

Where Is She? A Female Manager's Place in Australian and New Zealand Hotels

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Attestation of Authorship

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

Signed: _____

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I hope that you find this voyage of discovery as engrossing as I did and that this research will be of benefit to all women working in hotels in the future.

This research was approved by the Auckland University of Technology Ethics Committee on 7th December 2005. AUTEK Reference number 05/221.

Confidential Material

The hotel group that participated in this research has retained the right to have its connection with this research kept anonymous. In that case all references to the group, including acknowledgements, have been removed from the thesis before it entered the public domain. Identifying names and locations have already been either marked with XXX or assigned pseudonyms within the text.

Abstract

This study seeks to answer the question of what significant barriers are present for women managers in the organisational structure of hotels in Australia and New Zealand that impedes their progress to top management positions. Women seem to be under-represented at senior management levels in hotel companies and this exploratory research endeavoured to find out why this is the case.

The research was carried out in conjunction with a major international group represented by more than 30 hotels in both countries. It consisted of an online survey sent to the hotel group's female supervisors and managers and a series of 18 follow up interviews. There was a high response rate to the survey and from respondents wishing to be interviewed. Issues arising from the research included organisational culture, the Old Boy Network, geographical mobility, role models, and the pathway to General Manager.

The research concluded that for female managers aspiring to proceed up the career ladder in Australian or New Zealand hotels, it would be difficult for them to combine family life and career in the same manner as their male colleagues. There were also negative aspects of hotel culture and organisational practices that disadvantaged women at various stages of their career life cycle. If hotels companies wish to retain more women, they need to review whether their organisations consist of 'opportunity structures' (Scully 2003) or 'inequality regimes' (Acker 2006) for women.

Chapter One: Introduction

For many women in paid employment, equity in the workplace is still as much an ideal to strive for now as it was two decades ago. For example, the second New Zealand Census of Women's Participation (McGregor and Olsson 2006) highlights that the status of women in professional life is still limited. This is in sharp contrast to the visibility of a few women who hold some of New Zealand's key public roles. The 'glass ceiling' – a term coined in the 1980s to describe a barrier to women's career progression – appears as transparent and impermeable in 2006 as it did in 1986.

There is a misapprehension that women's employment opportunities are now on an equal footing with those of men. The democratic assumptions underpinning the popular media, as well as legislative changes to promote human rights and equal opportunity, give the impression that barriers to women's advancement have been removed. Research suggests this is not the case. In New Zealand, a recent report compiled by Statistics NZ (2005) stated that, "women still earn less than men at every age but the gap is smaller" (p. 88). Studies worldwide confirm that women are underrepresented at senior executive levels. The 2005 World Economic Forum Report (Lopez-Claros and Zahidi 2005) argues that although by 2002 women were wage employed in approximately the same numbers as men throughout the world, the number of women in managerial positions was much smaller. It further highlighted that the "ghettoization of female labor is a phenomenon that crosses all cultural boundaries and professions, affecting women in virtually all countries" (p. 4). In the Asia Pacific region, New Zealand and Australia were ranked 1st and 6th respectively in the world on progress in narrowing the gender gap. However this ranking fell to 47th for New Zealand and 25th for Australia in terms of ranking for economic opportunity, a ranking that moves beyond just looking at women's existence as workers but considers the quality of female economic involvement (Lopez-Claros and Zahidi 2005).

A female with appropriate qualifications and relevant work experience should be able to advance in her chosen career at a comparable rate to her male peers. Yet many women experience a sudden and inexplicable decline of their career trajectory. As an illustration, a study of High Street banks in the United Kingdom identified that about half the women in junior and middle management roles saw

specific obstacles to their career progression at some point. Other women in the study were unable to explain why they had experienced a lack of progress at certain stages (Liff and Ward 2001). This phenomenon is known as the glass ceiling, as mentioned previously, and refers “to the status of women managers and the barriers to their advancement in different countries” (Holvino 2003, p. 382). Glass ceiling studies look at organisational practices that prevent advancement of women beyond lower managerial roles, a situation, it is argued, that needs to be changed. The hotel industry is one sector where women continue to find the glass ceiling firmly in place.

Problem statement

The purpose of the research is to understand why women have made only marginal progress in reaching senior executive positions in the Australasian hospitality industry. To meet the purpose, the following research question was formulated:

What significant barriers are present for women managers in the organisational structure of hotels in Australia and New Zealand that impedes their progress to top management positions?

Aim of the research

The aim of this hospitality research is to identify barriers that exist in the organisational structures of New Zealand and Australian hotels. Although there has been some research investigating female career paths in hotels in the USA, little research has been conducted in the Asia Pacific region on this topic. This signals a clear need for research that is culturally specific to the New Zealand and Australian context. Tourism is now a large contributor to the Australian and New Zealand economies; tourism expenditure in New Zealand reached \$17.5 billion for the year ending March 2005, (Statistics New Zealand) and \$32 billion in Australia for the 2003/4 financial year (Australian Bureau of Statistics). Moreover, as the hospitality industry faces a worldwide shortage of trained hospitality staff (The International Hotel and Restaurant Association Annual Congress 2005), the hotel industry in the region needs a better understanding of glass ceiling issues to ensure it retains talented, female employees who wish to take advantage of the managerial career paths available. A key contribution of the

research is to add to the limited knowledge on the barriers for women in international hotel structures in New Zealand and Australia.

