://www.betterteam.com/ceo-job-description>
- Booyesen, L., Bendl, R., & Pringle, J. K. (2018). *Handbook of research methods in diversity management, equality and inclusion at work*. Location: Edward Elgar Publishing.
- Brazil, R. (2016). *Professional associations: adapting to remain relevant in a digital age*. Retrieved from <https://www.Pharmaceutical-journal.com/features/20201812.article>
- Brefi Group Limited. (2019). *Roles and Responsibilities of Directors and Boards*. Richard Winfield. Retrieved from: <https://richardwinfield.com/directors/roles-and-responsibilities-of-director>
- Bed & Breakfast Association NZ. (2019, 11 20). *About the Association*. Retrieved from <https://bandbassociation.co.nz/tab---about>
- Betterteam. (2019). *Vice President Job Description*. Retrieved from <https://www.betterteam.com/vice-president-job-description>
- Campbell, R., & Wasco, S. M. (2000). Feminist approaches to social science: Epistemological and methodological tenets. *American Journal of Community Psychology*, 28(6), 773-791. <https://doi-org./10.1023/A:1005159716099>
- Campos-Soria, J. A., García-Pozo, A., & Sánchez-Ollero, J. L. (2015). Gender wage inequality and labour mobility in the hospitality sector. *International Journal of Hospitality Management*, 49, 73–82. <https://doi.org/10.1016/j.ijhm.2015.05.009>
- Chamberlain, J., McDonagh, R., Lalonde, A., & Arulkumaran, S. (2003). The role of professional associations in reducing maternal mortality worldwide. *International Journal of Gynaecology & Obstetrics*, 83(1), 94-102. [https://doi.org/10.1016/S0020-7292\(03\)00185-1](https://doi.org/10.1016/S0020-7292(03)00185-1)

- Cheng, S., & Wong, A. (2015). Professionalism: A contemporary interpretation in hospitality industry context. *International Journal of Hospitality Management*, 50, 122–133. <https://doi-org./10.1016/j.ijhm.2015.08.002>
- Clarke, R. (2015). *Hospitality New Zealand and Motel Association amalgamation now official*. Retrieved from AccomNews: <https://www.accomnews.co.nz> › Industry › News In Brief
- Cooper, C., Scales, R., & Westlake, J. (1992). The anatomy of tourism and hospitality educators in the UK. *Tourism Management*, 13(2), 234–242. [https://doi-org./10.1016/0261-5177\(92\)90065-F](https://doi-org./10.1016/0261-5177(92)90065-F)
- Creswell, J. (2009). *Research design, qualitative, quantitative and mixed methods* (3rd ed.). Thousand Oaks, CA: Sage.
- Davidson, J. R., & Middleton, C. A. (2007). Networking, networking, networking: The role of professional association memberships in mentoring and retention of science librarians. *Science & Technology Libraries*, 27(1-2), 203-224. [https://doi.org/10.1300/J122v27n01\\_14](https://doi.org/10.1300/J122v27n01_14)
- Denvir, C. (2017). Remote control: evaluating the potential of virtual desktops as a data collection tool in studies exploring how people use the Internet. *International Journal of Social Research Methodology*, 20(5), 533–546. <https://doi.org/10.1080/13645579.2016.1253196>
- Dezso, C. L., & Ross, D. G. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*, 33(9), 1072–1089. <https://doi-org./10.1002/smj.1955>
- Dickson, C., & Arcodia, C. (2010). Promoting sustainable event practice: The role of professional associations. *International Journal of Hospitality Management*, 29(2), 236-244. <https://doi.org/10.1016/j.ijhm.2009.10.013>
- Diehl, A. B., & Dzubinski, L. M. (2016). Making the invisible visible: A cross-sector analysis of gender- based leadership barriers. *Human Resource Development Quarterly*, 27(2), 181-206. <https://doi.org/10.1002/hrdq.21248>
- Døving, E., & Gooderham, P. N. (2008). Dynamic capabilities as antecedents of the scope of related diversification: The case of small firm accountancy practices. *Strategic Management Journal*, 29(8), 841-857. <https://doi.org/10.1002/smj.683>

