

FACTORS AFFECTING WOMEN'S CAREER ADVANCEMENT IN GUANGZHOU'S 5-STAR HOTELS

WenWen Deng

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

School of Hospitality and Tourism

Supervisor: Monique Brocx

Table of Contents

Attestation of Authorship	V
Acknowledgement	VI
Abstract.....	VII
Chapter 1 Introduction.....	1
1.1 Research Background.....	1
1.2 Problem statement	3
1.3 Purpose of the research	3
1.4 Structure of dissertation	4
Chapter 2. Literature Review	6
2.1 Women in the global labor market.....	8
2.1.1 Women in the labor market.....	8
2.1.2 Women in Asian labor market	9
2.1.3 Women in Chinese Labour Market.....	9
2.2 Career advancement of women in the hospitality industry	12
2.2.1 Career advancement of women in the Western hospitality industry	12
2.2.2 Career advancement of women in the Asian hospitality industry	13
2.2.3 Career advancement of women in China’s hospitality industry.....	13
2.3 Horizontal and vertical segregation in the Hotel Industry	14
2.3.1 Horizontal and vertical segregation in the Western Hotel Industry	14
2.3.2 Horizontal and vertical segregation in China’s hotel industry	16
2.4 Factors affecting women’s career advancement in the hospitality industry	16
2.4.1 Work-family conflict	17
2.4.2 The ‘Old Boy’s Network’	18
2.5 The geographic context.....	19
2.6 Conclusion	20
Chapter 3. Methodology	21
3.1 Research Paradigm	21
3.2 Research Questionnaire	22
3.2.1 Structure	22
3.2.2 Questionnaire design	23
3.2.2 Population.....	24
3.3 Data Collection	25
3.3.1 Data collection process.....	26
3.4 Data analysis.....	26
3.5 Ethical Considerations	27
Chapter 4 Findings/Results	28

4.1 Response rate	30
4.2 Descriptive characteristics of the respondents (demographic)	31
4.3 Gender difference on factors affecting women's career advancement and the hypothesis 1	35
4.3.1 Factors contributing to career success.....	36
4.3.2 Obstacles to career development.....	37
4.4 Comparison of factors affecting women's career advancement based on number of children (Women employees only) and hypothesis 2	40
4.4.1 Factors contributing to career success.....	41
4.4.2 Obstacles to career development	42
4.5 Comparison between women employees of different ages and perceptions of significant factors and hypothesis 3	46
4.6 Comparison between women employees in different employment level and perception of significant factors and hypothesis 4	48
4.7 The gender issue at work	50
4.8 Conclusion to findings	50
Chapter 5 Discussion and Conclusion	53
5.1 Factors affecting women's career advancement in the hospitality industry	54
5.2 Open-ended Questions	56
5.4 Limitations	59
5.4.1 Small Sample size and Limited Time	59
5.4.2 Convenience sampling.....	59
5.5 Future study	60
5.6 Conclusion	60
Reference	62
APPENDICES	70
Appendix I: Cover Letter.....	70
Appendix II: Information sheet.....	71
Appendix III: Questionnaire	74
Appendix IV: List of 5-star hotels in Guangzhou	79
Appendix V: Output of ANOVA Test between age and factors	80
Appendix VI: Output of ANOVA Test between employment level and factors.....	83

List of Tables

Table 1. Estimated population.....	24
Table 2 Demographic profile of respondents - Age	31
Table 3 Demographic profile of respondents – Education level.....	32
Table 4 Demographic profile of respondents - Marital status.....	32
Table 5 Demographic profile of respondents - Years in industry	33
Table 6 Demographic profile of respondents - Level of employment	33
Table 7 Demographic profile of respondents – Children.....	34
Table 8 Demographic profile of respondents – Department.....	34
Table 9 Factors contributing to career success (Gender)	36
Table 10 Obstacles to career development (Gender-Personal)	37
Table 11 Obstacles to career development (Gender-Training)	38
Table 12 Obstacles to career development (Gender-Working environment).....	38
Table 13 Factors Ranking (Gender)	39
Table 14 Factors contributing to career success (Number of child)	41
Table 15 Obstacles to career development (Number of Child-Personal)	43
Table 16 Obstacles to career development (Number of Child-Training).....	44
Table 17 Obstacles to career development (Number of Child-Working environment)	44
Table 18 Factors Ranking (Number of Child)	45
Table 19 Age Comparison-Mentor support/guidance	46
Table 20 Age Comparison-Effective communication skills	47
Table 21 Employment Level Comparison-Lack of Formal Training.....	48
Table 22 Employment Level Comparison-Problem solving skills	48
Table 24 Preference on the gender of supervisor.....	50
Table 25. The distribution of gender believing that women are hindered in career advancement	57

Attestation of Authorship

I, Wenwen Deng, 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 (except where explicitly defined in the Acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or another institution of higher learning.

.....

Wenwen Deng

February, 2017

Acknowledgement

I would like to thank the Auckland University of Technology for giving me this opportunity to complete my Masters in International Hospitality Management. I am also sincerely thankful to my supervisor, Monique Brocx, who always supported and provided guidance to me on this dissertation. Without her, this dissertation could not have been completed.

My sincere gratitude goes to my family and my boyfriend, who not only helped me out on contacting the potential participants, but also gave me personal support along the way when I was depressed and felt confused.

Additionally, I appreciate all the participants who helped in this research. Without their responses, I could not have achieved these quality results.

Lastly, I would like to acknowledge the Ethics Committee for permitting me to conduct this research.

Abstract

The objective of this research is to explore the important factors that affect women's career advancement in the hotel industry, in particular in five-star hotels in Guangzhou, China. This study also aims to fill the research gap in women's careers in China's hospitality industry since there has been minimal previous research focusing on this issue in mainland China. To present a clear picture on the current situation of women's career advancement in Guangzhou's hotel industry, this study seeks to examine the effect of such demographic factors as gender, age, marital status and employment level on the factors affecting women's career advancement. The study replicated those of Ng and Pine (2003) and Mooney (2007).

The study found that regardless of gender, age, marital status or employment level, it was that 'conflicts with family activities', 'childcare responsibilities' and 'lack of formal training' were considered the most important factors hindering women's career advancement in five-star hotels in Guangzhou. The demographic factors indeed influenced the perceptions of employees on the factors affecting women's advancement in the hotel industry such as gender, age, numbers of children of women employees and employment level.

This study concludes that the factors related to family such as 'conflict with family activities' and 'childcare responsibilities' have the highest effect on women's career advancement in five-star hotels in Guangzhou. The study recommends that the top management of the hotels should pay more attention to women's career development and take effective action to help women employees to balance work and family life. Moreover, the government should actualize a series of measures to protect women's rights and interests. Finally, women should be more aggressive and assertive in their roles in the hotel industry so as to compete with their male counterpart

Chapter 1 Introduction

This chapter presents an overview of the study and the background of women's job progression in China's hospitality field. It also discusses the main purpose of the study to give a clear understanding of the features influencing females' job progression in the hospitality industry. In addition, the research question and hypotheses are explained, as well as the structure of the dissertation.

1.1 Research Background

There is an upward trend in the number of women who have access to the labour market, more women dominating executive places in different industries (Schruijer, 2006) with the hospitality industry being no exception in this pattern (Clevenger & Singh, 2013; Yang, 2011; Burrell, Manfredi, Rollin, Price & Stead, 1997). Consistent with the U.S. Department of Labor (2015), the number of women working in the leisure and hospitality industry occupied more than 50% of the total and accounted for 57.0% of the total workers employed in 2013. Nevertheless, women remain under-represented in the organizations, and, what is more, are unevenly employed and promoted, (Zhong, Couch, & Blum, 2011). A Stanford research study (Wynn, 2012) revealed that women represent 47% of the employment force and 33% of all MBA levels, but only 2% of them work as Fortune 500 CEOs. Even worse, women executives could not be found in 47% of Fortune 1000 companies. Besides, as reported by the Catalyst Report (2013), there has been little to no increase for women on boards in corporate America. This report showed that, in 2013, the proportion of women dominating board seats in Fortune 500 companies was only 16.9% and this had hardly changed from the previous year (16.6%). Based on the ongoing rate of progress, it is predicted to take another seven decades for females to be similarly signified in business management occupations (Catalyst, 2006).

A female with excellent capability and adequate work experience must be performing in her selected job at an analogous degree to her fellow peers. Nevertheless, many females still find difficulties in ascending to the highest business ranking because of what is referred to as the 'glass ceiling' (Morrison et al, as cited in Ng & Pine, 2003; Mooney,

2007). According to Altman, Simpson, Baruch, and Burke (2005), the glass-ceiling metaphor is a clear and apparently impassable fence that stops females from going up the organization hierarchy and this phenomenon is prevalent in the hotel industry (Mooney, 2007)

In 1995, China placed the Equality of Men and Women as a rudimentary national policy to endorse communal growth, representing that the significance of women's human resources in financial and communal improvement has been progressively protuberant. Particularly, with the fast growth of the service business currently, a huge number of females get into service and tertiary businesses by integrity of sex compensations, which additionally upsurge the female general occupation rate. Based on the statistics, the proportion of women employees represents more than 60% of the total employees working in China's hospitality industry, and the proportion in some of the regions may be up to 80% (Ma, 2010). However, the number of women employees in top manager occupations is still much fewer than men (Yang, 2011). Many academics have discovered that, in China, women's labour is disproportionately involved in inferior expertise, accountability, rank and salary jobs, such as the health care, cultural entertaining, trade and cookery industries (Hu 2006; Li 2005; Yang 2008). In other words, women in China remain under-represented in the upper ranks (Granrose, 2007) and gender inequality is still very much alive in the workplace in China.

This research aims to investigate the points affecting females' career advancement in China's five-star hotels. Prior research focused on this topic abounds in the Western context. For instant, Brownell's (1994) study investigated general manager's insights of issues connected to females' career development in the hospitality industry in the United States. Ng and Pine (2003) also explored Hong Kong's female and male managers' perceptions on women's career development in Hong Kong's hospitality industry and compared the result with Western countries. Mooney (2007) identified the barriers that hinder women reaching senior occupations in the hospitality industry in Australia and New Zealand. However, few studies have involved the hospitality industry in mainland China. This study aims to fill this gap by uncovering the points affecting females' job progression and comparing the results with the previous studies of Ng and Pine (2003)

and Mooney (2007).

1.2 Problem statement

The primary determination of this research is to ascertain the points that affect females' career progression in China's hospitality industry. This research also aims to examine the effects of demographic factors such as age, gender, number of children and employment level on the points affecting females' job progression. This research replicates previous studies conducted by Ng and Pine (2003) and Mooney (2007), which researched females' job progression in the hospitality industry in Hong Kong and New Zealand respectively. To meet the purpose, the following research question was formulated:

“What are the important factors affecting women’s career advancement in Guangzhou’s five-star hotels?”

Based on this research question, the study tested the following four hypotheses:

1. Female and male employees have different perceptions of significant factors that affect women’s career advancement.
2. There is a significant difference between the number of children of women employees and the perceptions of female employees on these factors.
3. Women employees of different ages yield different perceptions of significant factors that affect women’s career advancement.
4. There is a significant difference between various employment levels of women employees and the perceptions of female employees on these factors.

1.3 Purpose of the research

This research aims to examine the issues influencing females' career development in Guangzhou's five-star hotels. The purpose of this study is to provide data on the situation of women's career development in Guangzhou's five-star hotel industry since there has been minimal previous research focusing on this issue in mainland China. Ng and Pine (2003) have undertaken research on insights of gender and career advancement issues of

managers only in Hong Kong, not mainland China. Additionally, Yang (2011) did conduct research about gender difference in career development of hotel employees in China; however, her research involved surveying HR personnel but not the people employed in the hotels. This research makes a significant contribution to understanding females' job progression in the hospitality industry in China. Empirically, the study provides data on females' job progression in China's hospitality industry and fills a gap in hospitality research by providing information on China's hospitality industry.

1.4 Structure of dissertation

The dissertation is comprised of five chapters: Introduction, Literature Review, Methodology, Findings and Discussion.

Chapter Two is a review of a selection of literature that covers the scope of the research question. In this chapter, the context of the surveyed city is explained clearly. The chapter then further reveals the condition of females in the labour market in different segments of the world including Western countries, Asian countries and China. The study then further explores females' job progression in the hospitality industry in different areas of the world. In addition, this section gives prominence to the horizontal and vertical segregation in the hospitality industry. Lastly, the research discusses the points considered by other researchers which are commonly recognised as the main elements hindering and facilitating females' job progression in the hospitality industry.

Chapter Three clarifies the study methodology and study project. A relevant method is employed to examine the respondents' insights on points affecting female job progression in Guangzhou's five-star hotels. An anonymous survey was used to collect data from people working in Guangzhou's five-star hotels. The population and sample size are discussed in detail as well.

Chapter Four delivers the answers of the statistics examination. Firstly, it presents an account of the demographic outlines of the respondents. The four hypotheses were tested according to variables such as gender, age, number of children and employment level by employing T-test and one-way ANOVA.

Chapter Five examines the answers sketched from the consequences drawn as Chapter 4 addresses the hypotheses. An assessment between Ng and Pine's (2003) study and this research is made. Both the implications and future research are debated in this chapter. Additionally, this chapter classifies limits of this research and advises programmes for further study.

Chapter 2. Literature Review

The literature review is presented to support the research question:

“What are the important factors affecting women’s career advancement in Guangzhou’s 5-star hotels?”

Based on this research question, the study thus tested four hypotheses.

1. Female and male employees have different perceptions of significant factors that affect women’s career advancement
2. There is a significant difference between the number of children of women employees and the perceptions of female employees on these points.
3. Women employees of different ages yield different perceptions of significant factors that affect women’s career advancement.
4. There is a significant difference between various employment levels of women employees and the perceptions of female employees on these points.

The following review of literature addresses the current situation of women in the work place in different regions including Western countries, Asian countries and China. Besides, the literature review examines the research of the points which affect females’ job progression in the hospitality industry. It is composed of the following five sections:

a) The current women’s working situation globally (including Western countries, Asian countries and China)

The first section reveals the situation of women in the labour market in different regions. Section 2.2.1 and Section 2.2.2 outline the situation of contemporary women in the Western and Asian labour markets respectively. Section 2.2.3 highlights the evolution of women’s occupation in the Chinese labour market by illustrating two aspects: traditional Chinese culture and the political features of Chinese society.

b) Women's career advancement in the hospitality industry and horizontal and vertical segregation in the hotel industry (including Western countries, Asian countries and China)

The second section depicts the situation of female job progression in the hospitality industry in three different areas: Western countries, Asian countries and China. In addition, section 2.3.4 gives prominence to the horizontal and vertical segregation in the hospitality industry. In this part, Purcell's (1997) framework of horizontal and vertical segregation within the hospitality industry is elucidated. Ending this unit, horizontal and vertical segregation in China are also declared.

c) The factors affecting women's career advancement in the hospitality industry

The third section probes into the points which are commonly considered as the main elements hindering and facilitating female job progression in the hospitality industry by previous researchers. Three points are expounded in detail in the sub-sections: work-family conflict, education and the old-boy network.

d) Geographic context of the surveyed city

At the end of this chapter, the last section portrays an overview of tourism development in Guangzhou. It briefly illustrates the evolution of star-rated hotels in Guangzhou and Guangzhou's tourism status in China and even in the world, which has provided the context for this study.

2.1 Women in the global labor market

2.1.1 Women in the labor market

The increasing female rate of participation in paid service has developed into one of the most extraordinary communal alterations across republics (International Labor Office, 2010). While females were 38% of the planet's staff workforce in 1970, the number has increased to 47.3% in the following several decades (International Labor Office, 2010). Accompanied by the worldwide tendency, sex fairness has been an extensively putative policy goal in numerous nations (Connell, 2006). The mainstream of females have achieved change from being employed in conventionally female professions (such as teachers and nurses) to more masculine dominated zones such as bosses and engineers (Atwater, & Van Fleet 1997; Chater, & Gaster 1995; Krambia-Kapardi 2006; Michailidis, Morphitou, & Theophylatou, 2012). Inappropriately, the cumulative number of working females do not transport equivalent vocation progression chances. In the domain of employment, Schien (as cited in Saadin, Ramli, Johari, & Harin, 2016) discovered that fences to females in organizations, particularly in the community sector, still exist universally. She pointed out that although females signify in excess of 40% of the global work force, their presence in organization positions remains unsatisfactorily small. Sex subjects in the office arise from changes in the way males and females are perceived. Females are not perceived by the administrations the same way as males are, somewhat holding females back from proceeding to an executive ranking (Michailidis et al., 2012). It is a fact that females are under-represented in top administrative locations (Mihail, 2006).