Scope of the research

The research was exploratory. It involved a detailed study of employment practices towards woman managers of one international hotel chain that encompassed 30 properties in Australia and New Zealand. These hotels ranged from top luxury hotels through to budget ones, and included resort, city, and business hotels of varying size. As the study was able to look at one international hotel group, a case study methodology was adopted.

Overview of the thesis

The thesis is organised as follows. Chapter Two is a review of a selection of literature that covers the scope of the research question. To achieve this, it was necessary to explore a breadth of literature from differing fields of scholarship – such as Human Resource Management, Gender Studies, Hospitality, and Women in Management – to piece together knowledge relevant to this study. In doing so, the literature review draws on a range of studies that come from an array of theoretical frameworks and traditions. Thus a further contribution of the thesis is to bring together studies from a variety of academic disciplines to ensure that a thorough understanding of the research question is gained.

Chapter Three reports on the methodology selected to structure this exploratory research. It outlines the research design that seemed to develop organically, based both on previous studies and what was feasible within the hotel industry. A survey was an obvious first choice for gathering preliminary data. This was circulated through the World Wide Web to all female supervisors and managers within the company's hotels in Australia and New Zealand. There was an excellent response, which paved the way for the second stage of the research – a series of semi-structured interviews. The survey raised issues relevant to the research question which the interview methods allowed to be explored in more depth. Triangulation was employed through the use of both quantitative and qualitative methodology approaches, resulting in very rich data to explore in the next stage of the study. With such a wealth of data, coding was of particular importance, and the process used to catalogue and classify the data is outlined in this chapter.

In Chapter Four, the findings from the survey are presented. A number of themes emerged from the survey data, such as, for example, how working conditions in hotels affected female managers. These ranged from long hours, to the necessity of being geographically mobile to progress within the hotel industry. The effect of the dominant male culture on female managers in the organisation was another phenomenon that emerged from the survey data. While the open-ended questions allowed for useful elaboration, there was limited scope to pursue ideas in any depth. However in addition to giving useful preliminary data, the questions were useful for giving direction to the questions that provided the basis for the semi-structured interviews.

Chapter Five outlines the findings of the semi-structured interviews. From these interviews, it was possible to explore the effect that organisational structures and processes had on female hotel managers' career paths. The findings are presented according to the main theme headings that had been revealed in the analysis stage of the research. These include the effects of factors such as the life stage of the interviewee on her perception of barriers facing her. The importance of role models and the hotel career path is also revealed in this chapter.

In Chapter Six, the findings are discussed in some detail and conclusions are drawn. This final chapter also examines the implications of the findings for hotels in Australia and New Zealand. If any benefits accrue as a result of this research, then it will have proven itself not only useful in expanding knowledge but in acting as an agent for change.

Chapter Two: Review of the literature

Introduction

The objective of this literature review is to provide an overview of research that is relevant to women pursuing a career in the large hotel sector. It aims to explore what factors may impede their career path to the highest executive positions. Firstly the hotel industry, and the segregation of women within it, is briefly outlined and the hotel career ladder explained. The next section explores previous research aimed at identifying the hidden and visible barriers that may inhibit women's progression to senior management in hotels. The chapter concludes with a summary of the literature concerning issues facing women who wish to progress within the hotel industry

An overview of the hotel industry

The hotel industry is large, global, and diverse. Hotels can be classified into categories ranging from budget to luxury, hence their size and management structures can vary considerably. A hotel can consist of less than 50 rooms or in excess of 1000. It may be owned by a hotel company or managed on behalf of investors. While the industry has embraced some aspects of modern technology to improve occupancy rates and revenue generation, the provision of services in hotels has not changed radically in the last century. Hotels are still labour intensive, fragmented, and multi-faceted. In other words, hotels are still dependent on the critical human elements of service and what Korczynski (2002) calls 'customer sovereignty' to ensure a successful and profitable operation.

In a similar manner to other business enterprises that have become more corporate, in recent years the hotel industry has experienced increasing hotel chain domination through acquisition and mergers (Morrison and Robinson 1997) by publicly listed companies such as the Hilton and InterContinental Hotels Groups. The industry has also come under pressure in the past decade from external global threats such as terrorism and the SARS outbreak that has highlighted its vulnerability to sudden downturns in business activity. Therefore, flexibility in response to changing circumstances is now essential for survival as hotel operators struggle to balance costs with pressures to deliver greater returns to institutional shareholders. One consequence of the inherent tensions is that

employees have experienced the flattening of organisational structures and a significant reduction of developmental roles across all departments.