- ESC Board. (2012). Relations between professional medical associations and the health-care industry, concerning scientific communication and continuing medical education: A policy statement from the European Society of Cardiology. *European Heart Journal*, 33(5), 666–674.  
<https://doi.org/10.1093/eurheartj/ehr480>
- Faulconbridge, J. R. (2007). Exploring the role of professional associations in collective learning in London and New York’s advertising and law professional-service-firm clusters. *Environment and Planning A*, 39(4), 965–984. <https://doi.org/10.1068/a38190>
- Friedman, A., & Phillips, M. (2004). Continuing professional development: Developing a vision. *Journal of Education and Work*, 17(3), 361-376.  
<https://doi.org/10.1080/1363908042000267432>
- Fyall, R., & Gazley, B. (2013). Applying Social Role Theory to Gender and Volunteering in Professional Associations. *Voluntas*, 26(1), 288–314.  
<https://doi.org/10.1007/s11266-013-9430-1>
- Gazley, B., & Dignam, M. (2008). The decision to volunteer. *Nonprofit and Voluntary Sector Quarterly*, 38(5), 908–910. <https://doi.org/10.1177/0899764009333193>
- Glendenning, J. B., & Gordon, C. J. (1997). Professional associations: Promoting leadership in a career. *Library Trends*, 46(1), 258–277. Retrieved from <https://www.ideals.illinois.edu/bitstream/handle>
- Günbayi, I., & Sorm, S. (2018). Social paradigms in guiding social research design: The functional, interpretive, radical humanist and radical structural paradigms. *International Journal on New trends in Education and their Implications*, 9(2), 57-76. <http://ebscohost.com>
- Hcareers. (2019, January 31). *The American Hotel & Lodging Association Announces 2019 "Stars of the Industry" Award Winners*. Retrieved from <https://www.hcareers.com/article/employer-articles/the-american-hote...>
- Hookway, N. (2008). “Entering the blogosphere”: Some strategies for using blogs in social research. *Qualitative Research*, 8(1), 91–113.  
<https://doi.org/10.1177/1468794107085298>
- Hopkins, M. M., O’Neil, D. A., Passarelli, A., & Bilimoria, D. (2008). Women’s leadership development strategic practices for women and organizations.

*Consulting Psychology Journal*, 60(4), 348–365. <https://doi-org./10.1037/a0014093>

HOSPA. (2019). *The HOSPA board*. Retrieved from <https://www.hospa.org> › abouthospa

Hospitality New Zealand (2018). *National Board Members 2018*. Retrieved from <https://www.hospitality.org.nz/news/national-board-members-2018>

Indeed. (2019). *Indeed for employers*. Retrieved from <https://www.indeed.com> › hire › job- description › president

Institute of Directors. (2019). *The role of the chairman*. Retrieved from <https://www.iod.com> › news › news › articles › The-role-of-the-chairman

Janosik, S. M., Carpenter, S., & Creamer, D. G. (2006). Beyond professional preparation programs: the role of professional associations in ensuring a high quality workforce. *College Student Affairs Journal*, 25(2), 228–237.

Jeanes, E. & Huzzard, T. (2014). *Critical management research: Reflections from the field*. London, England: Sage.

Johnson, K. R., Huang, T., & Doyle, A. (2019). Mapping talent development in tourism and hospitality: A literature review. *European Journal of Training & Development*, 43(9), 821.

Klingner, D. E. (2008). Toward a New Aspa: Building Global Governance Capacity through Networked Professional Associations. *International Journal of Organization Theory & Behavior*, 11(3), 354–371. Retrieved from <http://ebSCOhost.com>

Knight, P. (2001). Professional practices: Commitment and capability in a changing environment. *Higher Education Quarterly*, 55(1), 100-102. <https://doi-org./10.1111/1468-2273.00176>

Koch, T. (1994). Establishing rigour in qualitative research: The decision trail. *Journal of Advanced Nursing*, 15(5), 639-661.