2.1.2 Women in Asian labor market

Though Asia has been at the front in transitory work parity laws, feminine managers are still under-represented in Asia (Li & Wang Leung, 2001). By June 1996, only three of 72 Hong Kong hotels had woman managers (Pine, 1997). In Singapore, only two women made it to the position of general manager in 77 hotels listed under the Singapore Tourism Promotion Board. According to Loutfi (as cited in Saadin et al, 2016), women (53.7%) complete the mainstream of Malaysia public subdivision at 577,235 associated to 497,678 men (46.3%). However, females are still under-represented in the highest organizations with only 752 females (27.7%) compared to 1,966 men (72.3%). In Korea, the number of females in the work strength increased from 37.2% in 1965 to 48.3% in 2000 (Choi & Park, 2014). Notwithstanding the fast upsurge, the figures demonstrate a strong indication that females in service have not been perceived justly in significant workers' events and choices (e.g., work assignments, compensation, promotion), which has caused fewer females being employed in advanced occupations (Ministry of Public Administration and Security [MOPAS], as cited in Choi and Park, 2014).

2.1.3 Women in Chinese Labour Market

The degree of females in the Chinese labour market – 44.8 percent of the workforce (Information Office of the State Council of the People's Republic of China, 2005) – is more advanced than the international normal rate: over 80% of Chinese females in all age groups between 20 and 50 years' work, compared with a global average of 55.2% (Cooke, 2005). Likewise, over 90% of Chinese females of reproduction age are working, as Chinese females are much more likely to live frugally than those in numerous Western countries (Cook & Dong, 2011; Cooke, 2003).

However, it is established that womenfolk in China are likely to have a secondary occupation in service (Dong, Macphail, Bowles, & Ho, 2004; Zhang, 2012). Traditional Chinese cultural standards have subordinated females and excluded them from community life (Kitching, 2001; Liu, Dong, & Zheng, 2010; Omar & Davidson, 2001). There are dualistic features. First, China is a male-controlled civilization, that is, one with

“... a system of social structures and practices in which men dominate, oppress and exploit women” (Walby, 1989, p. 214), in which females are subjected to influential gendered philosophies (Ebrey, 2003; Granrose, 2007). This male-controlled organization, sketching on Confucian standards, suggests for females a character that is informally mediocre to males (Eagly, Wood, & Diekmann, 2000). The Confucian doctrine implies two cultural mentalities: (a) men are superior to women (*nan zun nu bei*) and (b) males are valued over females (*zhong nan qing nu*) (Law, 2013). Additionally, the struggle for equilibrium between Yin (male) and Yang (female) puts males and females in two distinct areas, with males in the external world and females in the internal area (home; *nan zhu wai niu zhu nei*) (Granrose, 2007; Law, 2013). These cultural standards have shaped sex separation, relegation and discrimination in China (Cooke, 2003) and the effect of these morals (in particular) on sex roles is widespread (Chou, Fosh, & Foster, 2005; Leung, 2003; Maurer-Fazio & Hughes, 2002; Patrickson, 2001).

China is a powerfully communist civilization (Ho & Chiu, 1994; H. Kim & Markus, 1999; Triandis, 1995) that orders the requirements of the collective over those of the individual (Yu & Yang, 1994). Inside the household, these powers interrelate in a method of family communism, with a male at the lead. A female's main responsibility is to upkeep male memberships in the family by attendance to internal exertion and by having and nurturing children. The collectivist policies order the raising of the husband and his people's wellbeing (Liu, Dong, & Zheng, 2010; Yu & Yang, 1994) over a female's own occupation (Granrose, 2007).

Nevertheless, with the globalization of world economies and fast development of the Chinese economy, women's situations have undergone a great change in China. In recent years, China has made great strides in promoting women to senior posts. For example, Liu (2013) noted that of the companies that employ females in leading managerial occupations in China, female hold 1.24 leadership roles with 69% of the senior female leaders hold financial occupations, 37% oversee sales and 23% serve as leading operational officers. Positioning women in these non-conventional gendered roles is representative of China's identification of female ability. Moreover, more females in China have corporate board seats (8%), compared with those in other main Asian regional

economies such as Singapore (7%) and India (5%). Furthermore, empirical factors represent that women board instructors in China have achieved salient and positive influence on the outcome of Chinese-listed companies (Liu, Wei, & Xie, 2014).

Still, some scholars debate that Chinese females' moving upward has been discovered to be still at a low speed (Tsang, Chan, & Zhang, 2011) when compared with developed nations. For example, the proportion of Chinese women on corporate boards (8%) and in executive committees (9%) is much lower than in the United States, (15% and 14%, respectively) (Peus, Braun, & Knipfer, 2015). A 2012 report by China Real Time ("Women Losing Ground in China," 2012) revealed that 53% of Chinese professional women had never advanced beyond lower-level position occupations in the workplace. In Chinese-listed companies, women filled around 5.5% of CEO positions (Lam, McGuinness, & Vieito, 2013). While these statistics suggest an upgrading of Chinese professional females today in terms of what it was over ten years ago, researchers have reminded us of the continuing challenges facing women in China in their pursuit of career advancement. There are some instances of these difficulties including social discrimination (Gao, 2006), values (Peus et al., 2015), long term unemployment (Du & Dong, 2009), lower salary (Chen, Ezzamel, & Cai, 2011; Xiu & Gunderson, 2014), pressuring burden of family responsibilities (Cooke, 2003), less improvement opportunities (Granrose, 2007), and fewer developmental opportunities (Leung, 2002). The reality, as Cooke (2003) portrayed, is that while women may have reached the top of the organizational hierarchy, they maintain at the lower level of the power hierarchy, with little influence. Moreover, it has been suggested by scholars that, in mainland China, women employees are more to be found in lower technology, responsibility, status and income occupations, such as health care, cultural entertainment, retail and catering industries; and the proportion of women workers is relatively lower in higher technology, responsibility, status and income occupations, and is decreasing relative to males (Hu 2006; Li 2005; Yang 2008).

2.2 Career advancement of women in the hospitality industry

2.2.1 Career advancement of women in the Western hospitality industry

Female labour have penetrated various industries in the world and many of them occupy management occupations (Schruijer, 2006). According to Woods and Viehland's (2000) survey, the proportion of female managers was 46.1% in the U.S hotel industry, compared to 41% from a review completed by Diaz and Umbreit in 1995. However, only intermittently do women grasp highest organization and/or board occupations (Clevenger & Singh, 2013; Li & Wang Leung, 2001; Schruijer, 2006). According to the Catalyst Report (2013), there has been little to no increase of women on boards in corporate America. This report showed that, in 2013, the proportion of female allotted board seats in Fortune 500 businesses was only 16.9% and it had barely altered from the preceding year (16.6%). At lower stages, females comprised just over 50% of the employees occupying "managerial and professional specialty occupations" (Bureau of Labour Statistics 2003), while of only thirteen companies belonging to the hospitality related field on the Fortune 500 list, every single one of them had a male CEO. This indicates that women are severely under-represented in leadership occupations across industry sectors.

Other appropriate evidence is to be found in the Western background where patterns of sex unfairness persevere in management occupations, even with females' cumulative discernibility in the subordinate levels of business (Weyer, as cited in Mooney & Ryan, 2009). For instance, Petrick (1998) charted a collection of restaurant managers in the USA and presented that very few females had touched managerial status in the field, and those who did had more advanced instructive accomplishments than their male complements. Shinew and Arnold (1998) inspected sex unfairness in public relations facility activities in the United States and recommended that woman middle bosses were assumed fewer chances to be endorsed to upper levels of organizations. Timo and Davidson (2005) proposed that occupations are filled equally between woman and men workers in four and

five star hotels in Australia. However, when it comes to executive occupations, men employees still control these kinds of jobs (Wong & Chung, 2003), and this incidence was found to be universal. A female's job progression in hotels is normally not a privileged one.

2.2.2 Career advancement of women in the Asian hospitality industry

Though some Asian nations have been at the front in transitory labour fairness acts, woman administrators are still under-represented in the area (Li & Wang Leung, 2001). By June 1996, only three of 72 Hong Kong hotels had a lady general manager (Pine, 1997). According to Ng and Pine (2003), the number of females in organizations in Hong Kong hotel businesses rose from 25.9% in 1989 to 33.7% in 1999; nevertheless, more examination of the 1999 data disclosed that females bunch at the lowermost level of running, with only 35.2% of Heads of Departments being female. Only 7.2% of senior general manager occupations were held by women. In Singapore, only two women made it to the occupation of general manager among 77 hotels listed under the Singapore Tourism Promotion Board (Li & Wang Leung, 2001).

2.2.3 Career advancement of women in China's hospitality industry

In mainland China, females continue to be under-represented in higher positions and are often salaried less than males for like work (Cooke, 2003; Cao, 2001, Granrose, 2007). Yang's (2011) study deliberated that most of the woman bosses started their vocation from grass-roots occupations such as a housework assistant, front office assistant or food and drink assistant, while male executives are likely to have more diverse career advancement paths. Yang (2011) found that female employees took a longer time (minimum 5 years) than males to be promoted as subdivision directors. Moreover, individually it was rare for them to be endorsed as vice presidents and even less woman managers were endorsed to be general managers. Alternative reviews showed in Guangdong, China by Yang and Li

(2015) exhibit that 70 % of lady staff are engaged in all kinds of proletarian headwaiter work, far advanced than numbers of male workers. Moreover, salaries received from all classes of popular headwaiter work are clearly lower than other occupations. Consequently, women account for advanced numbers in low-income job occupations. Generally, in China's hospitality industry, woman directors have fewer remarkable job expansion paths compared to males (Yang, 2011).

2.3 Horizontal and vertical segregation in the Hotel Industry

2.3.1 Horizontal and vertical segregation in the Western Hotel Industry

The organization of occupations in the hospitality subdivision by Purcell (1996) designates three methods in which “females' jobs” can be characterized. First, though several occupations are achieved by females, profession request is unbiased to gender, and these are named contingently-gendered jobs. Secondly, there are also occupations where sexuality or other qualities connected to sex are an understood part of their stipulations; these are the supposed gender-characterized occupations. Finally, there are those occupations where conventionally males perform but recommend the gender appropriate for each case, and these are known as patriarchal-prescribed jobs. Moreover, Purcell (1996) suggests there are three chief rudiments predisposing owners to employ females for specific kinds of exertion in the hospitality industry: labour price and gender.

There are two kinds of segregation that have been recognized in the works: horizontal and vertical segregation (Campos-Soria et al., 2011; Doherty & Manfredi, 2001; Church & Frost, 2004). Horizontal segregation refers to jagged distribution of males and females in dissimilar useful areas of a hotel. Vertical segregation mentions rough delivery of men and women amongst dissimilar levels of duty. Plentiful indications propose that female service in the hospitality sector is horizontally segregated (between jobs). Females are separated into those parts of service which need their national services and their “feminine”

physiognomies, as exposed in the mechanism of Adkins (1992), Enloe (1989) and Kinnaird, Kothari, Hall, and Hall (1994). Conferring to Burrell et al. (1997), housework and reception in hotels in the UK, France, Spain and Italy are work-related parts where females prevail. The fence in contradiction of females working in reception in minor guesthouses is motionless but present, because of the essential for safety at night or for weighty bags, which stereotypically rejects females. Additionally, bar jobs are conquered by men in Spain, the UK and France, but are consistently dispersed in Italy. These writers discovered that there is a high percentage of males in kitchen-related jobs in France and the UK. In Spain, this amount is more stable, while females control in Italy. Though the females working in this area are more likely to be in laundry and housework rather than cookery. Ng and Pine (2003) show that horizontal segregation also happens at the executive level. Females control in the areas of workers, training sessions and feasts, while men prevail in the administration of parts such as safety, food and drink, control and money. This delivery between useful areas proposes horizontal segregation.

Additional experiential training has also shown the significance of vertical segregation (between organizational levels) in this subdivision. Church and Frost (2004) and Kattara (2005) demonstrated that females have occupations with inferior status to those of their male colleagues, representing perpendicular separation in the hospitality subdivision. Gentry (2007) found that female directors only signify 3% of the overall employees in hotels in Belize devoted to mass travel, and that this fraction is inferior to that originating in other kinds of businesses. Burgess (2003) designates that males are well signified in superior rank occupations connected to the economic administration of hotels. Nebel III et al. (as cited in Campos-Soria, Marchante-Mera, & Ropero-García, 2011) also file that 92.1% of managers in a hotel example were males. In Spain, Ramos-Mir, Rey-Maqueira, and Tugores-Ques. (2004) present similar indications in the hospitality industry in the Balearic Islands.

2.3.2 Horizontal and vertical segregation in China's hotel industry

Both vertical segregation and horizontal segregation are also present in China (Woodhams, Xian, & Lupton, 2015; Yang & Li, 2015). Females and males bunch in gender-oriented professions (Dong et al., 2004); females are less likely to be discovered in the advanced paid occupations (for example, manager, lawyer, information technology [IT] specialist) and sectors (Cooke, 2010; Wei, 2011) and are disproportionally found in lower-level occupations (for example, production worker, secretary, cleaner) (Leung, 2002; Wei, 2011). Females are usually not engaged in male occupations or some occupations where they are required to manage many male employees, such as safety subdivision, kitchenette and manufacturing sections (Yang & Li, 2015). No matter general managers, woman directors or male directors, all of them consider safety subdivision and manufacturing sections are male occupations, not suitable for females (Yang 2011), so consequently, insufficient ladies are in such occupations.

2.4 Factors affecting women's career advancement in the hospitality industry

According to Ismail & Ibrahim (2008), a barrier is all that hinders progression. Investigators have recognized some of the main barriers that limit females' job progression. These comprise fundamental obstructions such as a male conquered structural culture (Brownell, 1994), the "glass ceiling" that precludes womenfolk in mid-management from proceeding to advanced level occupations (Broadbridge, 2008; Catalyst, 2006a; Galinsky et al., 2003), and vocation enlargement designs that change for females and males (Brownell, 2008; Kumra & Vinnicombe, 2008). For instance, men's jobs are characteristically linear, whilst ladies' vocation trails are non-linear and are episodic by family and communal errands (Kumra & Vinnicombe, 2008). Furthermore, Ng and Pine (2003) designated that the main problem that delayed Hong Kong female directors from attaining higher achievement in their occupation progression is the unofficial 'old boys network' which was likewise deliberated in Mooney and Ryan's

(2009) New Zealand and Australia analysis. Other putative fences that delay females' job progression in the hospitality industry are gender typecasting (Marshall, 1984; Burrell et al., 1997), poor care provision (Burrell et al., 1997), education level (Clevenger & Singh, 2013; Yang, 2011) and sexual nuisance (Woods and Kacvanaugh, 1994).

Reports also have recognized points that help as organizers of females' job progression. These comprise hard work (Gregg & Johnson, 1996); interacting and mentoring (Patrick, 1998; Ng & Pine, 2003; Okurame, 2007); repositioning or altering companies (Ng & Pine, 2003); a magnetic character (Knutson & Schmidgall, 1999); job presentation, post-employment schooling, interaction skills and persistence (Baruch & Leeming, 2001; Baruch & Peiper, 2000).

Gregg and Johnson (1993) exposed that liveliness and hard effort are obtainable as the most significant characters that donate to females' progression. Gregg and Johnson in a 1990 analysis (cited in Brownell, 1994) discovered that the females in their study felt that they had to work twice as hard and do twice as fine a job as their male coworkers to evidence they merited an elevation. Women tend to rely on job performance and post-employment education to realize achievement (Catalyst, 2006).

2.4.1 Work-family conflict

Derr (1988) illustrated five career kinds: 'getting ahead', where stretching the top is the first, 'getting secure', where security and expectedness are important for one to determine the direction of his career, then 'getting free', for those who value independence, next 'getting high', for the one seeking for stimulating work and self-realization, and lastly, 'getting balanced', where work-life balance is the key to the one's career selection. Family anxieties are likely to provide a stronger barrier on females' occupation selections than on those of males (Schruijer, 2006).