Human resources management in hotels

Hotels can vary considerably in their application of human resource management (HRM). Research looking at HRM in hospitality has been limited, and there is little evidence that HRM approaches have been applied in hotels to any great extent. For example, in the United Kingdom the marginalisation of the human resource function has been reported (Price 1994 and Goldsmith et al. 1999, cited by D'Annunzio-Green, Maxwell, and Watson 2002). In Australia, it is reported that both 'visible' and 'being there' styles of general management have given rise to managerial practices which are informal, paternalistic, and authoritarian in nature (Timo and Davidson 2002, p. 192). Visibility and being seen – both within the hotel and the business community where the hotel is located – appears intrinsic to the role of a Hotel Manager. Managers work long and unsocial hours and possibly the high profile approach to management can contribute to those long hours (Hicks 1990).

Horizontal and vertical segregation in the hotel industry

Purcell (1996) analysed women's employment within the accommodation and catering sectors in the United Kingdom and her research shows that women are horizontally segregated into particular jobs and areas of operation while being vertically segregated into jobs regarded as low in skills and consequently low in status (p. 18). Purcell describes three ways in which "women's jobs" can be categorised. Firstly, she identifies what she terms, "contingently gendered jobs"; that is, jobs that are mainly done by women but the role is actually gender neutral, for example, cleaning of the public areas of the hotel. Secondly, there are the "sex-typed jobs" where attributes assumed to be sex related are implicit in the job specification; an example of this is the young, attractive, sympathetic receptionist. Finally, Purcell talks about the jobs where "patriarchal practice" decides what incumbent is appropriate for the job, for example employing women in nurturing roles such as housekeeping (1996, p. 18). She describes patriarchal practice as powerful and unarticulated that consists of, "beliefs and practices which create and sustain gender differences in behaviour and aspirations and reinforce gendered barriers in the occupational structure and organisations" (p. 20).

Evidence of the categories identified by Purcell (1996, 1997) can also be seen in other studies. Woods and Viehland (2000), for example, highlight that women in hotels in the USA tend to be marginalised in 'pink ghetto' jobs; in other words, the lowest paid jobs with limited or less obvious career paths. This is despite the fact that there are a high proportion of women working in the hotel industry. As Purcell asserts, the numerical dominance of women does not mean women find it any easier to make progress within the industry (Purcell 1996). Walsh (1991, cited in Purcell 1996) acknowledges that skills traditionally viewed as 'soft', such as empathy with customers, are not regarded as 'skills' but natural 'attributes' of women. This is in contrast to skills attributed to men, such as competitiveness and assertiveness that are valued above all others, even if they are not the most appropriate for a particular business environment. A further dimension that has been discussed by Korczynski (2002) in the service industry is the strong emotional labour content and how women may be hired for their ability to provide empathy in dealing with people in a service capacity. An Australian perspective is provided by Rowe (1993, cited in Chappel 2002) who found that Australian men, in common with male Americans, found serving people to be 'women's work'. The description of women's roles by Purcell (1997) illustrates the impact of horizontal and vertical segregation and how practice continues to stereotype the roles for which women are deemed more suitable in the hotel industry.

The career ladder in hotels

The career ladder within the hotel industry is predicated on the conventional employment model of continuous employment and linear progression (Boxall and Purcell 2002). Traditionally, the top four positions of importance within hotels have been General Manager (GM), Financial Director, Director of Sales and Marketing (DSM), and Food and Beverage Manager (FBM) (Woods and Viehland 2000). The latter three positions are usually on the pathway to the role of General Manager. The role of Human Resources Manager is not a typical pathway to General Manager in spite of its importance to the efficient and profitable operation of hotels. Recently, the position of Revenue Manager has been created in international chain hotels. Experience in this area can be of significance in progressing to General Manager. The increasing importance of Revenue (or Yield) Management in hotels has also seen a shift towards experience

in the front office as a career advantage. Many international hotel groups such as the Savoy Group, the Hilton chain, and the InterContinental Hotels Group now outsource the traditionally male dominated Food and Beverage restaurant operations to celebrity chefs. This suggests that an in-depth knowledge of food and beverage is perhaps now less important than it used to be. In the past, it was difficult for women to gain this experience that traditionally was vital if one had aspirations to reach the position of General Manager (Guerrier 1986). With outsourcing, this may now no longer be the hurdle it once was, although there is no literature yet available on this development. Other positions, for example Housekeeping and Human Resources, have traditionally been associated with women. One could surmise that as these positions are not revenue producing, they are perceived as less influential and therefore less attractive to men. A further route to senior positions can be through promotion to Corporate Office, usually by way of expertise in a specialist area such as Finance or Sales and Marketing.

Woods and Viehland (2000) conducted research on hotel managers in the USA by job title. Out of a representative sample of 5,547 managers within hotels, 46% were female (2,559). The number of women occupying the top four positions of Financial Director, General Manager, Director of Sales and Marketing, or Food and Beverage Manager was only 13.9% out of the total of 2,559 female managers. This implies that a maximum of 13.9% of the managers can become General Managers, as these are the only management roles that lead to this position. This figure of 13.9% is already less than the existing 15.5% of female General Managers in this group at the time of the study. The departments, in which all GMs were based prior to becoming GM, were generally Food and Beverage (F&B) or Rooms / Front Office (FO). Seventy-five percent of existing GMs in US hotels came from either an F&B or Rooms background. In this study, while 53.4% of Front Office Managers were women, only 16.6% Food and Beverage Managers were women. The researchers contend that if the promotional track stays the same as in the past, then twice as many men as women will progress to GM (Woods and Viehland 2000). This raises some serious questions about opportunities available for women within the structures of American hotels.