Kozinets, R.V. (2002). The field behind the screen: Using netnography for marketing research in online communities, *Journal of Marketing Research*, 39(1), 61–72. <http://dx.doi.org/10.1509/jmkr.39.1.61.18935>

- Kozinets, R. V. (2010). Netnography: Doing ethnographic research online. *International Journal of Advertising*, 29(2), 328–330. <https://doi-org./10.2501/S026504871020118X>
- Kumra, S., Simpson, R., & Burke, R. J. (2014). *The Oxford handbook of gender in organizations*. Oxford, England: Oxford University Press.
- Langford, G., & Weissenberg, A. (2018). *2018 Travel and Hospitality Industry Outlook - Deloitte*. Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/consumer-business/us-cb-2018-travel-hospitality-industry-outlook.pdf>: <https://www2.deloitte.com>
- Lehmann, O. V., Murakami, K., & Klempe, S. H. (2019). Developmentally oriented thematic analysis (DOTA): A qualitative research method to explore meaning-making processes in cultural psychology. *Forum: Qualitative Social Research*, 20(2), 1–21. <https://doi-org./10.17169/fqs-19.2.3190>
- Lincoln, Y. S. (1995). Emerging criteria for quality in qualitative and interpretive research. *Qualitative Inquiry*, 1(3), 275-289.
- Lincoln, Y. S., & Guba, E. G. (1985) *Naturalistic inquiry*. Newbury Park, CA: Sage.
- Marco, R. (2012). Gender and economic performance: Evidence from the Spanish hotel industry. *International Journal of Hospitality Management*, 31(3), 981–989. <https://doi.org/10.1016/j.ijhm.2011.12.002>
- Mason, P., Augustyn, M., & Seakhoa-King, A. (2010). Exploratory study in tourism: Designing an initial, qualitative phase of sequenced, mixed methods research. *International Journal of Tourism Research*, 12(5), 432–448. <http://ebscohost.com>
- Massaro, M., Dumay, J., & Bagnoli, C. (2019). Transparency and the rhetorical use of citations to Robert Yin in case study research. *Meditari Accountancy Research*, (1), 44-48. <https://doi-org./10.1108/MEDAR-08-2017-0202>
- Matthews, J. (2012). Role of professional organizations in advocating for the nursing profession. *The Online Journal of Issues in Nursing*, 17(3), 15-34. <http://dx.doi.org./10.3912/OJIN.Vol17No01Man03>
- Merriam, S. B., & Tisdell, E. J. (2016). *Qualitative research: A guide to design and implementation* (4th ed.). San Francisco, CA: Jossey-Bass.

- Michael, K., Keller, S., Tran, X., Sayles, H., Custer, T., & Evans, K. D. (2016). Student participation in professional organizations: A synopsis of data collected from CAAHEP accredited sonography programs. *Journal of Diagnostic Medical Sonography*, 32(6), 336–342. <https://doi-org./10.1177/8756479316667079>
- Riggs, M., & Hughey, A. (2011). Competing values in the culinary arts and hospitality industry: Leadership roles and managerial competencies. *Industry & Higher Education*, 25(2), 109–118. <https://doi-org./10.5367/ihe.2011.0033>
- Molla, A., Abareshi, A., & Cooper, V. (2014). Green IT beliefs and pro-environmental IT practices among IT professionals. *Information Technology & People*, 27(2), 129-154. <http://dx.doi.org/10.1108/ITP-10-2012-0109>
- Mooney, S. (2016). ‘Nimble’ intersectionality in employment research: A way to resolve methodological dilemmas. *Work, Employment and Society*, 30(4), 708–718. <https://doi.org/10.1177/0950017015620768>
- Mooney, S., & Ryan, I. (2009). A woman’s place in hotel management: Upstairs or downstairs? *Gender in Management: An International Journal*, 24(3), 195–210. <https://doi.org/10.1108/17542410910950877>
- Mooney, S., Ryan, I., & Harris, C. (2017). The intersections of gender with age and ethnicity in hotel careers: Still the same old privileges? *Gender, Work & Organization*, 24(4), 360–375. <https://doi.org/10.1111/gwao.12169>
- NBR Contributor. (2016, April, 18). *Hospitality New Zealand CEO appointed*. Retrieved from <https://www.nbr.co.nz › article › hospitality-new-zealand-ceo-appointed-187>
- Nesbit, R., & Gazley, B. (2012). Patterns of Volunteer Activity in Professional Associations and Societies. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 23(3), 558–583. Retrieved from <http://ebsohost.com>
- New Zealand Cruise Association. (2019). *Our Board*. Retrieved from <https://newzealandcruiseassociation.com › our-boa>
- Nielsen, S., & Huse, M. (2010). The contribution of women on boards of directors: Going beyond the surface. *Corporate Governance: An International Review*, 18(2), 136–148. <https://doi- org./10.1111/j.1467-8683.2010.00784.x>