Due to the long, occasionally uneven employed periods in the hospitality industry, the damage of time with children, battles with household errands may signify chiefly significant restraints to women's advancement in the hospitality industry (Li & Wang Leung, 2001; Zhong, Couch, & Blum, 2011; Ng, Fosh, & Naylor, 2002), especially in

Eastern countries (Ng et al., 2002). For instant, Li and Wang Leung (2001) indicated that in Singapore, a large number of women disregard chances of a raise, choosing to uphold the occupation they presently have rather than increase family struggles or their own guilt concerning their offspring. Also, in China, it is not uncommon to find that a woman director gives up her job to bring up a child when she had been a vice general manager. She later has to commence from the grass-roots when she goes back to work (Yang, 2011). In conventional Chinese civilization, more so than in the West, females were entrusted to a secondary role that comprised better accountability for babysitting and for the upkeep of aged parents (Ng & Naylor, 2002).

Gallo (as cited in Schrujier, 2006) details that relations, accessories and caring dominate the lives of females. Consequently, their occupation selections are more probable to make a combination between job and household possible. For males, individuality, independence and importance of job are more distinguishing. Rising flexibility for males is a more significant vocation goal than for females. Numerous surveys certainly display that females' occupation favorites exclude those allied with 'getting ahead' (Taillieu 1994).

2.4.2 The 'Old Boy's Network'

The informal 'old boy's network' has been recognized as a main obstacle for women directors to job success and progression (e.g. Brownell, 1994; Ng et al., 2002; Mooney, 2007). The "old boys" network is distinct as a scheme of social schmoosing/cronyism apparent amongst males in communal and commercial layers (Knutson & Schmidgall, 1999; Maxwell, 1997). A study in Singapore by Li and Wang Leung (2001), discovered that absence of networks is additional to the glass ceiling. Their consequences designated that woman directors in Singapore had the smallest admission to "old-boy" and expert networks. Cultural standards confine woman directors from using their commercial connections in secluded bars or on the golf course, seats well known among Singaporeans as friendly for founding networks and "learning through the grapevine" (Chan & Lee, 1994). Owing to such barring, woman bosses have incomplete chances to entertain with powerful managers (usually males) who could assist their occupation.

This is recognized to be a fence for Western females (Mavin, 2000), but has extra meaning within the organization of unofficial relations—*guanxi*—which is a significant source of communal investment in China (Bu & Roy, 2008; Leung, 2002; Park & Luo, 2001). Obtaining *guanxi* can be problematic for women. The obligation to dedicate time to family grants a real obstacle (Leung, 2002). The comparative lack of female senior bosses means that there are less networks of power for females to draw on, and there is indication of an unwillingness to contain such females in networks (Bu & Roy, 2008), compounding the separation of older females (Cooke, 2003; Leung, 2002). Relations with senior (and other) males are a trouble for females in China (Leung, 2002), “where it is almost taboo for a man and a woman to form a close working relationship” (Cooke, 2003, p. 330). Gossips of infidelity can devastate the vocations of both parties (Yang, 1996), and there is a robust confidence among many Chinese females that it is not suitable for a female to go on a commercial trip with a male who is not her spouse (Connelly, Roberts, & Zheng, 2010).

2.5 The geographic context

Guangzhou, capital city of Guangdong Province, is having a great boom in the hospitality industry. According to statistics, by the end of 2011, 954 star-rated hotels had established in Guangzhou, which ranks first in the country (Yang & Li, 2015), accounting for 8.2% of the total hotels in China.

The main reason for choosing this region is the prosperity of the hospitality industry in this place and the absence of information in academic journals about this region. The surveyed hotels in Guangzhou can represent China’s hospitality industry to some extent. The number of hotels, the size of revenues and paid taxes of the hotel industry in Guangdong Province are all high amongst all domains in China (Yang, 2011).

As reported by the MasterCard Asia Pacific Destinations Index in 2016, Guangzhou is assessed as one of the top destinations in the Asia Pacific region. During Chinese New Year, Guangzhou is the site of the biggest human migration in the world. Guangzhou International Airport is the second busiest in China, and tourists benefit from an extensive range of international and domestic air travel connections. As a major trade hub,

Guangzhou is also well connected domestically via extensive road and rail links, as well as being a massive port, and the city is served within by a modern metro system.

2.6 Conclusion

This chapter started by describing the current situation of women employees in the global labour market and narrowed down to the Western labour market, the Asian labour market and China's labour market. In all these markets, women employees were still under-represented in management occupations even though women employees occupy a large proportion of the overall employment (Schrujjer, 2006; Ng & Pine, 2003; Mooney, 2007; Clevenger & Singh, 2013; Li & Wang Leung, 2001)

The main issue that disturbs females' occupation development to upper levels is household accountability. In many civilizations, societies and nations the world over, the female is still measured as a domestic. These home accountabilities are frequently judged to be different from the errands of higher organization (Stockdale and Crosby, 2004).

The next chapter clarifies the research methodology used to discuss the four hypotheses.

Chapter 3. Methodology

Chapter Three emphasizes the study project applied to handle this analysis, and summarises the methodology used. The first unit clarifies the investigator's epistemological posture throughout the research and defends that the method used is in sympathy with the essential investigation emphasis which is females' progression in the hospitality industry. The epistemological posture of the investigator is labeled and defensible founded on the description and determination of this analysis. The chapter further summarises and defends the data gathering technique engaged as well as the statistics examination technique. In doing so, it delivers an appraisal of the cogency, consistency and excellence of the information applied in this research. The research questionnaire in relation to the structure and population size of the research is also elaborated in this chapter. Ethical deliberations of the investigation conclude the chapter.

3.1 Research Paradigm

This study aims to define the points that affect females' job progression in Guangzhou's hospitality industry and assess the dissimilarities among men and women employees' observations on the points hindering females' job progression in the hospitality industry. The hypotheses recommended are founded on the works, as delineated in Sections 2.1, and are secondhand to attaining the report's goals. The thesis practises a measureable method with logical cognition used to adopt the investigation objects. This section elucidates the methods used and explains why the example and method were designated.

The investigation method used in this research is quantitative, which is a inquiry into a social or human phenomenon based on testing a theory composed of variables, measured with numerical data and analysed with mathematical techniques, in order to determine whether the predictive generalisations of the theory hold true (Creswell, 1994). The measureable method shadows logical cognition and donates to speaking the theories through gauging arithmetical data and arithmetical processes.

This analysis is a positivist example beached in ontological practicality and an objectivist epistemology. Positivists contemplate that realism entails practical truths that can be examined by experiential questions founded on technical comments (Gray, 2004). The objectivist epistemology trusts that expressive reality happens accurately, irrespective of a personality's consciousness of its being or not (Crotty, 1998). Inside a positivist example, academics emphasise the exterior facts and aim to explain the connection between concepts by gauging the operationalized pointers of the concepts. The investigation query for this analysis reproduces the author's expectations about realism and human data.

This analysis engages a survey investigation method which is also entrenched in positivist hypothetical viewpoints and an epistemological objectivist posture (Crotty, 1998). A logical tactic is accepted to test the investigation ideal, and a survey is used to gather statistics from contributors (Bell & Bryman, 2007).

3.2 Research Questionnaire

3.2.1 Structure

The questionnaire (see Appendix III) was designed to be closed-ended, with specific questions helping to determine clear responses. It consists of four parts. Part one and Part two of the questionnaire comprise questions on factors affecting women's career advancement. Part three is respondents' personal opinions on the factors affecting women's career advancement in the hospitality industry. The fourth part sets out to capture the general profile of the respondents in Guangzhou's five-star hotels by posing a set of demographic variables to respondents.

3.2.2 Questionnaire design

The survey was based on an instrument developed by Ng and Pine (2003), and Mooney (2007), where questions of the survey were taken from. The original instruments of Ng and Pine (2003) were developed for collecting information from managers in the hospitality industry and Mooney (2007) is a qualitative study on female managers in the hospitality industry. The items adopted from Mooney's (2007) study were referred in her interview questions. As the current study was designed to investigate both female and male employees' perceptions on women's career advancement in the hospitality industry, the instruments were revised to better address the new audience. Initially, this questionnaire was made in English. In order to make this English-language questionnaire understandable to the respondents whom are Chinese, the questionnaire was translated into Chinese version after having examined by supervisor and advisor from ethics committee. To make sure the accuracy of the translation, this questionnaire was translated into two times by two different people who are the lecturers working in Guangdong university of foreign studies.

The first section examines the importance of the following factors that contribute to women's career advancement in the hospitality industry: attitudes towards work, effective communication skills, mentor support, educational qualifications, problem solving skills, hard work, personality, job knowledge, personal sacrifice, opportunities, networking qualifications, relevant departmental experience and gaining a wide variety of experience. The five-point Likert scale used, ranged from extremely important to not at all important and not applicable. Mentor support, networking qualifications, relevant departmental experience and gaining a wide variety of experience were developed by Mooney (2007), while the other nine items were developed by Ng and Pine (2003).

The second section examines the impact of the factors that hinder women's career advancement in the hospitality industry. The respondents were asked to measure the extent to which they perceived the applicability of the factors in hindering women's career advancement by a four- point Likert scale (Fully applies, Applies, Does not apply,

Absolutely does not apply) A total of 14 items were categorized into three parts: personal factors, training factors and working environment factors.

The third section consisted of four questions. One question required the respondents to indicate if they believed women are hindered in career advancement in the hotel industry. Another question asked the preference of the respondents on the gender of their supervisor. Two open-ended questions asked the opinions on the first question and how the respondents thought about reducing the barriers to women's career advancement in the hospitality industry in the future.

In the last section, respondents were asked about their demographic background, including age, education level, marital status, number of children, years of working experience, employment level and current department they are working for.

3.2.2 Population

Table 1. Estimated population

Hotel Name	¹Total number of employees	² Female employees	³ Male employees	⁴Number of Room
1. Marriot	941	43%	57%	850
2. Garden Hotel	1050	47%	53%	828
3. Four Seasons	780	52%	48%	344
4. Ritz Carlton	584	60%	40%	273
5. Hilton	642	45%	55%	313
Mean	800	49.4%	50.6%	521.6
⁵Estimated population size	40,000	/	/	/

- 1, 2, and 3 are based on contact persons in various hotels
- 4 is based on a search of web sites
- 5 is calculated by using the average number of total employees in these five hotels which is 800, times the total number of five-star hotels in Guangzhou which is 50.

The size of the population had to be estimated since no public data about total numbers of employees in Guangzhou's five-star hotels could be found. The researcher obtained the information of numbers of employees in five different five-star hotels in Guangzhou from contact persons who were working in the Guangzhou hotels. The contact persons provided total numbers of employees of the hotel and the ratio between female and male employees to the researcher. Table 1 shows the comparison of five different hotels'

numbers of employees and the proportion of female employees to male employees. Besides, the information on the number of rooms in each hotel was obtained from the Baidu Encyclopedia (Chinese search engine for website, similar to Wikipedia). Based on the information of the five different five-star hotels, the average of the five hotels' numbers of employees, numbers of female employees, male employees and rooms were calculated. The estimated population was calculated by using the mean times 50 (the total number of hotels) which equalled 40,000. It can be seen from the table that the percentage of female employees of the five different hotels is not below 40%, while none of the percentages of male employees are above 60% in the five different hotels. It is interesting to find in this table that the bigger hotels (Marriot and Garden Hotel) have more male employees, while the smaller hotels with under 400 rooms (Four seasons, Ritz Carlton) have more female employees.

According to the statistical data released by the China Tourist Hotels Association in 2014, there were 814 five-star hotels in China. The Guangdong province, which leads the nation in tourism, had 115 five-star hotels. The five-star hotels in Guangzhou region are estimated to be 50. The chosen population in this study was people who are working in Guangzhou's five-star hotels. The two main reasons for choosing this region are the prosperity of the hospitality industry the region and the absence of information in academic journals about this region. Since the survey adopted an anonymous method to collect data, the number of respondents from each hotel was not able to be identified. The invitations were sent to 25 contact people who were the researcher's friends and working in five hotels in Guangzhou. Afterwards, these 25 contact persons invited potential participants to participate in this survey. At the end of the data collection, 143 responses were received but only 78 became effective respondents, with 65 responses incomplete.

3.3 Data Collection

Initial contact was made by an invitation sent to 25 contact persons who were the researcher's friends and relatives working in hotels in Guangzhou inviting them to participate in this research. At the end of the questionnaire, participants were asked to forward the survey to other people who were working in five-star hotels in Guangzhou.

The covering letter was sent via email to the researcher's friends including a direct link to the Qualtrics survey. The contact persons were working in different five-star hotels in Guangzhou including Four Seasons, Westin, Marriot, Mandarin Oriental and Grand Hyatt; therefore, most of the participants would more likely be from these hotels although this is unknown. Qualtrics can ensure the same IP address cannot respond more than one time.

3.3.1 Data collection process

The collection of the data commenced in September 2016 when the survey was launched via Qualtrics in both English and Chinese. The contact persons were contacted via email with the cover letter, a link to the survey and an information sheet. After that, the contact people were requested to invite qualified participants to participate in the survey. The invitation letters were sent three different times. The first time, 13 contact persons received the invitation letters. By 30 September, only 34 respondents had replied so the email was sent again to another eight contact persons and four contact persons afterwards to get more respondents. Finally, 78 valid respondents out of 143 potential respondents were collected. The first question qualifies respondent as people who work in 5-star hotels in Guangzhou. If they say 'no', then they are excluded from completing the questionnaire. Generally, respondents simply did not complete the survey in 65 cases, thus making them invalid.

3.4 Data analysis

Qualtrics was used to collect and analyze the data. This quantitative method of research is appropriate as the questionnaire consisted mainly of fixed-choice or 'closed-ended' questions. Besides, SPSS (statistical package for the social sciences) was employed to analyze the data. The use of quantitative data for the analysis enabled the research to reach appropriate conclusions based on frequencies, distribution, cross tabulation and correlation which were also adopted by Ng and Pine (2003) and Mooney (2007).

3.5 Ethical Considerations

Ethical approval for this research was required as the research involved human participants. Factors such as informed consent, anonymity and data collection methods were examined before ethical approval was granted. An information sheet was prepared for the participants to read before they answered the survey and the questionnaire was submitted along with the ethics application. A consent form was not required as completing the online survey would serve as consent. After some minor changes to the questionnaire, the ethics application was submitted with approval granted on 24 August 2016.

Chapter 4 Findings/Results

The research objectives of this dissertation were to explore the important factors affecting women's career advancement in China's hospitality industry and to examine if different gender, diverse age, various employment level or number of children will affect the perceptions of employees on these factors.

The Literature Review in Chapter Two revealed former research about possible factors that are known to affect women's career paths in the hospitality industry. These include the barriers hindering women's career advancement and the factors that serve as facilitators of women's career advancement. Chapter Three outlined the methodology and methods selected to best address the research question and the way in which the survey was distributed.

In this Chapter, the findings of the data analysis from 78 respondents in Guangzhou's five-star hotels are analyzed by replicating Ng and Pine's (2003) study and presented in a tabulated manner. In the Chapter Five of this dissertation, these findings are incorporated with other information and data to be discussed in more depth.

Chapter Four is carried out based on the following **hypotheses**:

- 1) Female and male employees have different perceptions of significant factors that affect women's career advancement.
- 2) There is a significant difference between number of children of women employees and the perceptions of female employees on this factor.
- 3) Women employees of different ages yield different perceptions of significant factors that affect women's career advancement.
- 4) There is a significant difference between various employment levels of women employees and the perceptions of female employees on these factors.

Chapter Four is further divided into **eight subsections**:

- **Section 4.1 describes the response rate of the survey**

This section briefly explains the response rate of this study and makes a comparison

between this sample and the realistic situation of the Guangzhou hospitality industry.

- **Section 4.2 provides a description of the demographic profile of the respondents**

This section depicts the demographic profile of the respondents and contrasts the data with Ng and Pine's (2003) study and the realistic situation in China.

- **Section 4.3 compares the perceptions of different genders on different factors**

This section follows the example of Ng and Pine's (2003) study which compared gender differences as factors affecting women's career advancement in the Hong Kong hospitality industry. By using the T-test method, this section demonstrates the difference between genders on perceiving the importance of factors affecting women's career advancement and makes a ranking list of those factors to find out the most important factors considered by female and male respondents.