In another study examining hotel managers' turnover cognitions (employees' intention to leave their present job), Carbery, Garavan, O'Brien, and McDonnell

(2003) studied the hypothesis that female managers would report turnover cognitions, as experience in Food and Beverage is generally considered essential to progress within hotel management. The expectation was that females would find it more difficult to gain the necessary Food and Beverage experience therefore increasing turnover cognitions. However, given the changes that have occurred in the relevance of experience over the last few years, this preference for Food and Beverage experience may no longer be as critical.

Education – does this affect the career ladder?

Research has shown that a hotel school education does not necessarily resolve the career barriers for women. An American study found that the rate of female hospitality graduates departing the hospitality industry was three times that of their male equivalents (Brownell 1994b, p. 102). It had been hoped that the increasing importance of professional qualifications within the industry might lead to more females in roles that previously were difficult for women to attain. However, the results of a 1993 survey based on students who had completed a hospitality degree or diploma level courses in 1989 in the UK showed that highly qualified women had more negative experiences, were less likely to have jobs giving intrinsic job satisfaction, and were less likely to have higher salaries with good accompanying fringe benefits (Purcell 1996). Significantly, respondents reported these challenges before they experienced potential career interruptions such as raising a family. This indicates that young women may be regarded as potential mothers, hence a less worthwhile ‘investment’ in terms of future employment prospects.

A further study, ten years later, that surveyed 374 tourism and hospitality college graduates in Ireland, suggests there does not seem to have been noticeable progress. Findings showed a significant dropout rate from employment within the industry, particularly among women. Poor pay and the incompatibility of working conditions with family life were frequently stressed as issues that concerned respondents (O’Leary 2005).

Research has, therefore, identified the low proportion of women in the higher roles and recorded their concentration in non-career path managerial jobs within the hotel industry. The limitation of much of this research is that it has not fully identified at what stage in a woman’s career barriers occur and why. One major

difference between the career development of both men and women that could provide a clue is whether being married or single influences the choices made by both the employer and employee. A study on women in hospitality management by Brownell (1994 b, p111) found that less than 7% of the men surveyed were unmarried but over a third of female General Managers were single. She concluded that a focus on career was more detrimental to a woman's personal life than that of a male. The contributing factors were the long and irregular hours, necessary relocation, and other job characteristics such as a lack of suitable mentors, gaining credibility, sexual harassment, and lack of job knowledge (Brownell 1994 b).

The expectations of hotel management

There are considerable expectations associated with the role of a hotel manager. Some of these expectations, such as those outlined in Hicks' (1990) research, seem to preclude women from being managers in the industry. Some barriers are visible, such as geographical mobility. Others are not so visible, and an investigation of company's attitudes and values can be revealed by identifying subtle barriers. Green found that "an examination of the complexity of organisational cultures allows us to focus on the hidden barriers which inhibit the achievement of women managers" (1996, p. 172). Purcell identified both the hidden and visible barriers:

Operational hotel management has traditionally required long working hours, willingness to be geographically mobile and is an occupation where the boundaries between work and non work are difficult to draw and such aspects have often been referred to by managers, including women themselves, as a disincentive to women. (1996, p. 22)

This quote addresses the long hours, heavy social commitments, and geographic mobility expected in the prevailing culture. Other potential barriers identified in the literature that can be added to the list are the 'Old Boy' network, lack of work / life balance, as well as the perceived disadvantages of employing women with young children. Each of these barriers will now be explored.

The ‘Old Boy Network’

Organisational cultures can be dominated by a male value system that can be detrimental to women seeking to advance. The ‘gentleman’s club’ culture, among others, strongly excludes women in a paternal fashion (Maddock and Parkin 1993). This type of culture corresponds to what is called the ‘Old Boys Club’ (or network) in hotels. The culture reflects the male values of the organisation and can have a clear impact on definitions of appropriate behaviour for male and female managers. In hotels, this can apply to behaviour in the workplace and also to the many work-based social activities intrinsic to management roles. Guerrier (1986) comments on the need for female hotel General Managers to be ‘visible’ to fulfil the necessary social element of the job and the discomfort of being conspicuous in a working world where they are trying to blend in with male norms. Guerrier’s hotel-based study correlates with a similar study in the banking industry, while Liff and Ward refer to the difficulty of standing out in order to be recognised, “What they were expected to fit in with was a male social and work culture, how they were expected to be distinctive was in masculine ways from a masculine norm” (2001 p. 29).