- Nistler, D. L., Lamm, A. J., & Stedman, N. (2011). Evaluating the influences on extension professionals' engagement in leadership roles. *Journal of Agricultural Education*, 52(3), 110–121. Retrieved from <http://ebSCOhost.com>
- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 16(1), 1-13. <https://doi-org./10.1177/1609406917733847>
- O'Neil, D. A., Hopkins, M. M., & Bilimoria, D. (2015). A framework for developing women leaders: Applications to executive coaching. *Journal of Applied Behavioural Science*, 51(2), 253-576. <http://ebSCOhost.com>
- Parada, M. J., Nordqvist, M., & Gimeno, A. (2010). Institutionalizing the Family Business: The Role of Professional Associations in Fostering a Change of Values. *Family Business Review*, 23(4), 355–372. Doi: 10.1177/0894486510381756
- Pendlebury, J. (2019). *HOSPA*. Retrieved from <https://www.hospitalitynet.org> › Organization › HOSPA
- QCOSS. (2019). *Deputy chairperson*. Retrieved from <https://www.communitydoor.org.au> › roles-of-the-management-committee
- Restaurant Association of New Zealand. (2019). *Who we are*. Retrieved from <https://www.restaurantnz.co.nz>
- Richter, D., Kunter, M., Klusmann, U., Lüdtke, O., & Baumert, J. (2011). Professional development across the teaching career: Teachers' uptake of formal and informal learning opportunities. *Teaching and Teacher Education: An International Journal of Research and Studies*, 27(1), 116-126. [https://doi.org/10.1007/9789462095366\\_008](https://doi.org/10.1007/9789462095366_008)
- Ritzhaupt, A. D., Umapathy, K., & Jamba, L. (2008). Computing professional association membership: An exploration of membership needs and motivations. *Journal of Information Systems Applied Research*, 1(4), 1-23.
- Ritzhaupt, A. D., Umapathy, K., & Jamba, L. (2012). A study on services motivating computing professional association membership. *International Journal of Human Capital and Information Technology Professionals*, 3(1), 54–71. <https://doi.org/10.4018/jhcitp.2012010105>

- Ross, E. J., Fitzpatrick, J. J., Click, E. R., Krouse, H. J., & Clavelle, J. T. (2014). Transformational leadership practices of nurse leaders in professional nursing associations. *Journal of Nursing Administration, 44*(4), 201-206.  
<https://doi.org/10.1097/NNA.0000000000000058>
- Rothman, D. J., McDonald, W. J., Berkowitz, C. D., Chimonas, S. C., DeAngelis, C. D., Hale, R. W., Nissen, S. E., Osborn, J. E., Scully, J. H., Thomson, G. E., & Wofsy, D. (2009). Professional medical associations and their relationships with industry: A proposal for controlling conflict of interest. *Jama, 301*(13), 1367-1372.
- Santero-Sanchez, R., Segovia-Pérez, M., Castro-Nuñez, B., Figueroa-Domecq, C., & Talón-Ballester, P. (2015). Gender differences in the hospitality industry: A job quality index. *Tourism Management, 51*, 234–246.  
<https://doi.org/10.1016/j.tourman.2015.05.025>
- Shachaf, P. (2005). A global perspective on library association codes of ethics. *Library & Information Science Research, 27*(4), 513-533.  
<https://doi.org/10.1016/j.lisr.2005.08.008>
- Shapoval, V., & Pizam, A. (2017). The prestige of hospitality occupations. *Tourism Analysis, 22*(4), 451–466. <https://doi.org/10.3727/108354217X15023805452013>
- Shaw, A. (2019, March, 16). The Interview: Marisa Bidois - the woman fronting New Zealand's \$11b hospitality industry. Retrieved from <https://www.nzherald.co.nz/business/news/article>
- Simpson, R., & Kumra, S. (2016). The Teflon effect: When the glass slipper meets merit. *Gender in Management: An International Journal, 31*(8), 562–576.  
<https://doi.org/10.1108/GM-12-2014-0111>
- Sønderskov, K. M. (2011). Does generalized social trust lead to associational membership? Unravelling a bowl of well-tossed spaghetti. *European Sociological Review, 27*(4), 419–434. <https://doi.org/10.1093/esr/jcq017>
- Janka I. Stoker, Mandy Van der Velde, & Joris Lammers. (2012). Factors Relating to Managerial Stereotypes: The Role of Gender of the Employee and the Manager and Management Gender Ratio. *Journal of Business and Psychology, 27*(1), 31. Doi. 10.1007/s10869-011-9210-0