- **Section 4.4 analyzes the difference between numbers of children of women employees and the perceptions of female employees on these factors.**

In Mooney's (2009) study, she explored the relationship between women's careers and having children and found how women reconciled long working hours with having children. In this case, this section aims to explore whether the number of children of women employees will affect women's perceptions on these factors.

- **Section 4.5 discusses how women employees of different ages yield different perceptions of significant factors that affect women's career advancement.**

The idea to examine the relationship between different ages of women and the factors affecting women's career advancement was inspired by Mooney's (2009) study. Mooney (2009) interviewed women employees of different ages and found that they had the same conception on certain factors and also disagreement on some factors. For instance, women at all levels agreed that the 'long hours' culture of the hospitality industry did impact their lives. Therefore, this section intends to identify whether the same situation exists in China's hospitality industry.

- **Section 4.6 discusses the difference between various employment levels of women employees and the perceptions of female employees on these factors.**

Mooney (2009) also discussed the perceptions of women in various employment levels towards the factors affecting women's career advancement. This section adopts one-way ANOVA to examine the relationship between employment levels and these factors.

- **Section 4.7 discusses the gender issue at work**

This section follows Ng and Pine's (2003) study to determine the difference between genders on the preference for a female or male supervisor.

- **Section 4.8 concludes the findings**

4.1 Response rate

A total of 47 female employees and 31 male employees in Guangzhou five-star hotels responded to the survey, representing a rate of 60% and 40% respectively and this ratio distribution is similar to the population as a whole, which is 49.4% of females and 50% of males. However, the response rate of this survey is only 0.02% (78/40,000). According to the statistical data released by the China Tourist Hotel Association in 2014, there are 814 five-star hotels in China, and Guangdong province leads the nation with 115 five-star hotels. The number of five-star hotels in Guangzhou is estimated to be up to 50.

The collection of the data commenced in September 2016 when the survey was launched via Qualtrics. The respondents were invited to participate in the survey by 25 contact persons who were contacted by the researcher via email. The invitation letters were sent to contact persons at three different times. In the first time, 13 contact persons received the invitation letters. By the end of September, only 34 respondents had replied; therefore, the survey was sent again to another 12 contact persons to get more responses. Finally, 78 valid responses out of 143 total were collected.

4.2 Descriptive characteristics of the respondents (demographic)

Table 2 Demographic profile of respondents - Age

	Female (n=47)		Male (n=31)	
	Frequency	(%)	Frequency	(%)
Age				
20-24	12	(25.5)	8	(25.8)
25-29	16	(34.0)	15	(48.4)
30-34	5	(10.6)	3	(9.7)
35-39	6	(12.8)	3	(9.7)
40-44	3	(6.4)	0	(0.0)
45 and over	5	(10.6)	2	(6.5)

The demographic profile of the 78 respondents is presented in table 3 to table 8. The demographic profile of the 78 respondents is presented in tables 3 to 8. This section makes comparisons between female and male respondents. The male sample (48.4% in the age range of 25 to 29) was same age group as the female sample (34% in the age range of 25 to 29). However, it is not hard to find whether the average age of female respondents is older than male respondents, because over 40% of female respondents were over 30 years old, while only 25% of male respondents are over 30. This indicates that in this sample, male respondents were younger than female respondents. The participants in this research tend to be younger generation from age 20 to 34, while most of the participants in Ng and Pine's (2003) study were aged from 30 to 49. Therefore, this study is more likely to represent the younger generation's opinions. This is especially true for the male respondents and this is likely to have implications on the findings of gender differences.

Table 3 Demographic profile of respondents – Education level

	Female (n=47)		Male (n=31)	
	Frequency	(%)	Frequency	(%)
Education				
High school graduate	1	(2.1)	0	(0.0)
Diploma	17	(36.2)	8	(25.8)
Bachelor's Degree	26	(55.3)	20	(64.5)
Master's degree and above	3	(6.4)	3	(9.7)

The education level of female and male respondents was concentrated in diploma and bachelor's degree. It is worth mentioning that male respondents had a slightly higher education level than female respondents. 73.9% of male respondents had a bachelor's degree and above, while female respondents with a bachelor's degree and above represented 61.7%.

Table 4 Demographic profile of respondents - Marital status

	Female (n=47)		Male (n=31)	
	Frequency	(%)	Frequency	(%)
Marital status				
Married	18	(38.3)	9	(29.0)
Single	27	(57.4)	20	(64.5)
Other	2	(4.3)	2	(4.3)

According to the statistics of the China population census, up to 2010, the ratio between single females and single males in China was 1:2, which means the number of males who are single is more than females. As my experience working in 5-star hotel in Guangzhou, there are more females than males working in hotels, which is not the same ratio as the population (female vs male, 2: 1) and unlike many other parts of the world. In the meantime, the population of single people represents 15% of the total population in China. In this sample, most of male respondents (64.5%) and female respondents (57.4%) were single. Besides, the number of single females was less than the males. Thus, this sample cannot represent the actual situation of marital status in China. This research sample is also different from Ng and Pine's (2003) study, in which majority of their respondents are married.

Table 5 Demographic profile of respondents - Years in industry

	Female (n=47)		Male (n=31)	
	Frequency	(%)	Frequency	(%)
Years in industry				
1-5	31	(66.0)	25	(80.6)
6-10	7	(14.9)	2	(6.5)
11-15	3	(6.4)	2	(6.5)
16-20	4	(8.5)	0	(0.0)
Over 20	2	(4.3)	2	(6.5)

Overall, both female and male respondents were experienced in the hotel industry with 66% and 80.6% respectively, having worked in the industry for 1 to 5 years. The table shows that 44% of female employees worked in this industry for more than six years, while only 19.4% of male employees did, which suggests that females were more experienced in the hotel industry than males were. Contrarily, in Ng and Pine's (2003) sample, the male respondents had stayed a longer time in the industry than female respondents did.

Table 6 Demographic profile of respondents - Level of employment

	Female (n=47)		Male (n=31)	
	Frequency	(%)	Frequency	(%)
Level of employment				
Rank and file	19	(40.4)	12	(38.7)
Supervisor	13	(27.7)	5	(16.1)
Assistant manager	3	(6.4)	4	(12.9)
Manager	6	(12.8)	4	(12.9)
Head of Department-Director	5	(10.6)	4	(12.9)
Above Director	1	(2.1)	2	(6.5)

Female respondents working as rank-and-file represented 40.4% which accounted for most of the total number. Comparatively, the employment level of male respondents (61.3% were supervisors and above) is slightly higher than female respondents (59% were supervisors and above), which means that female employees were in the lower positions in the sample. An interesting comparison is that 14% males were in some sort of management position and 19.4% (table 5) males had more than 6 years' experience, and 23% were graduates (table 3).

Table 7 Demographic profile of respondents – Children

	Female (n=47)		Male (n=31)	
	Frequency	(%)	Frequency	(%)
Children under 18				
No	42	(89.4)	23	(74.2)
Yes	5	(10.6)	8	(25.8)

Because of the one-child policy in China, most Chinese families only have one child. Thus, this question only received one of two answers: either one child under 18 or no children under 18. Accordingly, whilst most of the female respondents (89.4%) and male respondents (74.2%) surveyed had no children under 18, 25.8% of the male respondents surveyed had one child which is more than the proportion of female respondents having one child (10.6%). The sample suggests it is possible that family and work are less compatible for career women than for career men.

Table 8 Demographic profile of respondents – Department

	Female (n=47)		Male (n=31)	
	Frequency	(%)	Frequency	(%)
Department				
Food and Beverage	17	36.17%	9	29.03%
Front Office	8	17.02%	8	25.81%
Executive Office	4	8.51%	4	12.90%
Finance	4	8.51%	2	6.45%
Human Resources	4	8.51%	1	3.23%
Housekeeping	3	6.38%	1	3.23%
Conference/Banquets	2	4.26%	2	6.45%
Other	2	4.26%	0	0.00%
Sales and Marketing	1	2.31%	3	9.68%
Engineering/Maintenance	1	2.13%	1	3.23%

Table 8 shows that up to 50% of the respondents were from front office and food and beverage departments.

Since the sample is small, equal emphasis will be placed on quantitative analysis of the survey questionnaire and qualitative analysis of the written texts to the open-ended questions in the ensuing results and discussion sections.

In summary, the two groups of female and male respondents have similar demographic backgrounds. This result is important to the study since it indicates there will be little bias caused by the different backgrounds of female and male respondents. Due to the

background of the respondents, this sample cannot absolutely represent the population of Guangzhou five-star hotels, but only the young people aged 20 to 29 working in five-star hotels currently.

4.3 Gender difference on factors affecting women's career advancement and the hypothesis 1

Hypothesis 1 which is 'female and male employees have different perceptions of significant factors that affect women's career advancement' was tested in this section.

This part aims to compare the different perceptions of female and male employees on the factors affecting women's career advancement. The analysis in this section employed t-test to examine the different perceptions between female and male respondents. Besides the factors contributing to career success, the distribution of 'obstacles to career success' was divided into three categories (personal factors, training factors, working environmental factors) to clearly analyze the difference perceptions between female and male respondents. In the meantime, this section compared the data of this research with Ng and Pine's (2003) study.

4.3.1 Factors contributing to career success

Table 9 Factors contributing to career success (Gender)

Factors	Female (n=47)			Male (n=31)			df	t
	Mean	Rank	SD	Mean	Rank	SD		
Attitudes to towards	4.72	1	0.50	4.68	2	0.54	78	-0.39
Effective communication skills	4.70	2	0.46	4.74	1	0.45	78	0.38
Mentor support/guidance	4.28	7	0.65	4.42	6	0.67	78	0.94
Educational qualifications	3.19	13	0.68	3.42	13	0.77	78	1.38
Problem solving skills	4.55	4	0.50	4.58	3	0.56	78	0.23
Hard work	4.45	5	0.65	4.45	5	0.68	78	0.03
Personality	4.68	3	0.47	4.48	4	0.63	78	-1.59
Job knowledge	4.38	6	0.64	4.39	7	0.67	78	0.03
Personal sacrifice	3.68	11	0.78	3.94	9	1.06	78	1.21
Opportunities/Luck	4.17	9	0.82	4.13	8	0.67	78	-0.23
Networking qualifications	4.23	8	0.73	3.77	12	0.85	78	-2.55*
Relevant departmental experience	3.72	10	0.83	3.90	10	0.91	78	0.90
Gaining a wide variety of experience	3.64	12	0.82	3.87	11	0.76	78	1.26

* $p < 0.05$ means significantly different

1=Not at all important 2=Slightly important 3=Moderately important

4=Very important 5=Extremely important

Men and women in this survey did not differ much in their opinions of what factors contribute to a successful career in the hotel industry (see Table 9). Both men and women ranked 'attitudes towards work' and 'effective communication skills' as the two most important factors for career success. The next two factors were 'personality', and 'problem solving' in that order of importance for women and in the reverse order for men. Both women and men ranked 'hard work' as the fifth important factor for career success and 'educational qualifications' was seen as the least important factor among the 13 factors listed in the questionnaire. It should be noted that the scale was from 1 (not at all

important) to 5 (extremely important). and that all ten factors had a mean of over 3, which indicates that both women and men did agree that all the factors listed contribute to career success.

There was only one significant gender difference. The average score for ‘networking qualification’ among women was 4.23 and among men, 3.77 ($t = -2.55$; $p < 0.05$). Women ranked this factor as the eighth most important, while men considered this as the second least important factor, which indicates that women perceived a stronger positive relationship between the factor and career development than men. Women deemed the networking qualifications as important to career success, yet men saw it in the opposite way.

4.3.2 Obstacles to career development

Table 10 Obstacles to career development (Gender-Personal)

Factors	Female (n=47)			Male (n=31)			df	t
	Mean	Rank	SD	Mean	Rank	SD		
Conflicts with family activities	3.15	1	0.58	3.13	2	0.49	78	-0.15
Childcare responsibilities	3.04	2	0.72	3.13	2	0.67	78	0.53
Being married	2.55	7	0.68	2.55	6	0.62	78	-0.03
Sexual harassment	2.85	5	0.78	2.81	5	0.83	78	-0.24
Wish to start a family/pregnancy	2.87	4	0.67	2.90	4	0.70	78	0.19
Lack of required/relevant experience	2.72	6	0.61	3.10	3	0.87	78	2.22*
Inadequate job knowledge	2.91	3	0.58	3.19	1	0.83	78	1.73*

*** $p < 0.05$ means significantly different**

1=Not at all important 2=Slightly important 3=Moderately important

4=Very important 5=Extremely important

The total 14 obstacles hindering women’s career advancement were categorized into three sections: personal factors, training factors and working environment factors (see tables 10, 11 and 12). Like the findings reported above, female and male employees in the five-star hotels in Guangzhou had similar opinions about the major obstacles to career development. In terms of personal factors, they had agreement on the second major

obstacle which is childcare responsibilities and the least three obstacles which were ‘being married’, ‘sexual harassment’ and ‘wish to start a family/pregnancy’. They differed in their opinions of the relative degree of obstruction of the two factors. ‘Conflicts with family activities’ was the top major obstacle for women, yet the top major obstacle ranked by men was ‘inadequate job knowledge’, which is the third major obstacle considered by women. Men ranked ‘lack of required/relevant experience’ as one of the top three obstacles although it was seen as the second least obstacle by women (see Table 10).

Table 11 Obstacles to career development (Gender-Training)

Factors	Female (n=47)			Male (n=31)				
	Mean	Rank	SD	Mean	Rank	SD	df	t
Lack of formal training	3.06	1	0.60	3.16	1	0.63	78	0.68
Lack of equity in training	2.94	2	0.73	3.03	2	0.70	78	0.57

***p<0.05 means significantly different**

1=Not at all important 2=Slightly important 3=Moderately important

4=Very important 5=Extremely important

Table 12 Obstacles to career development (Gender-Working environment)

Factors	Female (n=47)			Male (n=31)			Total	
	Mean	Rank	SD	Mean	Rank	SD	df	t
Long working hour	2.94	2	0.84	2.94	3	0.85	78	-0.003
Lack of promotions	3.09	1	0.83	3.06	2	0.81	78	-0.11
Lack of role models	2.74	4	0.76	2.81	4	0.79	78	0.34
Lack of mentoring/coaching	2.89	3	0.63	3.13	1	0.76	78	1.49
The 'Old boy network'	2.45	5	0.80	2.32	5	0.79	78	-0.67

***p<0.05 means significantly different**

1=Not at all important 2=Slightly important 3=Moderately important

4=Very important 5=Extremely important

Regarding the training factors category (see table 11), there was no significant difference between male and female respondents. Similarly, female and male respondents had agreement on the working environment factors. Both considered ‘lack of role models’ and ‘the ‘old boy’s network’” as the two factors hindering women’s career advancement the least. It is worth mentioning that women ranked ‘lack of promotion’ as the top major

factor of working environment. Interestingly, men felt ‘lack of mentoring’ was a more important factor hindering women’s career advancement.

Table 13 Factors Ranking (Gender)

Rank	Female (n=47)		Male (n=31)	
	Factors	Mean	Factors	Mean
1	Conflicts with family activities	3.15	Conflicts with family activities	3.13
2	Lack of promotions	3.09	Inadequate job knowledge	3.19
3	Lack of formal training	3.06	Lack of formal training	3.16
4	Childcare responsibilities	3.04	Childcare responsibilities	3.13
5	Lack of equity in training	2.94	Lack of mentoring/coaching	3.13
6	Long working hour	2.94	Lack of required/relevant experience	3.10
7	Inadequate job knowledge	2.91	Lack of promotions	3.06
8	Lack of mentoring/coaching	2.89	Lack of equity in training	3.03
9	Wish to start a family/pregnancy	2.87	Long working hour	2.94
10	Sexual harassment	2.85	Wish to start a family/pregnancy	2.90
11	Lack of role models	2.74	Sexual harassment	2.81
12	Lack of required/relevant experience	2.72	Lack of role models	2.81
13	Being married	2.55	Being married	2.55
14	The 'Old boy network'	2.45	The 'Old boy network'	2.32

***p<0.05 means significantly different**

1=Not at all important 2=Slightly important 3=Moderately important

4=Very important 5=Extremely important

Regarding the training factors category (see table 11), there was no significant difference between male and female respondents. Similarly, female and male respondents had agreement on the working environment factors. Both considered ‘lack of role models’ and ‘the ‘old boy’s network’’ as the two factors hindering women’s career advancement the least. It is worth mentioning that women ranked ‘lack of promotion’ as the top major factor of working environment. Interestingly, men felt ‘lack of mentoring’ was a more important factor hindering women’s career advancement.