In hotels there are two distinct ways in which women are disadvantaged. Firstly, there are the formal aspects of male exclusionary practice – the way that jobs and working hours are constructed – found in most bureaucratic organisations. Secondly, as discussed earlier, are the informal aspects – the Old Boy networks of informal recruitment and practice which discourages women and encourages men to apply for promotion (Guerrier 1986). This correlates with research in banks where the informal promotional systems favoured men and were not transparent (Liff and Ward 2001). Brownell (1994b, p. 110) listed eight obstacles to career development for women in hotel middle management; at the forefront of these was the Old Boy network. In a further study, although female hotel managers in Singapore did not see gender stereotyping, sexual discrimination, and mentor support as obstacles in their career development, they did see little or no access to Old Boy and professional networks as problematic (Lan and Wang Leung 2001).

The long hours culture of hotels

In all of the literature related to hotels, the long working day is seen as intrinsic to working practices (Hicks 1990; Brownell 1993; Knutsell 1999). Twelve-hour days on a regular basis are not uncommon, depending on the levels of business and staff available. The expectation surrounding long hours shapes the experiences of women aspiring to a management career in hotels. Its effect would be less marked on childless women, but it could become a negative factor for women with young children, as in the vast majority of cases, women remain the primary caregiver with the added responsibility of household organisation (Lopez-Claros and Zahidi 2005). Many women experience exhaustion from the dual demands of looking after a family (often without a great deal of domestic support) as well as a career (Liff and Ward 2001). One could also argue that women employed in hotels are unlikely to be in a position to afford domestic help as they tend to be concentrated in the lower paying positions.

Mobility

There is evidence in the hotel literature that employee mobility is seen as a positive feature in the hotel sector, offering more career opportunities and higher salary levels (Carbery et al. 2003). While this is generally positively viewed by employee and employer, it can have negative repercussions for the industry in terms of high labour turnover and its associated costs (Deery 2002). Questions surround a woman's ability to be geographically mobile if there is family involved and whether this would impact on her ability to obtain the necessary experience to gain promotion. In the Human Resource literature that looks at modern employment practices, there is an increasing trend for the onus to be placed on the employee to be more active in managing his or her career (Hall and Moss 1998). This process is known as the protean career and "is a process which the person, not the organization, is managing. It consists of all of the person's varied experiences in education, training, work in several organizations, changes in occupational field" (Hall and Moss 1998, p. 4). In many ways this process has long been a feature of hotel managers. They tend to move frequently in order to widen their skill and experience base. An ideal hotel manager is one who has developed competencies across a variety of hotel departments (Deery 2002; Carbery et al. 2003). For women, the inability to be able to move frequently may

significantly affect their desirability as employees and consequently form a barrier to promotional opportunities.

Work / life balance

For women, childlessness appears to be a career advantage. According to Hewlett in 2002, 33% of high achieving (earning in excess of US\$65,000) professional women in the 41-55 age bracket were childless, as compared with 25% of their male colleagues in professions ranging from business executives to academics. When corporate ultra high achievers (those earning more than \$100,000) were compared, 49% of the women were childless compared to 19% of the men (Hewlett 2002). Given these statistics, the concept of the “childless superwoman” was coined by Liff and Ward (2001, p. 32). Their research indicated that a woman needed to be seen as committed to her job to be seen as promotable to a senior position. Having children was not viewed as compatible with commitment. Halford, Savage, and Witz (1997, cited in Liff and Ward 2001) show that being single was seen as a career advantage in the banking world.

From the studies discussed so far, one can surmise that one of the impacts on women’s career choices, affecting the extent to which they will seek promotion, is dependent on how they see their ability to combine work with their life outside of the paid work environment. In the workplace, research suggests there is a gap between family friendly policies and actual practices (Rapoport and Rapoport 1989). The desirable worker is seen as passionate about his / her job (Caproni 2004) and fully committed to the corporation. Workplace norms continue to penalise those who do not conform to the image of the traditional worker, where paid work is prioritised over all else. A 2001 survey by the Families and Work Institute showed that nearly half of all American workers felt overworked (Rapoport, Bailyn, Fletcher, and Pruitt 2002). Women in America also described work / family balance as a primary issue concerning them (US Department of Labor, Women’s Bureau, cited in Knutson and Schmidgall 1999).

In New Zealand, the New Zealand Department of Labour commissioned a survey on work / life balance in 2006. It found that 40% of respondents had some or a lot of difficulty in getting the balance they want. 46% experience some degree of work / life conflict, caused by such factors as long hours, shift work, and working extra hours in one’s own time (Fursman 2006). However, Caproni (2004) cautions

that the well-intentioned effort of organisations to promote the possibility of attaining this elusive goal of the right balance is likely to cause more stress than deliver a better quality of life. The fact that women in Australia and New Zealand are having children at an older age is also influencing work / life balance (AUSSTATS 2006; Statistics NZ 2004).

The whole scenario is further complicated by extended longevity. People are living longer, which means that women who delay childbearing are now struggling to balance the demands of infirm parents, young children, and a career. They are popularly known as the 'sandwich generation'. This situation is likely to remain and the burden of caring will continue to be seen by society as more of a female responsibility than a male's based on a recent study "despite the social changes of recent decades, women remain responsible for the majority of childcare in families" (Statistics NZ 2005, p. 64).