- Subramaniam, P. R., & Wuest, D. A. (2018). Digital technology and qualitative research. *International Journal of Physical Education*, 55(4), 2–12.
- Szydlo, M. (2015). Gender equality on the boards of EU companies: Between economic efficiency, fundamental rights and democratic legitimisation of economic governance. *European Law Journal*, 21(1), 97-115.
- Terjesen, S., Sealy, R., & Singh, V. (2009). Women directors on corporate boards: A review and research agenda. *Corporate Governance: An International Review*, 17(3), 320–337. <https://doi.org/10.1111/j.1467-8683.2009.00742.x>
- Terjesen, S., Aguilera, R., & Lorenz, R. (2015). Legislating a woman’s seat on the board: Institutional factors driving gender quotas for boards of directors. *Journal of Business Ethics*, 128(2), 233–251. <https://doi-org./10.1007/s10551-014-2083-1>
- Thomas, R., & Thomas, H. (2014). ‘Hollow from the start’? Professional associations and the professionalisation of tourism. *The Service Industries Journal*, 34(1), 38-55. <https://doi.org/10.1080/02642069.2013.763346>
- Tobin, G. A. & Begley, S. (2003). Methodological rigour within a qualitative framework. *Journal of Advanced Nursing*, 48(4), 388-396.
- Tourism New Zealand (2019). *Welcome to New Zealand*. Retrieved from <https://www.newzealand.com/int/>
- Twale, D. J., & Shannon, D. M. (1996). Professional service involvement of leadership faculty: An assessment of gender, role, and satisfaction. *Sex Roles*, 34(1–2), 117–126. <https://doi- org./10.1007/BF01544799>
- Tyler, D., & Dinan, C. (2001). Trade and associated groups in the English tourism policy arena. *International Journal of Tourism Research*, 3(6), 459-476. <https://doi.org/10.1002/jtr.328>
- van der Walt, N., & Ingley, C. (2003). Board dynamics and the influence of professional background, gender and ethnic diversity of directors. *Corporate Governance: An International Review*, 11(3), 218–234. <https://doi-org./10.1111/1467-8683.00320>
- Vong, F. (2017). Relevance of academic research to hospitality practitioners. *Journal of Hospitality & Tourism Education*, 29(3), 116–128. <https://doi-org./10.1080/10963758.2017.1336447>

Walston, S. L., & Khaliq, A. A. (2012). Factors affecting the value of professional association affiliation. *Health Care Management Review, 37*(2), 122–131. <https://doi-org./10.1097/HMR.0b013e31822aa40c>

Whittington, K.B., Smith-Doerr, L. Gender and commercial science: Women's patenting in the life sciences. *Journal of Technology Transfer, 30*, 355–370 (2005) <https://doi.org/10.1007/s10961-005-2581-5>

Workable. (2019). *Head of Finance job description template*. Retrieved from <https://resources.workable.com › head-of-finance-job-description>

## Appendix

### A Future Research Directions

**Table A.1: Selected hospitality & tourism professional associations in New Zealand - Case study 1**

No.	Association	Website
1.	Hospitality Association of NZ	<a href="https://hospitality.org.nz/">https://hospitality.org.nz/</a>
2.	Bread & Breakfast Association NZ	<a href="https://bandbassociation.co.nz">https://bandbassociation.co.nz</a>
3.	NZ Cruise Association	<a href="https://newzealandcruiseassociation.com">https://newzealandcruiseassociation.com</a>
4.	Motel Association of NZ (MANZ)	<a href="http://manz.co.nz/">http://manz.co.nz/</a>
5.	Restaurant Association of NZ	<a href="https://www.restaurantnz.co.nz/">https://www.restaurantnz.co.nz/</a>