4.4 Comparison of factors affecting women's career advancement based on number of children (Women employees only) and hypothesis 2

This section examined **hypothesis 2** which is '**there is a significant difference between number of children of women employees and the perceptions of female employees on these factors**'.

To find out whether having children affects women's perceptions on the significance of these factors, this section only investigated women employees' responses. This part describes the distribution of responses among female participants on the factors affecting women's career advancement in terms of number of children. Based on the responses, there were only two different answers from 'how many children under 18 do you have', which are 'none' and 'one'. Therefore, the analysis adopted t-test to examine the difference between these two variables, as the following tables and analysis highlight.

4.4.1 Factors contributing to career success

Table 14 Factors contributing to career success (Number of child)

Factors	None (n=42)			Only one (n=5)			df	t
	Mean	Rank	SD	Mean	Rank	SD		
Attitudes towards work	4.74	1	0.49	4.60	1	0.54	45	0.58
Effective communication skills	4.74	1	0.44	4.40	2	0.54	45	1.57
Mentor support/guidance	4.31	6	0.64	4.00	4	0.70	45	1.01
Educational qualifications	3.21	10	0.71	3.00	8	0.00	45	0.66
Problem solving skills	4.57	3	0.50	4.40	2	0.54	45	0.71
Hard work	4.48	4	0.63	4.20	3	0.83	45	0.89
Personality	4.69	2	0.47	4.60	1	0.54	45	0.40
Job knowledge	4.45	5	0.59	3.80	5	0.83	45	2.23*
Personal sacrifice	3.79	8	0.75	2.80	9	0.45	45	2.86*
Opportunities/Luck	4.26	7	0.79	3.40	6	0.54	45	2.33*
Networking qualifications	4.26	7	0.73	4.00	4	0.70	45	0.75
Relevant departmental experience	3.79	8	0.81	3.20	7	0.83	45	1.52
Gaining a wide variety of experience	3.67	9	0.82	3.40	6	0.89	45	0.68

***p<0.05 means significantly different**

1=Not at all important 2=Slightly important 3=Moderately important

4=Very important 5=Extremely important

Like the previous section (gender difference on factors affecting women's career advancement), women employees with children under 18 and women employees without children under 18 have not much difference in their opinions of factors contributing to career success, except for 'job knowledge', 'personal sacrifice', 'opportunities/luck' see table 14). A sample of only five with children is very low and might reflect on this finding. Also, most respondents were young might be skewing this data. Conversely, women with children are more often not working maybe.

Both women respondents with children and women respondents without children saw 'attitudes towards work', 'effective communication skills', 'problem solving skills' and 'hard work' as the top four important factors contributing to career success.

The average score for 'job knowledge' among women respondents without children was 4.45 and among women respondents with children was 3.80 ($t=2.23$, $p<0.05$); 'personal sacrifice' among women respondents without children was 3.79 and among women respondents with children was 2.80 ($t=2.86$, $p<0.05$); 'opportunities/luck' among women respondents without children was 4.26 and among women respondents with children was 3.40 ($t=2.23$, $p<0.05$). This indicates that whilst women without children, like women respondents with children, ranked these three factors as the least important, they perceived a positive relationship between the factors and career development than those with children.

4.4.2 Obstacles to career development

Statistically, most of the factors hindering women's career advancement did not show significant difference between females with children under 18 and females without children under 18 (see tables 15, 16 and 17) with four exceptions: 'long working hours' ($t=2.14$, $p<0.05$) 'lack of promotion' ($t=2.96$, $p<0.05$), 'lack of a role model' ($t=2.42$, $p<0.05$) and 'lack of mentoring and coaching' ($t=2.77$, $p<0.05$).

Table 15 Obstacles to career development (Number of Child-Personal)

Factors	None (n=42)			Only one (n=5)				
	Mean	Rank	SD	Mean	Rank	SD	df	t
Conflicts with family activities	3.17	1	0.58	3.00	1	0.70	45	0.59
Childcare responsibilities	3.07	2	0.71	2.80	2	0.83	45	0.79
Being married	2.57	7	0.66	2.40	3	0.89	45	0.25
Sexual harassment	2.83	5	0.79	3.00	1	0.70	45	-0.44
Wish to start a family/pregnancy	2.88	4	0.67	2.80	2	0.83	45	0.25
Lack of required/relevant experience	2.76	6	0.61	2.40	3	0.54	45	1.25
Inadequate job knowledge	2.90	3	0.61	3.00	1	0.00	45	-0.34

***p<0.05 means significantly different**

1=Not at all important 2=Slightly important 3=Moderately important

4=Very important 5=Extremely important

To be more specific, table 15 exhibits the distribution of responses from women with children and women without children about the personal factors hindering women's career advancement. It shows that both women with children and women without children regarded 'conflicts with family activities' and 'childcare responsibilities' as the top important obstacles hindering women's career advancement. Besides, it is notable to see that the average scores of women without children in this section are relatively higher than women with children, which indicates women without children considered these factors to be more applicable to hindering women's career advancement than the women respondents with children did.

Table 16 Obstacles to career development (Number of Child-Training)

Factors	None (n=42)			Only one (n=5)			df	t
	Mean	Rank	SD	Mean	Rank	SD		
Lack of formal training	3.07	1	0.60	3.00	1	0.70	45	0.24
Lack of equity in training	2.95	2	0.76	2.80	2	0.44	45	0.43

***p<0.05 means significantly different**

1=Not at all important 2=Slightly important 3=Moderately important

4=Very important 5=Extremely important

Like the personal factors, training factors did not show significant difference between women without children and women with children.

Table 17 Obstacles to career development (Number of Child-Working environment)

Factors	None (n=42)			Only one (n=5)			df	t
	Mean	Rank	SD	Mean	Rank	SD		
Long working hour	3.02	2	0.81	2.20	1	0.83	45	2.14*
Lack of promotions	3.19	1	0.77	2.20	1	0.83	45	2.69*
Lack of role models	2.83	4	0.73	2.00	2	0.71	45	2.42*
Lack of mentoring/coaching	2.98	3	0.60	2.20	1	0.44	45	2.77*
The 'Old boy network'	2.50	5	0.83	2.00	2	0.00	45	1.33

***p<0.05 means significantly different**

1=Not at all important 2=Slightly important 3=Moderately important

4=Very important 5=Extremely important

In terms of working environment factors, it should be noted that the average mean of women with children is much lower than the average mean of women without children. 'Long working hours', 'lack of promotion' and 'lack of mentoring' were ranked as the top obstacles by female respondents with children, but the means of these factors (means=2.20) are even lower than the least obstacles (mean=2.50) ranked by female respondents without children. Moreover, the means of women with children among these five factors are similar. This implies that female respondents regarded these working environment factors to be not so applicable to hindering women's career advancement.

Table 18 Factors Ranking (Number of Child)

Rank	None (n=42)		Only one (n=5)	
	Factors	Mean	Factors	Mean
1	Lack of promotions	3.19	Conflicts with family activities	3.00
2	Conflicts with family activities	3.17	Sexual harassment	3.00
3	Childcare responsibilities	3.07	Inadequate job knowledge	3.00
4	Lack of formal training	3.07	Lack of formal training	3.00
5	Long working hour	3.02	Childcare responsibilities	2.80
6	Lack of mentoring/coaching	2.98	Wish to start a family/pregnancy	2.80
7	Lack of equity in training	2.95	Lack of equity in training	2.80
8	Inadequate job knowledge	2.90	Being married	2.40
9	Wish to start a family/pregnancy	2.88	Lack of required/relevant experience	2.40
10	Sexual harassment	2.83	Long working hour	2.20
11	Lack of role models	2.83	Lack of promotions	2.20
12	Lack of required/relevant experience	2.76	Lack of mentoring/coaching	2.20
13	Being married	2.57	Lack of role models	2.00
14	The 'Old boy network'	2.50	The 'Old boy network'	2.0

***p<0.05 means significantly different**

1=Not at all important 2=Slightly important 3=Moderately important

4=Very important 5=Extremely important

Table 18 displays the comparison between answers of female respondents without children and female respondents with children on the ranking of the 14 obstacles. Female respondents without children thought ‘lack of promotion’, ‘conflicts with family activities’, ‘childcare responsibilities’, ‘lack of formal training’ and ‘long working hours’ were notable obstacles to women’s career advancement (all scored above 3). Female respondents with children regarded “‘conflicts with family activities’, ‘sexual harassment’, ‘inadequate job knowledge’ and ‘lack of formal training’ as big obstacles to career development (all scored above 3). On average, the means of female respondents without children on these obstacles were higher than the means of female respondents with children. This implies that female respondents without children showed more concern for

these obstacles than the ones with children did.

4.5 Comparison between women employees of different ages and perceptions of significant factors and hypothesis 3

This section examined **hypothesis 3** which is ‘**women employees of different ages yield different perceptions of significant factors that affect women’s career advancement**’ by adopting one-way ANOVA to determine the effects of age of female respondents on the perceptions of the factors. Due to the small number of age groups ‘40 to 44’ and ‘above 45’, these two groups were lumped into one group in order to obtain an effective outcome.

After testing the relationship between the different ages of female respondents and the perceptions of significant factors, it was found that, out of 13 factors contributing to career development and 14 obstacles to career advancement, only two factors had a significant difference with ages of female respondents and both of them are contribution factors: ‘mentor support/guidance’ and ‘effective communication skills’ ($p < 0.05$) (for the full ANOVA table, refer to Appendix V).

Table 19 Age Comparison-Mentor support/guidance

Age	N	Mean	Difference	df	F	P
20-24 (1)	12	4.00	1-2 1-3	46	3.604	.013*
25-29 (2)	16	4.56	2-1 2-4			
30-34 (3)	5	4.80	3-1 3-4 3-5			
35-39 (4)	6	3.83	4-2 4-3			
Above 40 (5)	8	4.13	5-3			

* $p < 0.05$ means significant different

As can be seen in table 19, a significant difference was found between age and the perception on ‘mentor support/guidance’. It is easy to find that respondents aged below 34 considered ‘mentor support/guidance’ more important than the one aged above 34.

In the research, relatively older respondents who were in the age groups 35 to 39, and above 45 (mean=3.83, 4.13) had a lower score than younger respondents located in other age groups (mean=4.00, 4.56, 4.80). It is not hard to notice that age group 35 to 39 has the lowest mean among the five age groups. It is found that out of five respondents in age 35 to 39, half of them were manager or above manager positions, which may affect the result in a certain extent.

Table 20 Age Comparison-Effective communication skills

Age	N	Mean	Difference	df	F	P
20-24 (1)	12	4.75		46	2.868	.035*
25-29 (2)	16	4.94	2-4 2-5			
30-34 (3)	5	4.60				
35-39 (4)	6	4.33	4-2			
Above 40 (5)	8	4.50	5-2			

***p<0.05 means significant different**

Another factor, ‘effective communication skills’, was perceived differently by different age groups of female respondents ($p<0.05$). In table 20, it can be found that relatively young respondents (aged 20 to 24, 25 to 29 and 30 to 34) had higher scores on ‘job knowledge’ than the other age groups (aged 35 to 39 and above 40). In general, ‘effective communication skills’ was considered as a significant factor towards women’s career advancement, since the means of this factor are above 4.50 regardless of the age groups.

4.6 Comparison between women employees in different employment level and perception of significant factors and hypothesis 4

This section examined **hypothesis 4** which is ‘**the difference between various employment levels of women employees and the perceptions of female employees on these factors**’ through employing one-way ANOVA to determine the effects of the employment level of female respondents on the perceptions of the factors. In order to gain a valid result, ‘assistant manager’, ‘manager’ and ‘head of department director and above’ were lumped into one group.

The analyses found significant differences between employment level of women respondents and the perception on two factors: ‘lack of formal training’, ‘problem solving skills’ ($p < 0.05$) (for the full ANOVA table, refer to Appendix VI).

Table 21 Employment Level Comparison-Lack of Formal Training

Employment level	N	Mean	Difference	df	F	P
Rank and file (1)	19	2.68	1-2 1-3	46	8.291	.001*
Supervisor (2)	13	3.31	2-1			
Assistant manager and above (3)	15	3.33	3-1			

* $p < 0.05$ means significant different

Table 22 Employment Level Comparison-Problem solving skills

Employment level	N	Mean	Difference	df	F	P
Rank and file (1)	19	4.37	1-3	46	3.426	.041*
Supervisor (2)	13	4.54				
Assistant manager and above (3)	14	4.80	3-1			

* $p < 0.05$ means significant different

Regarding ‘lack of formal training’, out of five employment levels, rank-and-file, supervisor and manager have significant difference with other employment levels. Table 21 shows that the lower employment level the female respondents located, the less the mean of the factor was.

Table 22 shows the difference among employment levels on ‘problem solving skills’. As can be seen in table 22 there is only one significant difference between rank-and-file and assistant manager and above. Managers and above considered ‘problem solving skills’ as a more important factor contributing to career advancement than rank-and-file level did.

4.7 The gender issue at work

Table 23 Preference on the gender of supervisor

Preference as to the gender of your supervisor		Gender			
		Female (n=47)	%	Male (n=31)	%
	Male	20	42.6%	3	9.6%
	Female	0	0.0%	5	16.1%
	Doesn't Matter	27	57.4%	23	74.2%

One question in the questionnaire asked the respondents about their preference as to the gender of their supervisor. Table 24 describes that none of the female respondents preferred a female as their supervisor. 42.6% female respondents preferred a male as their supervisor and 57.4% said it did not matter. Although most male respondents also said it did not matter in this question (represented 74.2%), there were still 16.1% of males who preferred a female as supervisor which is more than the proportion of males preferring a male as supervisor. Surprisingly, none of the female respondents preferred their supervisor to be female. Nevertheless, majority of the respondents said the gender of the supervisor did not matter in general.

4.8 Conclusion to findings

The main objectives of this research were to understand the important factors affecting women's career advancement in Guangzhou's five star hotels and examine the effects of the demographic factors such as gender, number of children, age and employment level on the significant factors effecting women's career advancement.

Based on quantitative methods and statistical analysis, four hypotheses have been tested.

Hypothesis 1. Female and male employees have different perceptions of significant factors affecting women's career advancement

Hypothesis 1 and 2 were tested by employing t-test. The result showed that not all the listed factors have gender difference. Most of the factors were perceived similarly by female and male respondents, except 'network qualification', 'lack of required/ relevant experience' and 'inadequate job knowledge'. Women respondents perceived a stronger

positive relationship between ‘network qualification’ and ‘career development’ than men. However, men gave a higher obstacle value to ‘lack of required/relevant experience’ and ‘inadequate job knowledge’ than women.

Hypothesis 2. There is a significant difference between number of children of women employees and the perceptions of female employees on these factors.

Regarding the relationship between number of children of female respondents and the perceptions of different factors, this had a similar result to hypothesis 1 which is gender difference on perceptions of significant factors. The difference of number of children for most of the factors was not statistically significant except for ‘job knowledge’, ‘personality’, ‘opportunity’, ‘long working hours’, ‘lack of promotion’, ‘lack of role model’ and ‘lack of mentoring/coaching’. Women respondents without children perceived a stronger positive relationship between job knowledge’, ‘personality’, ‘opportunity’ and career development than women respondents with children. Besides, women respondents without children also scored the obstacles including ‘long working hours’, ‘lack of promotion’, ‘lack of role model’ and ‘lack of mentoring/coaching’ higher than women respondents with children.

Hypothesis 3. Women employees of different ages yield different perceptions of significant factors that affect women’s career advancement.

For the hypotheses 3 and 4, one-way ANOVA was adopted to test whether there was significant difference between ages of women employees and perceptions of 27 listed factors, and whether there was a significant difference between employment level of women employees and perceptions of 27 listed factors. After examining, only ‘mentor support/guidance’ and ‘effective communication skills’ were effected significantly by different ages of women respondents.

Hypothesis 4. There is a significant difference between various employment levels of women employees and the perceptions of female employees on these factors.