The 'Mommy track' is used to describe a 'time off' period for women who wish to reconcile both career and family (Altman 1997). It is a choice that women who have attained a certain level in their career may make. One strategy that women with children in school adopt to counter the inflexible work practices of many organisations is to seek part time paid employment. Part time employment can have negative repercussions for women seeking senior management positions in terms of their career. The segmented nature of part time work means that women who change to part time hours, usually because of child rearing responsibilities, often find themselves in low skilled, feminised work, which is commonly associated with lower pay, loss of status, and poorer employment conditions (Blackwell 2001, pp. 146, 160). Blackwell describes some "occupational recovery" i.e. moving upwards out of "female typed work" when women resume full time work. Dr Janet Bedggood, from the Auckland University of Technology, speaking at the 2006 Sociological Conference in Hamilton, New Zealand, reported that women who left the workforce to raise a family often returned to part time jobs at lower pay rates. The end result saw them on the same income aged 50 as at 20 years of age (Collins 2006). In hotels, there is less possibility of becoming a part time employee in management roles. The part time jobs that are available in the industry tend to be on a casual basis with minimum pay and little or no job security (Purcell 1997).

Caproni (2004) sees the quest for a work / life balance as giving women a further unattainable goal. In striving to realise this ideal, women can experience further pressure to achieve success in all aspects of their lives. She sees the debate on achieving work / life balance as employing the language of bureaucratic organisations. In one major hotel chain, work / life balance is an issue coming under increasing scrutiny as it may become yet another opportunity for either guilt or for failure for the women.

Competency practices

A more subtle factor that may present a barrier for women is the widespread adoption of 'competency' methods of recruitment, appraisal, and promotional practices in hotels. Competencies, explained in simplistic terms, consist of the skills and knowledge used for work in the hospitality industry. There is, however, a wide difference of opinion in interpreting the term and no generally accepted definition (Rees and Garnsey 2003). Quinn (cited in Breen, Walo, and Dimmock 2004, p. 23) described competencies as, "both the possession of knowledge and the behavioural capacity to act appropriately. To develop competencies you must both be introduced to knowledge and have the opportunity to practice your skills". Accordingly, the frameworks for assessment used can differ in form and content from organisation to organisation and be based on criteria that, while appearing gender neutral, may not, in fact, be so.

Human Resource practitioners advocate that the needs and talents in an organisation should be matched with the goals of the organisation (Dieleman and Leenders, 2000). Many of the larger hotel chains, such as the Hilton and InterContinental Hotels Groups, attempt to match the people competencies (knowledge, skills, and attitude) approach to business goals in the organisation. These competencies include leadership and team work.

The rhetoric that surrounds the competency method of management argues it promotes equal opportunity for women (Rees and Garnsey 2003). Rees and Garnsey further argue that there are reasons for thinking that the positive approaches that women bring to management may be overlooked as a result of competence methods of evaluation. For example, directive competencies that present competencies such as the necessity for long hours or 'hours as business dictates', can give rise to expectations that women with family commitments will

not be able to meet directive competencies. In their study, five out of six organisations stressed the objectivity of their competency framework, but what was included in competency requirements were technical ways to get the job done, while lesser importance was given to desired outcomes. This can result in the neglect of “situational complexities” that may subtly disadvantage women (Rees and Garnsey 2003, p. 574).

The language employed by competency frameworks may not be to a woman’s advantage. One hotel company’s management competency framework listed under its ‘Drive for Results’ competency, “pursues aggressive goals”. This language is typically associated with a more masculine style of management. Women’s leadership approach may also disadvantage them. In a study on leadership styles in the hospitality industry, there are similarities in self-perceived styles of leadership, in both male and female hotel managers. The main difference is that males are more likely to see themselves engaging in both transactional (taking proactive steps to prevent errors and also taking corrective action once errors have occurred) types of behaviour than females (Whitelaw and Morda 2004). This more technical style of management may have a ‘good fit’ with competency frameworks that emphasise qualities such as ‘problem solving’ and ‘decision making’. In the application of competency principles to the hospitality organisation, there is a need for a “focus on outcomes of performance rather than the inputs of performance activities” (Dieleman and Leenders 2000, p. 247).

Moreover, the complexities of hotel operations require effective managers with excellent interpersonal skills. Women in hotels may also experience bias to some degree with competency based selection and appraisal structures in most international hotel chains. In an industry that is so labour intensive, the benefit of a woman’s democratic inclusive management style may be highly effective but a competency rating system would need to effectively measure such soft management skills in order for them to be appropriately rewarded – not an easy task. In recruitment, criteria associated with competence “do not automatically translate into gender- and race-neutral selection decisions” (Acker 2006, p. 450). Competence involves judgement and a candidate’s sex will affect a manager’s view of the right person for the job.

Conclusions from the literature review

Hotels: Opportunity structures or inequality regimes?