**Table A.2: Selected hospitality & tourism professional associations - Case study 2**

No.	Association	Website
1.	AHLA (American Hotel & Lodging Association)	<a href="https://www.ahla.com">https://www.ahla.com</a>

**Table A.3: Selected hospitality & tourism professional associations - Case study 3**

No.	Association	Website
1.	HOSPA (The Hospitality Professionals Association)	<a href="https://www.hospa.org">https://www.hospa.org</a>

**Table A.4: Steps for thematic analysis**

Steps	Steps of thematic analysis by Braun & Clarke	Steps of thematic analysis used in this study
Step 1	Coding data	Data sourced from websites and relevant and repeated are be coded to create value.
Step 2	Identifying themes	Themes are coded under sub-themes.
Step 3	Building a thematic network	All the sub-themes are segmented under three main themes.
Step 4	Describing and explore the network	For a more in-depth understanding of the themes the researcher reads through the original data once more.
Step 5	Summarising the network	Themes as bullet points are discussed and refined for better understanding.
Step 6	Interpreting patterns to build strong concepts	The researcher connects the refined themes through interpretation and creates concepts to answer the research questions.

**Table A.5: Summary of the research method chapter**

Topic	Description
Research aim	Identify the ratio and role differences between women's and men's decision-making power on boards.
Research questions	What is the women to men ratio of hospitality professional association governance boards in New Zealand compared to that globally? What do websites reveal about the positions of women and men in hospitality professional association governance boards in New Zealand compared to those globally?
Research philosophy	Interpretivist
Research approach	Feminist-constructive
Methodology	Case studies using netnography, and document analysis
Research method	Case studies
Data collection	Official websites of the selected professional associations
Data analysis	Thematic analysis
Trustworthiness	

**Table A.6: Women-men ratio of the governance boards from Case Study 1**

<b>Case study 1: Women-men ratio of the four New Zealand hospitality professional associations</b>				
Association	Total members	Number of Men	Number of Women	Source
Hospitality NZ (HNZ)	11	10	1	<a href="https://hospitality.org.nz/">https://hospitality.org.nz/</a>
Bed & Breakfast Association NZ (B&BANZ)	6	3	3	<a href="https://bandbassociation.co.nz">https://bandbassociation.co.nz</a>
NZ Cruise Association (NZCA)	11	7	4	<a href="https://newzealandcruiseassociation.com">https://newzealandcruiseassociation.com</a>
Restaurant Association of NZ (RANZ)	23	15	8	<a href="https://www.restaurantnz.co.nz/">https://www.restaurantnz.co.nz/</a>
<b>Total</b>	<b>51(100%)</b>	<b>35(68%)</b>	<b>16 (32%)</b>	

**Table A.7: Women-men ratio of the governance boards from Case Study 2**

<b>Case study 2: Women-men ratio of the AHLA (American Hotel &amp; Lodging Association) of the USA</b>				
Association	Total members	Number of Men	Number of Women	Source
American Hotel & Lodging Association (AHLA)				
Board of directors	6 (100%)	6 (100%)	0 (0%)	<a href="https://www.ahla.com">https://www.ahla.com</a>
C-level executives in the board	60 (100%)	52 (86%)	8 (14%)	<a href="https://www.ahla.com">https://www.ahla.com</a>

**Table A.8: Women-men ratio of the governance boards from Case Study 3**

<b>Case study 3: Women-men ratio of HOSPA (The Hospitality Professionals Association) of the UK</b>				
Associations	Total members	Number of Men	Number of Women	Source
HOSPA (the Hospitality Professionals Association)				
Governance bodies	10 (100%)	8 (80%)	2 (20%)	<a href="https://www.hospa.org">https://www.hospa.org</a>
Brand ambassadors	10 (100%)	9 (90%)	1 (10%)	<a href="https://www.hospa.org">https://www.hospa.org</a>