Moreover, different employment levels of women respondents for ‘lack of formal training’, ‘problem solving skills’ were statistically significant.

Albeit Ng and Pine's (2003) study of the factors effecting women's career development in the Hong Kong hotel industry was conducted from the manager's perspective, this research obtained a similar result. In the section of gender difference on the factors effecting women's career advancement, both Ng and Pine's (2003) study and this research elicited the result that there was no significant gender difference on most of the listed factors, but with some exceptions. However, the exceptions were different in Ng and Pine's (2003) study. Ng and Pine (2003) found that gender difference for 'effective communication skills', inadequate job knowledge', 'difficulty in establishing credibility' and 'lack of equity in training' was statistically significant.

Chapter 5 Discussion and Conclusion

This chapter summarizes and improves the essential answers from the consequences chapter and presents a comparison between these results and Ng and Pine's (2003) study and also quantified Mooney's (2007) study which this study replicates. It aims to address and analyze the hypotheses of this study and propose the implications and future directions accordingly. This chapter firstly summarizes the points contributing to female job progression and the obstacles to career development. This part also compares the points revealed in the previous study and the points found in this research. Furthermore, the four open-ended questions are discussed:

1. 'Any other factors you think are important for contributing women's career advancement?'
2. 'Any other factors you think will hinder women's career advancement?'
3. 'Why you believe/ don't believe women are hindered in career advancement in the hospitality industry.'
4. 'In your opinion, do you believe the hospitality industry barriers to women's career advancement can be reduced?'

At the end, the chapter addresses the limitations of this research.

5.1 Factors affecting women's career advancement in the hospitality industry

There are resemblances and changes between the answers in this report and those of Ng and Pine (2003). On the one hand, in the Guangzhou and the Hong Kong hotel industries, women and men respondents' observations of occupation achievement points were nearly the same. Instead, whereas Ng and Pine (2003) found based on a six-point scale that women and men respondents fluctuated knowingly in their sentiments of the position of the issue 'communication skills' (women, 5.62; men, 5.38), two important sex alterations in the Guangzhou study (based on 5 points scale) were on the issues 'lack of required/relevant experience' (women, 2.72; men, 3.10) and 'inadequate job knowledge' (women, 2.91; men, 3.19). It is also stimulating to reference that in the Hong Kong case, females counted 'mentoring', 'education' and 'lucky breaks', at the same time as males recorded 'education' and 'lucky breaks' below the neutral point. In the Guangzhou case, all points registered were thought to remain significant to career achievement with a mark over 3.

In contrast, gender dissimilarity was somewhat more important in the Hong Kong case than in the Guangzhou one when investigating problems to vocation growth. Among the 14 points listed in Ng and Pine's (2003) report, Hong Kong women and men hotel directors were meaningfully dissimilar on three of them (job knowledge, credibility and inequity in training). In this analysis, amongst the 14 points registered, gender dissimilarity was only important amongst two (lack of required/relevant experience and inadequate job knowledge) and both the Hong Kong case and the Guangzhou case discovered that women and men respondents remained meaningfully dissimilar on 'inadequate job knowledge'.

Both in the Hong Kong case and the Guangzhou case, the regular difficulty marks were more advanced for males than for females. In the Hong Kong case, females valued only three difficulties higher than males, namely 'job characteristics', 'old boy's information network', and 'childcare responsibilities'. In the Guangzhou case, women rated 4 out of 14 difficulties higher than males including 'conflicts with family activities', 'sexual

harassment', 'lack of promotion', 'the 'old boy's network''. Females observed these points as more significant than did males, which suggests that females are more aware of these difficulties or may have experienced them in the industry. This finding is consistent with an earlier study in United States (Zhong et al., 2011) that reported females considered 'lack of promotion' and 'conflict with family responsibilities' as more significant than did males. Moreover, Becker (1981, 1985) also found that females are more likely than men to take account of family. Moreover, it is worth mentioning that two obstacles had same score in the Guangzhou case, which are 'being married' and 'long working hours', but this result did not appear in the previous study. This result indicates that both men and women had the same perceptions on 'being married' and 'long working hours'.

In a previous study, Mooney (2007) found that different ages and different employment levels affected women's perceptions on these points. For example, she interviewed several women working in the hotel industry with different ages and different employment levels. She found that women on all levels debated the reality of 'long hours' and its impact on their lives. However, young women in lower employment levels thought 'long working hours' more significantly affected their career advancement than did women in higher levels. Therefore, this research, besides comparing the gender difference on points affecting females' job progression, also examined the age difference of women, employment level difference of women, number of children of women regarding the points affecting females' job progression. The result shows that 4 out of 14 points (long working hours, lack of promotion, lack of role models, lack of mentoring/coaching) had a significant difference on the number of children of women. Commonly speaking, women with children should express more concern about family than women without children. However, it was surprising to find in this research that women without children scored these four points higher than women with children. Moreover, only two obstacle scores were higher for women with children than women without children: 'sexual harassment' and 'inadequate job knowledge'. Probing deeper, it was easy to find that there were five female respondents having a child under 18 years old, and four of them were in supervisor and above employment levels. According to Mooney's (2007) study, one of

her interviewees reported that it was simpler to accomplish office suppleness for women at higher degrees of administration. The result of this study proves that this situation may also happen in the Guangzhou hotel industry so that women with children under 18 showed less concern about the 'long working hours' factor than women without children under 18 did.

Overall, most of the obstacle points did not have significant difference with respect to gender, number of children, age or employment level, with certain exceptions. The result indicates that in Guangzhou five star hotels, women employees perceived similarly towards these points regardless of number of children, age and employment level. The result of gender difference on the points affecting females' job progression is also consistent with the prior research by Ng and Pine's (2003) study. It may be caused by the same culture of mainland China and Hong Kong China.

5.2 Open-ended Questions

More comprehensive investigation is desirable for more discoveries on the explanations behind the dissimilar answers in these two studies, though some understanding can be drawn from the respondents' responses to the unrestricted enquiries in this investigation. There were four open-ended questions presented in the questionnaire:

1. 'Any other factors you think are important for contributing women's career advancement?'
2. 'Any other factors you think will hinder women's career advancement?'
3. 'Why you believe/ don't believe women are hindered in career advancement in the hospitality industry?'
4. 'In your opinion, do you believe the hospitality industry barriers to women's career advancement can be reduced?'

The answers are various from these four questions. First of all, for question 1, 'good looking' appeared in the answers several times which suggests that appearance is essential for women's career development in the hotel industry and the result also showed that most

of the respondents considering ‘good looking’ as the important points were males. This was also shown in Tsaur and Tang ‘s (2013) report which directs that appearance is an important point of anxiety in recruitment in the hospitality industry. The expression ‘aesthetic labour’ has been made to portray an employee who owns perfect looks, communication and performance and this kind of labour is highly demanded in the hospitality industry. In summary, our respondents considered that, besides the listed points in the questionnaire, there were additional points that contributing to females’ job advancement. These were personal characteristics, attitude to the job, family and friends’ support, company policy and culture.

Interestingly, ‘appearance’ is also one of the answers in the question of ‘any other obstacles hindering females’ job progression’, which implies that good appearance can contribute to females’ job progression, but the reverse can be an obstacle to hinder their career advancement. Besides appearance, the respondents also mentioned ‘work intensity’, ‘supervisor’s preference’, ‘age’, ‘pressure from society’ and ‘benefits provided by company’.

Table 24. The distribution of gender believing that women are hindered in career advancement

Do you believe women are hindered in career advancement in the hotel industry?	Gender				
		Female (n=47)	%	Male (n=31)	%
	Yes	31	65.9%	7	22.6%
	No	16	34%	24	77.4%

For the question ‘Do you believe women are hindered in career advancement in the hotel industry?’, 65% of females believe women are hindered in career advancement while 77% of males do not believe women are hindered in career advancement in the hospitality industry. This outcome pointed out females were more likely to think they were hindered in their career advancement than the male counterparts. It may be because this issue is not related to male employees, so that they did not encounter a similar situation before or they did not show much concern on this issue.

They explained the reasons variously (the following sentences are not all the responses of the questions. Since the meaning of some answers are repeated, only certain sentences were listed here).

People who **believe** women are hindered in career advancement answered:

‘Unfair treatment to female employee in hotel industry’

‘When female get married, they are more likely required to spend more on family than male, especially after women have a baby’

‘Pregnant cause consumption of energy on work’

‘Many companies will consider whether employ women based on their family and marital status’

‘Single women have to face more difficulties than married women’

‘Women are more likely to choose family when they face work-life unbalance’

It is obvious that most of the answers are related to work-life balance, pregnancy and children, which means that these three points were considered as the important points hindering women’s career advancement by employees, especially female employees.

People who **do not believe** women are hindered in career advancement answered:

‘My current organization encourage female to develop their leadership’

‘Development of society’

‘Society is fair’

‘Gender discrimination does not exist in current society’

‘The company shows extra concern and care on women employees’

People who do not believe women are hindered in career advancement are convinced that society is fair to females and males and there is no gender discrimination existing in their company.

5.4 Limitations

5.4.1 Small Sample size and Limited Time

The study sought to investigate the factors affecting women's career development in Guangzhou's five-star hotels. It was limited to a small sample size which was 78 valid respondents. There were 47 female respondents and only 31 male respondents. The disparity between the number of female respondents and male respondents is large. The sample size of the previous study (Ng & Pine, 2003) was 108 valid respondents and the numbers of female respondents and male respondents were almost equal. Since this research only had two months to collect respondents and the researcher was not in the surveyed city, it was difficult to recruit many respondents. Therefore, some hypothesizes in the proposal could not be focused on because of this limitation.

5.4.2 Convenience sampling

The consequences of the investigation were disturbed by the drawback of suitable samples. In a suitability sample method, outcomes are likely to be prejudiced and samples cannot methodically represent the group (Farahman & Asger, 2012). To keep anonymity, the research adopted anonymous survey. The questionnaires were sent to contact persons, who were friends of the researcher working in Guangzhou five-star hotels. Therefore, respondents were sketched from an incomplete variety of the pool, which abridged the generalizability of the consequences. For instance, most of the respondents had a bachelor degree education level, which might not signify the overall people working in the hospitality industry. Due to the realistic situation in China, many people may not be able to reach the internet to participate in this survey. For example, one of the contact persons mentioned that it was hard to get the people working in housekeeping involved in the survey because most of them do not have smart phones and they did not have internet access.

5.5 Future study

In forthcoming reports, efforts must be completed to employ more male respondents and remove bias. Accidental assortment and superior example scopes would upsurge the generalizability of the facts. Qualitative methods might be expended to manage in-depth dialogues to analyze additional in-depth insights of man and woman employees to determine how they state subjects connected to females' job progression.

In addition, this study only focus on one city of China. Future studies could explore bigger places and even compare two different cities in China. Moreover, future researchers could examine other demographic factors with the factors affecting females' job progression, such as salary level.

5.6 Conclusion

Women nowadays play an increasingly significant role in the labour market. The hospitality industry is a labour-intense and high turnover industry. Therefore, how to maintain qualified and experienced women employees is an important issue. In China, with the increasing development of the hospitality industry, women have become an indispensable main force. The findings of this research reveal the factors that female and male employees perceive as the important elements affecting women's career advancement.

As the previous chapters mentioned, regardless of gender, age, number of children and employment level, family-work issues were considered the most important factor affecting women's career advancement. How to balance work and family and childcare responsibilities is the big issue for women employees in the hospitality industry. Besides, training factors were also regarded as significant factors. Thus, introducing role models, actualizing formal training and providing mentorship to female employees are essential in the hospitality industry.

In summary, this study recommends that top management in the hotels should pay more attention to women's career development and take effective action to help women

employees to balance work and family life. Moreover, the government should actualize a series of measures to protect women's rights and interests. Finally, women should be more aggressive and assertive in their roles in the hotel industry so as to compete more successfully with their male counterparts.

Reference

- Adkins, L. (1992). Sexual work and the employment of women in the service industries. In M. Savage & A. Witz (Eds.), *Gender and Bureaucracy*. Oxford, England: cBlackwell.
- Altman, Y., Simpson, R., Baruch, Y., & Burke, R. (2005). Reframing the 'glass ceiling' debate. In R. Burke (Ed.), *Supporting Women's Career Advancement*. Cheltenham: Elgar Edgar.
- Atwater, L. E., & Van Fleet, D. D. (1997). Another ceiling? Can males compete for traditionally female jobs?. *Journal of Management*, (5). 603.
- Baruch, Y., & Leeming, A. (2001). The added value of MBA studies-graduates' perceptions. *Personnel Review*, 30(5). 589-601.
- Baruch, Y., & Peiperl, M.A. (2000). The impact of an MBA: a comparative study of the effect on graduates' career development, performance and identity. *Human Resource Management Journal*, 10(2). 69-90.
- Becker, G.S. (1981). *A treatise on the family*. Cambridge, MA: Harvard University Press.
- Becker, G. S. (1985). Human Capital, Effort, and the Sexual Division of Labor. *Journal of Labor Economics*, 3(1), 33.
- Bell, E., & Bryman, A. (2007). The ethics of management research: an exploratory content analysis. *British Journal of Management*, 18(1), 63-77.
- Bu, N., & Roy, J. (2008). Chinese managers' career success networks: The impact of key tie characteristics on structure and interaction practices. *International Journal of Human Resource Management*, 19, 1088-1107. doi:10.1080/09585190802051386
- Burgess, C. (2003). Gender and salaries in hotel financial management: It's still a man's world. *Women in Management Review*, 1850-59. doi:10.1108/09649420310462325
- Burrell, J., Manfredi, S., Rollin, H., Price, L., & Stead, L. (1997). Equal opportunities for women employees in the hospitality industry: a comparison between France, Italy, Spain and the UK. *International Journal of Hospitality Management* 16 (2), 161–179.
- Broadbridge, A. (2008). Senior careers in retailing: An exploration of male and female executives' career facilitators and barriers. *Gender in Management*, 23, 11–35.
- Brownell, J. (1994). Women in hospitality management: General managers' perceptions of factors related to career development. *International Journal of Hospitality Management*, 13(2), 101–117.

- Brownell, J. (2008). Leading on land and sea: Competences and context. *International Journal of Hospitality Management*, 27, 137–150.
- Campos-Soria, J. A., Marchante-Mera, A., & Ropero-García, M. A. (2011). Patterns of occupational segregation by gender in the hospitality industry. *International Journal of Hospitality Management*, 30(1), 91–102.
<https://doi.org/10.1016/j.ijhm.2010.07.001>
- Catalyst. (2006). *2005 Catalyst census of women corporate officers and top earners of the Fortune 500*. New York, NY: Author. Retrieved from <http://www.catalyst.org/knowledge/2005-catalyst-census-fortune-500>
- Chen, J., Ezzamel, M., & Cai, Z. (2011). Managerial power theory, tournament theory, and executive pay in China. *Journal of Corporate Finance*, 17, 1176-1199.
- Choi, S., & Park, C.-O. (2014). Glass ceiling in Korean civil service analyzing barriers to women's career advancement in the Korean government. *Public Personnel Management*, 43(1), 118–139.
- Chou, W. C., Fosh, P., & Foster, D. (2005). Female managers in Taiwan: Opportunities and barriers in changing time. *Asia Pacific Business Review*, 11(2), 251–266.
- Church, A., & Frost, M. (2004). Tourism, the global city and the labour market in London. *Tourism Geographies*, 6, 208- 228.
- Church, A., & Frost, M. (2004). Tourism, the global city and the labor market in London. *Tourism Geographies*, 6(2), 208-228.
- Clevenger, L., & Singh, N. (2013). Exploring Barriers That Lead to the Glass Ceiling Effect for Women in the U.S. Hospitality Industry. *Journal of Human Resources in Hospitality & Tourism*, 12(4), 376–399.
<https://doi.org/10.1080/15332845.2013.790258>
- Connelly, R., Roberts, K., & Zheng, Z. (2010). The impact of circular migration on the position of married women in rural China. *Feminist Economics*, 16(1), 3–41.
- Cooke, F. (2003). Equal opportunity? Women's managerial careers in governmental organizations in China. *International Journal of Human Resource Management*, 14(2), 317–333.
- Cooke, F. L. (2005). *HRM, work, and employment in China*. London; New York: Routledge, 2005.