The preceding literature review highlights that women in the hotel industry face many barriers if they wish to pursue a career in management. The phrase ‘opportunity structure’ has been used to describe the way employees move up in the organisation and the defining characteristics of those who ‘made it’ and those who did not (Kanter 1977). Drawing on a sociological definition of opportunity structure, Scully (2003) suggests that:

opportunities are part of a structure or pattern of practices, assumptions, and relationships that affect how people fare in organisations. The emphasis on structure removes the focus from individual traits as the sole determinant of opportunities. (p. 279)

Scully (2003) further questions “whether women have the same opportunities as men in organisations; opportunities to earn a living, to do satisfying work, to participate, excel and to have their contribution recognised and rewarded (p. 279). Scully’s perspective fits well with the liberal feminist view that equal opportunities should be available for men and women in the paid workplace and that policies and practices need to be adopted to ensure this is the case.

Acker (2006), on the other hand, does not see equal opportunity as possible. For her, ‘inequality regimes’ exist in many work places. She argues inequality occurs through systematic disparities between participants in: power and control over goals, resources, and outcomes; workplace decisions such as how to organise work; opportunities for promotion and interesting work; security in employment and benefits; pay and other monetary rewards; respect and pleasure in work; and work relations (p. 443). Hence the term ‘inequality regime’ implies that workplace disparities are systemic and, importantly, the term recognises the intersectional nature of dimensions of difference between women.

The research reviewed above supports Acker’s view and suggests that workplace disparities in the hotel industry are best described as ‘inequality regimes’. Moreover, the literature shows that there are distinctions between different groups of women. For example, at a junior management level there may be barriers for women needing to gain the varied experience to progress within the industry, however systemic disparities may be more evident at the higher levels, where the promotional process is a crucial pivot in the climb up the career ladder.

In conclusion, a number of key issues emerged from the research on women employed in hotels. Women were not always able to be visible or 'be seen' at all times, in particular, their varied availability for social functions external to their actual 'job' was seen as a barrier to career progression. The literature also highlights that recruitment and selection processes may not be transparent. Both may be likened to an invisible web that mitigates against women (Green and Cassell 1996; Lan and Wang Leung 2001; Liff and Ward 2001; Rees and Garnsey 2003). Further, the literature raises questions around whether women are in a position to gain broad experience of departments across the board such as Food and Beverage, Front Office and Finance departments – all of which allow them to be considered for future higher positions (Woods and Viehland 2000).

On the other hand, it could be argued that hotels do provide professional opportunities for women. This argument is based on the notion of choice. Certainly a percentage of women reach a certain point in their career and do not *want* to progress further within the industry. This could be due to a lack of desirable role models, or that they perceive there is no easy way to reconcile the dual realities of a career and a family, especially in the hotel industry. Even in organisations with family friendly and equal opportunities policies, these policies are often not communicated either at the interview stage (where the literature states that it is not advisable to enquire about them) or at the promotion stage where women are afraid to ask in case it implies that they are not serious about promotion. It has been shown that in banks and hotels, it is obliquely communicated to women that they cannot be mother and career women concurrently. The literature also refers to childlessness being a benefit in career progression (Hicks 1990; Liff and Ward 2001). A further significant barrier to women with children working in hotels is the culture of long hours frequently referred to in a number of studies. However it all comes down to individual choice and opportunities do exist.

Therefore, the literature review has raised further questions. Are the barriers imposed upon women organisational or societal, or is it their decision to choose a life and / or family over a career? If it is a woman's choice, is it one that is made for them by the existing 'inequality regimes'? Answers to these issues are complex but these are questions that this research aims to explore.

Chapter Three: Methodology

Introduction

This chapter gives an outline of the methodology used in this exploratory study. The research achieved triangulation through the use of multiple methods. The first method used to collect data was with a quantitative survey. The second approach was qualitative and involved the use of semi-structured interviews. Both these data collection methods formed the basis of a case study framework with the findings analysed through a feminist lens. In the first part of this chapter, the case study method is briefly reviewed and the survey process and analysis described. The organisation of the interviews forms the main part of the chapter and issues around the use of semi-structured interviews are examined. The coding section, which follows, details how the most difficult part of the analysis was working out a way to present the data, as it was particularly rich in both quality and volume. The temptation to cover every issue raised was very strong. The researcher was also reminded of the old adage that qualitative research takes a greater length of time in the compilation of data than in the setup.

What is case study research?

There are multiple meanings attached to the term ‘case study’. Yin (2003), for example, advocates a positivist approach to case study research and gives a technical definition of a case study:

an empirical enquiry that:

- investigates a contemporary phenomenon within its real life context, especially when
- the boundaries between phenomenon and context are not clearly evident. (p. 13)

In this research, the term ‘case study’ reflects a shift from technical issues to exploring organisational issues. The case is an exploratory study of the experiences of women in the context of their organisational environment within one Australasian hotel chain. Analysis is underpinned by the philosophical assumptions associated with a critical feminist perspective.