**Table A.9: Roles of women and men on the governance boards from Case Study 1**

<b>Case study 1: Hospitality related professional associations in New Zealand</b>				
Professional association	Roles	Women	Men	Source
Hospitality Association of NZ	CEO	1		<a href="https://hospitality.org.nz/">https://hospitality.org.nz/</a>
	National President		1	<a href="https://hospitality.org.nz/">https://hospitality.org.nz/</a>
	Vice-president		1	<a href="https://hospitality.org.nz/">https://hospitality.org.nz/</a>
	Treasurer		1	<a href="https://hospitality.org.nz/">https://hospitality.org.nz/</a>
	Other board members	1	7	<a href="https://hospitality.org.nz/">https://hospitality.org.nz/</a>
Bed & Breakfast Association NZ (B&BANZ)	President	1		<a href="https://bandbassociation.co.nz">https://bandbassociation.co.nz</a>
	Vice-president	1		<a href="https://bandbassociation.co.nz">https://bandbassociation.co.nz</a>
	Head of finance		1	<a href="https://bandbassociation.co.nz">https://bandbassociation.co.nz</a>
	Other board member	1	2	<a href="https://bandbassociation.co.nz">https://bandbassociation.co.nz</a>
Restaurant Association of NZ	CEO	1		<a href="https://www.restaurantnz.co.nz/">https://www.restaurantnz.co.nz/</a>
	President		1	<a href="https://www.restaurantnz.co.nz/">https://www.restaurantnz.co.nz/</a>
	Vice-president		1	<a href="https://www.restaurantnz.co.nz/">https://www.restaurantnz.co.nz/</a>
	Branch president	7	6	<a href="https://www.restaurantnz.co.nz/">https://www.restaurantnz.co.nz/</a>
NZ Cruise Association	Chairman	1		<a href="https://newzealandcruiseassociation.com">https://newzealandcruiseassociation.com</a>
	Deputy chair	1		<a href="https://newzealandcruiseassociation.com">https://newzealandcruiseassociation.com</a>
	Elected board member	1	5	<a href="https://newzealandcruiseassociation.com">https://newzealandcruiseassociation.com</a>
	Other board member	1	2	<a href="https://newzealandcruiseassociation.com">https://newzealandcruiseassociation.com</a>
Total number of women and men		17	28	

**Table A.10: Roles of women & men on the governance board from Case Study 2**

<b>Case study 2: Roles of women and men on the AHLA governance board (American Hotel &amp; Lodging Association) of the USA</b>			
Roles	Women	Men	Source
CEO & President		1	<a href="https://www.ahla.com">https://www.ahla.com</a>
Chair of the Board		1	<a href="https://www.ahla.com">https://www.ahla.com</a>
Vice Chair		1	<a href="https://www.ahla.com">https://www.ahla.com</a>
Secretary/Treasurer		1	<a href="https://www.ahla.com">https://www.ahla.com</a>
Chair of the Board of Trustees		1	<a href="https://www.ahla.com">https://www.ahla.com</a>
Immediate Past Chair		1	<a href="https://www.ahla.com">https://www.ahla.com</a>
Brand representative	1	10	<a href="https://www.ahla.com">https://www.ahla.com</a>
Management company representative		17	<a href="https://www.ahla.com">https://www.ahla.com</a>
Independent representative	1	4	<a href="https://www.ahla.com">https://www.ahla.com</a>
Partner state association		3	<a href="https://www.ahla.com">https://www.ahla.com</a>
General representative	2		<a href="https://www.ahla.com">https://www.ahla.com</a>
Allied representative	2	3	<a href="https://www.ahla.com">https://www.ahla.com</a>
Total number of women and men	6	43	

**Table A.11: Roles of women & men on the governance board from Case Study 3**

<b>Case study 3: Roles of women and men on the HOSPA governance board (The Hospitality Professionals Association) of the UK</b>			
Roles	Women	Men	Source
CEO	1		<a href="https://www.hospa.org">https://www.hospa.org</a>
Chairman		1	<a href="https://www.hospa.org">https://www.hospa.org</a>
Board member	1	7	<a href="https://www.hospa.org">https://www.hospa.org</a>
Total number of women and men	2	8	