- Cooke, F. L. (2010). Women's participation in employment in Asia: A comparative analysis of China, India, Japan, South Korea. *International Journal of Human Resource Management*, 21(12), 2249–2270.
- Cook, S., & Dong, X-Y. (2011). Harsh choices: Chinese women's paid work and unpaid care responsibilities under economic reform. *Development and Change*, 42(4), 947–965.
- Creswell, J. W. (1994). *Research design: Qualitative & quantitative approaches*. Los Angeles, CA: Sage Publications.
- Crotty, M (1998). *The foundations of social research: Meaning and perspective in the research process*. Thousand Oaks, CA: Sage Publications Inc.
- Derr, G., & HAYWARD, G. (1988). Managing the new careerists. *R&D Management*, 18(1), 78-78.
- Doherty, L., & Manfredi, S. (2001). Women's employment in Italian and UK hotels. *International Journal of Hospitality Management*, 20, 61-76.
- Dong, X. Y., Macphail, F., Bowles, P., & Ho, S. (2004). Gender segmentation at work in China's privatized rural industry: Some evidence from Shandong and Jiangsu. *World Development*, 32(6), 979–998.
- Du, F., & Dong, X. (2009). Why do women have longer durations of unemployment than men in post restructuring urban China? *Cambridge Journal of Economics*, 33, 233-252.
- Eagly, A. H., Wood, W., & Diekmann, A. B. (2000). Social role theory of sex differences and similarities: A current appraisal. In T. Eckes & H. M. Trautner (Eds.), *The developmental social psychology of gender* (pp. 123–174). Mahwah, NJ: Erlbaum.
- Ebrey, P. B. (2003). *Women and the family in Chinese history*. London, England: Routledge.
- Enloe, C. H. (2014). *Bananas, beaches and bases: making feminist sense of international politics*. Berkeley, CA: University of California Press, [2014].
- Galinsky, E., Salmond, K., Bond, J. T., Kropf, M. B., Moore, M., & Harrington, B. (2003). *Leaders in a global economy: A study of executive women and men*. New York, NY: Families and Work Institute.
- Gao, H. (2006). The lives and careers of women leaders in Shanghai. *Journal of Educational Administration and History*, 38, 41-57.

- Gentry, K. M. (2007). Belizean women and tourism work: Opportunity or impediment?. *Annals of Tourism Research*, 34(2), 477-496.
- Granrose, C. S. (2007). Gender differences in career perceptions in the People's Republic of China. *Career Development International*, 12, 9-27.
- Gray, D. E. (2014). *Doing research in the real world (3rd ed.)*. Los Angeles, the United States: SAGE Publications.
- Gregg, J.B., & Johnson, P.M. (1996). Perceptions of discrimination among women as managers in hospitality organizations. *FIU Hospitality Review*, 8(1), 10-22.
- Ho, D. Y., & Chiu, C. Y. (1994). Component ideas of individualism, collectivism, and social organization: An application in the study of Chinese culture. In U. Kim, H. Triandis, Ç. Kâğıtçibas , i, S. C. Choi, & G. Yoon (Eds.), *Individualism and collectivism: Theory, method, and applications* (pp. 137–156). London, England: Sage.
- Ismail, M., & Ibrahim, M. (2008). Barriers to career progression faced by women. *Gender in Management*, 23, 51–66.
- Kattara, H. (2005). Career challenges for female managers in Egyptian hotels. *International Journal of Contemporary Hospitality Management*, 17(3), 238-251.
- Kim, H., & Markus, H. R. (1999). Deviance or uniqueness, harmony or conformity? A cultural analysis. *Journal of Personality and Social Psychology*, 77(4), 785–800.
- Kinnaird, V., Kothari, U., Hall, D. R., & Hall, D. (1994). Tourism: gender perspectives. *Tourism: a gender analysis.*, 1-34.
- Kitching, B. (2001). China. In M. Patrickson & P. O'Brien (Eds.), *Managing diversity: An Asian Pacific focus*. Milton, Queensland, Australia: Wiley.
- Knutson, B. J., & Schmidgall, R. S. (1999). Dimensions of the glass ceiling in the hospitality industry. *The Cornell Hotel and Restaurant Administration Quarterly*, 40(6), 64-75.
- Kumra, S., & Vinnicombe, S. (2008). A study of the promotion to partner process in a professional service firm: How women are disadvantaged. *British Journal of Management*, 19, 65–74.
- Lam, K. C. K., McGuinness, P. B., & Vieito, J. P. (2013). CEO gender, executive compensation and firm performance in Chinese-listed enterprises. *Pacific-Basin Finance Journal*, 21, 1136-1159. doi: 10.1016/j.pacfin.2012.08.006
- Law, W. (2013). Culture, gender and school leadership: School leaders' self-perceptions

- in China. *A Journal of Comparative and International Education*, 43, 295-322. doi:10.1080/03057925.2012.687891
- Leung, A. S. M. (2002). Gender and career experience in mainland Chinese state-owned enterprises. *Personnel Review*, 31(5), 602–619.
- Leung, A. S. M. (2003). Feminism in transition: Chinese culture, ideology and the development of the women's movement in China. *Asia Pacific Journal of Management*, 20(3), 359–374.
- Li, L., & Wang Leung, R. (2001). Female managers in Asian hotels: profile and career challenges. *International Journal of Contemporary Hospitality Management*, 13(4), 189–196. <https://doi.org/10.1108/09596110110389511>
- Liu, K., Dong, X-Y., & Zheng, X. (2010). Parental care and the married women's labour supply in urban China. *Feminist Economics*, 16(3), 169–192
- Liu, P. W., Meng, X., & Zhang, J. (2000). Sectoral gender wage differentials and discrimination in the transitional Chinese economy. *Journal of Population Economics*, 13, 331–352.
- Liu, S. (2013). A few good women at the top: The China case. *Business Horizons*, 56, 483-490. doi: 10.1016/j.bushor.2013.04.002
- Liu, Y., Wei, Z., & Xie, F. (2014). Do women directors improve firm performance in china? *Journal of Corporate Finance*, 28, 169-184. doi: 10.1016/j.jcorpfin.2013.11.016
- Marshall, J. (1984). *Women Managers: travellers in a male world*. Chichester, England: Wiley.
- Maurer-Fazio, M., & Hughes, J. (2002). The effects of market liberalization on the relative earnings of Chinese women. *Journal of Comparative Economics*, 30(4), 709–731.
- Mavin, S. (2000). Approaches to careers in management: Why UK organizations should consider gender. *Career Development International*, 5(1), 13–20.
- Maxwell, G. A. (1997). General management views from above the glass ceiling. *International Journal of Contemporary Hospitality Management*, 9(5), 230.
- Michailidis, M. P., Morphetou, R. N., & Theophylatou, I. (2012). Women at work: equality versus inequality: barriers for advancing in the workplace. *The International Journal of Human Resource Management*, 23(20), 4231–4245.

- Mooney, S. (2007). *Where is she? : a female manager's place in Australian and New Zealand hotels : a thesis submitted to Auckland University of Technology in partial fulfilment of the Masters in International Hospitality Management, 2007.*
- Mooney, S., & Ryan, I. (2009). A woman's place in hotel management: upstairs or downstairs? *Gender in Management*, 24(3), 195. doi:10.1108/17542410910950877
- Ng, C. W., Fosh, P., & Naylor, D. (2002). Work - Family Conflict for Employees in an East Asian Airline: Impact on Career and Relationship to Gender. *Economic & Industrial Democracy*, 23(1), 67.
- Ng, C. W., & Pine, R. (2003). Women and men in hotel management in Hong Kong: perceptions of gender and career development issues. *International Journal of Hospitality Management*, 22(1), 85–102.
- Okurame, D. (2007). Perceived mentoring functions: does mentor's gender matter? *Women in Management Review*, 22(5), 418-426.
- Omar, A., & Davidson, M. J. (2001). Women in management: A comparative cross-cultural overview. *Cross Cultural Management*, 8(3–4), 35–58.
- Patrick, G. (1998). Lonely at the top. *Cornell Hotel and Restaurant Administration Quarterly*, 39(3), 54-59.
- Patrickson, M. (2001). Introduction to diversity. In M. Patrickson & P. O'Brien (Eds.), *Managing diversity: An Asian Pacific focus* (pp. 21–36). Milton, Queensland, Australia: Wiley.
- Park, S. H., & Luo, Y. D. (2001). Guanxi and organizational dynamics: Organizational networking in Chinese firms. *Strategic Management Journal*, 22(5), 455–477.
- Peus, C., Braun, S., & Knipfer, K. (2015). On becoming a leader in Asia and America: Empirical evidence from women managers. *The Leadership Quarterly*, 26, 55-67.
- Mir, V. R., Palmer, J. R. M., & Ques, M. T. (2004). Determinants of gender wage differentials in the hospitality industry in the Balearic Islands. The role of gender segregation. *Proceedings of the New Zealand Tourism and*, 295.
- Saadin, I., Ramli, K., Johari, H., & Harin, N. A. (2016). Women and Barriers for Upward Career Advancement – A Survey at Perak State Secretariat, Ipoh, Perak. *Procedia Economics and Finance*, 35, 574–581. [https://doi.org/10.1016/S2212-5671\(16\)00070-8](https://doi.org/10.1016/S2212-5671(16)00070-8)

- Schruijer, S. G. (2006). Do women want to break the glass ceiling? A study of their career orientations and gender identity in the Netherlands. *Management Revue*, 143–154.
- Shinew, K.J., & Arnold, M.L. (1998). Gender equity in the leisure services field. *Journal of Leisure Research*, 30(2), 177-191.
- Taillieu, T. (1994). Human resources in transnational assignments: Young graduates looking for transnational careers. *Changing business systems in Europe*.
- Timo, N., & Davidson, M. (2005). A survey of employee relations practices and demographics of MNC chain and domestic luxury hotels in Australia. *Employee Relations*, 27(2), 175-192. doi:110.1108/01425450510572694
- Triandis, H. C. (1995). Individualism and collectivism. Boulder, CO: Westview Press.
- Tsang, A. Y., Chan, P. S., & Zhang, L. (2011). Reconciling conflicts: The “accidental” women leaders in contemporary China. *Journal of Women and Social Work*, 26, 314-326. doi:10.1177/0886109911418441
- Walby, S. (1989). Theorising patriarchy. *Sociology*, 23(2), 213–234.
- Wei, G. (2011). Gender comparison of employment and career development in China. *Asian Women*, 27(1), 95–113.
- Women losing ground in China. (2012, April 23). *China Real Time*. Retrieved from <http://blogs.wsj.com/chinarealtime/2012/04/23/report-women-losing-ground-in-china/>
- Wong, C. S., & Chung, K. M. (2003) "Work values of Chinese food service managers." *International Journal of Contemporary Hospitality Management* 15, (2) 66-75. <http://dx.doi.org/10.1108/09596110310462913>
- Woodhams, C., Xian, H., & Lupton, B. (2015). Women Managers’ Careers in China: Theorizing the Influence of Gender and Collectivism. *Human Resource Management*, 54(6), 913–931. <https://doi.org/10.1002/hrm.21643>
- Woods, R. H., & Kavanaugh, R. R. (1994). Gender discrimination and sexual harassment as experienced by hospitality-industry managers. *Cornell Hotel & Restaurant Administration Quarterly*, 35(1), 16.
- Woods, R., & Viehland, D. (2000). Women in Hotel Management. *Cornell Hotel and Restaurant Administration Quarterly*, 41(5), 51-54.

- Xiu, L., & Gunderson, M. (2014). Glass ceiling or sticky floor? Quantile regression decomposition of the gender pay gap in China. *International Journal of Manpower*, 35, 306-326.
- Yang, Y. (2011). Gender and Engineering Career Development of Hotel's Employees in China. *Systems Engineering Procedia*, 1, 365–371. <https://doi.org/10.1016/j.sepro.2011.08.055>
- Yang, Y., & Li, J. (2015). The effect of gender difference on turnover of hotel's employees in China. In G. Zeng (Eds.), *Tourism and Hospitality Development Between China and EU* (pp. 23-35). London, England: Springer-Verlag
- Yu, A. B., & Yang, K. S. (1994). The nature of achievement motivation in collectivist societies. In U. Kim, H. Triandis, Ç. Kâğıtçıbası, S. C. Choi, & G. Yoon (Eds.), *Individualism and collectivism: Theory, method, and applications* (pp. 239–250). London, England: Sage.
- Zhang, N. (2012). The impact of guanxi networks on the employment relations of rural migrant women in contemporary China. *Industrial Relations Journal*, 42(6), 580–595.
- Zhong, Y. G., Couch, S., & Blum, S. C. (2011). Factors affecting women's career advancement in the hospitality industry: Perceptions of students, educators and industry recruiters. *Journal of Hospitality & Tourism Education*, 23(4), 5–13.

APPENDICES

Appendix I: Cover Letter

Dear friend/friend's colleague/friend's friend,

I am Vivian and currently studying in Auckland University of Technology in New Zealand. You have received this invitation directly from me Vivian, or from a friend or colleague who got the invitation from me.

I am doing my Master's dissertation on women's career advancement in Guangzhou's 5-star hotels. The data will be collected on an online questionnaire that can be accessed by the link below.

This is an anonymous survey, hence no one can identify who has taken part, or whether you have taken part. If your boss sent this to you, they will never know whether you participate or not or know what you have said.

After completing and submitting this survey, I request you forward the link you received to other people who work in 5-star hotels in Guangzhou.

Thank you so much for your help.

https://aut.au1.qualtrics.com/SE/?SID=SV_6yg9axOv6lLWF7

Best regards,

Vivian Wen Wen Deng

Appendix II: Information sheet

Welcome! My name is Vivian. This is my Master's survey about women's career advancement in Guangzhou 5-star hotels. I hope that you can read the following instruction carefully before you start to complete the questionnaire. Your help is highly appreciated.

Participant Information Sheet

Date Information Sheet Produced:

14/07/2016

Project Title

Factors affecting women's career advancement in Guangzhou 5-star hotels.

An Invitation

Dear respondents,

My name is Wen Wen Deng, and I am currently studying Master of International Hospitality Management at Auckland University of Technology, New Zealand. This survey is carried out a part of my master's research. Your answers will be used for academic research only. This is an anonymous survey; hence, your identification will not be known, nor will the person who sent the link to you, or the researcher ever know whether or not you have completed the questionnaire or who you are. Therefore, whether you choose to participate or not will neither advantage nor disadvantage you. Thank you for your help in advance for completing this questionnaire.

- **What is the purpose of this research?**

This study aims to investigate the factors affecting women's career development in Guangzhou's 5-star hotels. The purpose of this study is to provide information on the situation of women's career development in 5-star hotels in Guangzhou and how this affects representation of women in top management of the hospitality industry.

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

You have received this questionnaire link from a friend or colleague. Please complete, if you are working in 5-star hotel in Guangzhou. If you are not working in a 5-star hotel in

Guangzhou, please ignore this invitation and do not complete the survey. Please pass link to anyone you know who works in a 5-star hotel in Guangzhou.

- **How do I agree to participate in this research?**

You will agree to participate in this research by completing and submitting the questionnaire. Your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You are able to withdraw from the study at any time by simply not submitting your answer and your responses will be not able to be identified in my research.

- **What will happen in this research?**

This questionnaire consists of four parts. Part I and Part II of the questionnaire comprise questions on factors affecting women's career advancement. Part III is asking your personal opinions on the factors affecting women's career advancement in the hospitality industry. The fourth part is demographic information, where you will be asked about your gender, age, marital status, education level, position and tenure.

- **What are the discomforts and risks?**

In Part II, you will be asked what factors you consider will hinder women's career advancement, which might remind you of an unpleasant experience in your working life.

- **How will these discomforts and risks be alleviated?**

You have the right to exit the survey without giving any reasons if you feel uncomfortable in the process. All your answers are only for academic purposes and will not disadvantage you in any way.

- **What are the benefits?**

You will receive no direct benefits from participating in this research study; however, your answers are significant to me because this survey is carried out as a part of my master's research. Moreover, your responses may help us learn more about women's career advancement in China's hospitality industry. My supervisor and I will be presenting the findings at a conference and in a journal article.

- **How will my privacy be protected?**

This questionnaire does not collect identifying information such as your name, email address or IP address; therefore, your responses will remain anonymous. No one will be able to identify you or your answers, and no one will know whether or not you participated in the study. All your answers will be securely saved in Qualtrics and only accessed by my supervisor and me. Hence, privacy and confidentiality are surely guaranteed.

- **What are the costs of participating in this research?**

The questionnaire should take about only 10-15 minutes to complete.

- **What opportunity do I have to consider this invitation?**

This questionnaire will be available from 15th August to 15th September. You are welcome to participate at any time during this period.

- **Will I receive feedback on the results of this research?**

Once the data collection has been completed, the result will be available to you on WeiBo by searching the username: Viviandeng828, from 1st January 2016.

- **What do I do if I have concerns about this research?**

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Monique Brocx, monique.brocx@aut.ac.nz, 921 9999 ext 5818.

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTC, Kate O'Connor, ethics@aut.ac.nz, 921 9999 ext 6038.

- **Whom do I contact for further information about this research?**

Please keep this Information Sheet for your future reference. You are also able to contact the research team as follows:

Researcher Contact Details:

Wen Wen Deng (Vivian)

Viviandeng828@hotmail.com

Project Supervisor Contact Details:

Monique Brocx

monique.brocx@aut.ac.nz

Appendix III: Questionnaire

By completing this questionnaire, you agree to take part in this research.

Part 1.

Q1. Are you employed in a 5-star hotel in Guangzhou?

- Yes
- No

Q2 How do you personally evaluate the importance of the following factors contributing to women's career advancement?

	Extremely important	Very important	Moderately important	Slightly important	Not at all important	Not applicable
Attitudes towards work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effective communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mentor support/guidance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educational qualifications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problem solving skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hard work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal sacrifice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities/luck	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking qualifications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relevant departmental experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gaining a wide variety of experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 Besides the factors mentioned in Q1, are there any other factors you think are important for contributing women's career advancement?

Part 2.

Q4 How do the following factors, that hinder women's career advancement, apply?

Personal factors

	Fully applies	Applies	Does not apply	Absolutely does not apply
Conflicts with family activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Childcare responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being married	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sexual harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wish to start a family/pregnancy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of required/relevant experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inadequate job knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Training factors which hinder women's career advancement

	Fully applies	Applies	Does not apply	Absolutely does not apply
Lack of formal training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of equity in training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Working environment factors as barriers to women's career advancement

	Fully applies	Applies	Does not apply	Absolutely does not apply
Long working hour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of promotions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of role models	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of mentoring/coaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The 'Old boy network'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5 Besides the factors mentioned in the three sections of Q3, are there any other factors you think are barriers for women's career advancement?

Part 3.

Q6 Do you believe women are hindered in career advancement in hotel industry?

- ☐ Yes
☐ No

Q7 Please explain the given answer above Q6

Q8 What is your preference as to the gender of your supervisor?

- ☐ Male
☐ Female
☐ Doesn't matter

Q9 In your opinion, in what way, do you believe the hospitality industry barriers to women's career advancement can be reduced?

Part 4.

Q10 Gender

- ☐ Male
- ☐ Female
- ☐ Other

Q11 What is your year of birth?

Q12 What is the highest level of education you have completed?

- ☐ Middle school
- ☐ High school graduate
- ☐ Diploma
- ☐ Bachelor's degree
- ☐ Master's degree and above
- ☐ Other, please specify _____

Q13 What is your marital status?

- ☐ Married
- ☐ Single
- ☐ Other, please specify. _____

Q14 How many children under the age of 18 do you have?

Q15 How many years have you worked in paid employment?

Q16 How many years have you been working in the hospitality industry?

Q17 How many years have you been working in this firm?

Q18 How long have you been in your current position?

Q19 What is your present level of employment?

- ☐ Rank and file
- ☐ Supervisor
- ☐ Assistant manager
- ☐ Manager
- ☐ Head of Department-Director
- ☐ Other, please specify _____

Q20 What department are you in?

- ☐ Conference/Banquets
- ☐ Front Office
- ☐ Engineering/Maintenance
- ☐ Executive Office
- ☐ Finance
- ☐ Food and Beverage
- ☐ Human Resources
- ☐ IT
- ☐ Housekeeping
- ☐ Sales and Marketing
- ☐ Other, please specify _____

You did it! Thank you for being part of this survey! Please submit it. I request you pass this link to your friends who are working in 5-star hotels in Guangzhou, by forwarding to them the email you received this survey link on. Your help is highly appreciated.

Thank you,

Vivian

Appendix IV: List of 5-star hotels in Guangzhou

1. Four Seasons Hotel Guangzhou	2. Royal Mediterranean Hotel
3. Mandarin Oriental Guangzhou	4. Dong Fang Hotel Guangzhou
5. The Ritz-Carlton Guangzhou	6. Crowne Plaza Guangzhou Huadu
7. Sofitel Guangzhou Sunrich	8. La Perle International Hotel
9. Langham Place Guangzhou	10. Ramada Plaza Guangzhou
11. The Garden Hotel Guangzhou	12. Royal Tulip Luxury Hotel Carat
13. Sheraton Guangzhou	14. Vanburgh Hotel
15. Park Hyatt Guangzhou	16. The Royal Marina Plaza Hotel Guangzhou
17. Asian International Hotel Guangdong	18. Grand International Hotel
19. Guangzhou Baiyun Hotel	20. Pearl River International Hotel
21. Crowne Plaza Guangzhou	22. Chateau Star River Peninsula
23. Shangri-La Hotel, Guangzhou	24. Grand Royal Hotel
25. The Westin Guangzhou	26. Floloving Hotel
27. Pullman Guangzhou	28. The Westin Pazhou
29. Marriott Guangzhou	30. W Guangzhou
31. Grand Hyatt Guangzhou	32. Vaperse Hotel
33. Hilton Guangzhou Tianhe	34. Unkai Hotel
35. China Hotel	36. Hotel Nikko Guangzhou
37. White Swan Hotel	38. Guangzhou Atlantis Family Hotel
39. Hilton Guangzhou Baiyun	40. Lake Poedmont International Hotel
41. Jianguo Hotel Guangzhou	42. Double Tree by Hilton Guangzhou
43. Guangzhou TongYu International Hotel	44. Four Points by Sheraton Guangzhou
45. Daysun International Hotel	46. Guangzhou Nansha Grand Hotel
47. Soluxe Hotel Guangzhou	48. Fo'ao Vaperse Square Apartment
49. Guangzhou Good International Hotel	50. Honder International Hotel

Information obtained from booking.com (in no particular order)

Appendix V: Output of ANOVA Test between age and factors

		Sum of Squares	df	F	Sig.
Contribution-Attitudes towards work	Between Groups	2.071	5	1.819	.130
	Within Groups	9.333	41		
	Total	11.404	46		
Contribution-Effective communication skills	Between Groups	2.242	5	2.423	.052
	Within Groups	7.587	41		
	Total	9.830	46		
Contribution-Mentor support/guidance	Between Groups	5.167	5	2.976	.022
	Within Groups	14.237	41		
	Total	19.404	46		
Contribution-Educational qualifications	Between Groups	3.089	5	1.393	.247
	Within Groups	18.187	41		
	Total	21.277	46		
Contribution-Problem solving skills	Between Groups	.780	5	.590	.708
	Within Groups	10.837	41		
	Total	11.617	46		
Contribution-Hard work	Between Groups	3.013	5	1.488	.215
	Within Groups	16.604	41		
	Total	19.617	46		
Contribution-Personality	Between Groups	.792	5	.689	.634
	Within Groups	9.421	41		
	Total	10.213	46		
Contribution-Job knowledge	Between Groups	4.219	5	2.324	.060
	Within Groups	14.887	41		
	Total	19.106	46		
Contribution-Personal sacrifice	Between Groups	4.896	5	1.722	.151
	Within Groups	23.317	41		
	Total	28.213	46		
Contribution-Opportunities/luck	Between Groups	.817	5	.225	.950

	Within Groups	29.821	41		
	Total	30.638	46		
Contribution-Networking qualifications	Between Groups	1.538	5	.551	.737
	Within Groups	22.888	41		
	Total	24.426	46		
Contribution-Relevant departmental experience	Between Groups	4.038	5	1.210	.322
	Within Groups	27.367	41		
	Total	31.404	46		
Contribution-Gaining a wide variety of experience	Between Groups	.514	5	.139	.982
	Within Groups	30.337	41		
	Total	30.851	46		
Hinder (Personal)- Conflicts with family activities	Between Groups	1.053	5	.579	.715
	Within Groups	14.904	41		
	Total	15.957	46		
Hinder (Personal)- Childcare responsibilities	Between Groups	3.048	5	1.198	.327
	Within Groups	20.867	41		
	Total	23.915	46		
Hinder (Personal)- Being married	Between Groups	1.367	5	.554	.735
	Within Groups	20.250	41		
	Total	21.617	46		
Hinder (Personal)- Sexual harassment	Between Groups	2.491	5	.802	.555
	Within Groups	25.467	41		
	Total	27.957	46		
Hinder (Personal)- Wish to start a family/pregnancy	Between Groups	1.963	5	.835	.532
	Within Groups	19.271	41		
	Total	21.234	46		
Hinder (Personal)- Lack of required/relevant experience	Between Groups	1.138	5	.573	.720
	Within Groups	16.267	41		
	Total	17.404	46		
Hinder (Personal)- Inadequate job knowledge	Between Groups	1.643	5	.961	.453
	Within Groups	14.017	41		
	Total	15.660	46		

Hinder (training)- Lack of formal training	Between Groups	3.559	5	2.202	.072
	Within Groups	13.250	41		
	Total	16.809	46		
Hinder (training)- Lack of equity in training	Between Groups	1.604	5	.567	.725
	Within Groups	23.204	41		
	Total	24.809	46		
Hinder (working environment)-Long working hour	Between Groups	3.754	5	1.060	.397
	Within Groups	29.054	41		
	Total	32.809	46		
Hinder (working environment)- Lack of promotions	Between Groups	4.243	5	1.269	.296
	Within Groups	27.417	41		
	Total	31.660	46		
Hinder (working environment)-Lack of role models	Between Groups	2.832	5	.963	.451
	Within Groups	24.104	41		
	Total	26.936	46		
Hinder (working environment)-Lack of mentoring/coaching	Between Groups	1.451	5	.699	.627
	Within Groups	17.017	41		
	Total	18.468	46		
Hinder (working environment)-Old boy network	Between Groups	1.963	5	.582	.713
	Within Groups	27.654	41		
	Total	29.617	46		

Appendix VI: Output of ANOVA Test between employment level and factors

			Sum of Squares	df	F	Sig.
Contribution-Mentor support/guidance		Between Groups	2.068	2	2.624	.084
		Within Groups	17.337	44		
		Total	19.404	46		
Contribution-Attitudes towards work		Between Groups	.339	2	.673	.515
		Within Groups	11.066	44		
		Total	11.404	46		
Contribution-Effective communication skills		Between Groups	.383	2	.892	.417
		Within Groups	9.447	44		
		Total	9.830	46		
Contribution-Educational qualifications		Between Groups	.043	2	.044	.957
		Within Groups	21.234	44		
		Total	21.277	46		
Contribution-Problem solving skills		Between Groups	1.565	2	3.426	.041
		Within Groups	10.052	44		
		Total	11.617	46		
Contribution-Hard work		Between Groups	.575	2	.665	.520
		Within Groups	19.042	44		
		Total	19.617	46		
Contribution-Personality		Between Groups	.089	2	.194	.825
		Within Groups	10.124	44		
		Total	10.213	46		
Contribution-Job knowledge		Between Groups	.170	2	.198	.821
		Within Groups	18.936	44		
		Total	19.106	46		
Contribution-Personal sacrifice		Between Groups	.499	2	.396	.675
		Within Groups	27.713	44		
		Total	28.213	46		
Contribution-Opportunities/luck		Between Groups	.881	2	.651	.526
		Within Groups	29.758	44		
		Total	30.638	46		
Contribution-Networking qualifications		Between Groups	.533	2	.491	.615
		Within Groups	23.892	44		
		Total	24.426	46		

Contribution- Relevant departmental experience	Between Groups Within Groups Total	.058 31.346 31.404	2 44 46	.041	.960
Contribution- Gaining a wide variety of experience	Between Groups Within Groups Total	.822 30.029 30.851	2 44 46	.602	.552
Hinder (Personal)- Conflicts with family activities	Between Groups Within Groups Total	.143 15.814 15.957	2 44 46	.199	.820
Hinder (Personal)- Childcare responsibilities	Between Groups Within Groups Total	.269 23.646 23.915	2 44 46	.250	.780
Hinder (Personal)- Being married	Between Groups Within Groups Total	.232 21.385 21.617	2 44 46	.239	.789
Hinder (Personal)- Sexual harassment	Between Groups Within Groups Total	.508 27.450 27.957	2 44 46	.407	.668
Hinder (Personal)- Wish to start a family/pregnancy	Between Groups Within Groups Total	.526 20.708 21.234	2 44 46	.559	.576
Hinder (Personal)- Lack of required/relevant experience	Between Groups Within Groups Total	.236 17.168 17.404	2 44 46	.303	.740
Hinder (Personal)- Inadequate job knowledge	Between Groups Within Groups Total	.178 15.482 15.660	2 44 46	.253	.778
Hinder (training)- Lack of formal training	Between Groups Within Groups Total	4.601 12.208 16.809	2 44 46	8.291	.001
Hinder (training)- Lack of equity in training	Between Groups Within Groups Total	1.391 23.418 24.809	2 44 46	1.307	.281
Hinder (working environment)-Long working hour	Between Groups Within Groups Total	.183 32.626 32.809	2 44 46	.123	.884
Hinder (working environment)-Lack of promotions	Between Groups Within Groups Total	.726 30.933 31.660	2 44 46	.517	.600
Hinder (working	Between Groups	2.343	2	2.096	.135

environment)-Lack of role models	Within Groups	24.593	44		
	Total	26.936	46		
Hinder (working environment)-Lack of mentoring/coaching	Between Groups	.022	2	.026	.974
	Within Groups	18.446	44		
	Total	18.468	46		
Hinder (working environment)-Old boy network	Between Groups	.821	2	.628	.539
	Within Groups	28.796	44		
	Total	29.617	46		

FORM PGR18 DEPOSIT OF MASTER'S RESEARCH PROJECT IN THE AUT LIBRARY

PLEASE NOTE

- This form must be typed. Handwritten forms will not be accepted.
- The completed and signed form should be inserted as the last page of the research project PDF provided to the Library or emailed as a separate document to scholarlycommons@aut.ac.nz

Student ID No	14868228	Name	Wenwen Deng
Faculty	Faulty of Culture and Society	School/Dept	School of Hospitality & Tourism
Programme	Master of International Hospitality Management	Year of submission (for examination)	2017
Research Output	Dissertation	Points Value	60
Title	Factors affecting women's career advancement in Guangzhou's 5-star hotels		

DECLARATION

I hereby deposit a digital copy of my Master's research project with the Auckland University of Technology Library. I confirm that any changes required by the examiners have been carried out to the satisfaction of my primary supervisor.

This research project is my own work and, to the best of my knowledge and belief, it contains:

- no material previously published or written by another person (except where explicitly defined in the acknowledgements);
- no material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

CONDITIONS OF USE

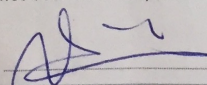
From the date of deposit of this research project, the conditions of use are as follows:

1. This project may be consulted for the purposes of private study or research provided that:
 - (i) appropriate acknowledgement is made of its use;
 - (ii) my permission is obtained before any material contained in it is published.
2. The digital copy may be made available via the Internet by the AUT University Library in downloadable, read-only format with unrestricted access, in the interests of open access to research information.
3. In accordance with Section 56 of the Copyright Act 1994, the AUT University Library may make a copy of this research project for supply to the collection of another prescribed library on request from that library.

THIRD PARTY COPYRIGHT STATEMENT

I have either used no substantial portions of third party copyright material, including charts, diagrams, graphs, photographs or maps, in my research project or I have obtained permission for such material to be made accessible worldwide via the Internet. If permission has not been obtained, I have asked/will ask the Library to remove the third party copyright material from the digital copy.

Student's Signature



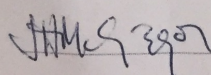
Date

28/06/2017

FACULTY RECOMMENDATION

The Faculty Postgraduate Committee recommends the above research project be deposited in the AUT University Library.

Assoc Dean's Signature



Date

28/6/2017