Research strategy

The research focuses on the ‘what’ question: What significant barriers are present for women managers in the organisational structure of hotels in Australia and New Zealand that impedes their progress to top management positions? The aim was to uncover the barriers and understand why they exist. While the initial quantitative survey was useful as a platform for the case study, on its own, the use of a survey to examine the research question would have been limited. The subsequent semi-structured interviews succeeded because of the richness of the data that was elicited. From a methodological perspective, the research is distinctive because it is underpinned by feminist values rather than the methods used to collect the data (Alice 1999).

Access to the hotel industry for data collection

To initiate data collection within a hotel chain, the researcher contacted the Human Resources Director for Australia and New Zealand of a major international hotel group in which the researcher had once worked. There are approximately 40 hotels in the Australian / New Zealand region; these hotels are representative of the general hotel population. They are hotels ranging in size from 50 bedrooms to 200 or more and represent budget, mid-scale, and luxury hotels. The hotels are located in major cities, resorts, and small towns.

Fortuitously, the organisation had been reviewing why few women were in senior positions. The researcher was asked for a proposal to indicate the scope of the research. A proposal was presented to carry out exploratory research as to why there were not more women in the higher management positions and to identify barriers to women’s progress. With the approval from corporate headquarters, it was decided to undertake the research in two stages: an initial survey followed by a number of semi-structured interviews. The two stages are detailed below.

Stage 1: The survey

Initially the researcher had intended to send out a postal questionnaire to all female supervisors and managers in the hotel company. This would have necessitated obtaining all the names and addresses from each property as this information was not held centrally by the organisation. A solution was provided by a market research company that had designed and administered a prior survey

instrument for the hotel group to measure guest satisfaction. The market research company had extensive experience in designing web based surveys that were visually appealing and easy to navigate. They also coordinated the web hosting of the survey, performed the data entry of responses and provided Windows compatible software for analysis of the data.

Ultimately such a web-based questionnaire was designed for female managers and supervisors in the company hotels in Australia and New Zealand. Supervisors as well as managers were targeted, as the researcher was unable to ascertain just when the ascent of women began to cease; was it when choices had to be made on lifestyle or when barriers such as a lack of experience precluded the move to a higher position? Questions focused on promotion and all the issues that surround it, such as education, skill levels, and the advantages and disadvantages of promotion. The questions were devised by looking at similar studies from other service industries such as banking (Liff and Ward 2001) as well as other hotel management studies (see Appendix 1 for a full list of questions). The factors likely to affect a woman's decision to advance professionally were also reviewed. In the feminist research literature, questions have been raised as to the suitability of quantitative methods such as surveys to understand women's experiences (Alice 1999). The survey was designed to gain an insight into how women in management or supervisory positions felt they were faring in the organisational structures in which they worked. For example, not all women may feel disadvantaged and those that do may perceive disadvantage in different ways. A response mechanism was added to the survey to allow respondents to indicate whether they were interested in taking part in the semi-structured interviews to further the research.

At the request of the hotel company, the survey was set up and administered by a market research firm in the United States that had undertaken other research for the company. This research project was separate and entirely confidential. The researcher was the only person authorised to access the survey data and the market research company personnel signed a confidentiality clause.

Introductory information about the survey was sent through email to all General Managers of the owned and managed properties of the hotel company in New

Zealand and Australia. It was accompanied by a covering message that stressed the importance of the survey. Details of how to access the survey were then passed on individually to all female supervisors and managers in the hotels. The hotel company provided a figure of 535 women who were eligible to fill in the survey. The Head of Operations sent out a further email to all the General Managers explaining the research and urging them to encourage their female supervisors and managers to fill in the survey.

One issue that caused considerable debate within the company was whether males should be included in the survey as a means of comparison. It was decided not to include men in the research because this was a study on women's career progression and to include men would have changed its emphasis and orientation. For example, it may have been sidetracked onto other areas such as promotional policies and implementation or have become too broad in scope. Issues raised by the men would also need following up. This was research on women – to listen to their voices and their experiences. At a later stage a male perspective could be an area of further research, by for example, contrasting male and female experiences on the career path.

The survey process

There is the 'theory' about how research is going to proceed and then there is what actually happens. A detailed questionnaire had been required for Auckland University of Technology (AUT) Ethics Committee's approval so it appeared that much of the question preparation work seemed complete. However, the survey needed extensive reformatting for the World Wide Web. As a result of changes in the hotel company's senior management structure, and the subsequent need to gain further approval, the survey was sent out two months later than anticipated. It remained open on the Internet for one month. After the first two weeks, as the number of responses became less, a reminder to fill in the survey was sent to female staff. The researcher notes from her Research Diary:

The research went live on Monday 13 March. On the first day there was a steady stream of emails from participants willing to be interviewed. They came from all job ranks, hotel trainees up to regional managers. Many expressed relief that the research was being done. One respondent felt it was "*long overdue*". Another wrote that certainly, "*I am now in a position where I face difficulties in career advancements due to issues brought up in the survey*". This sort of

commentary is reassuring as it allows me to think that I am on the right track with the questions that were asked.

Data analysis

The data were analysed using the market research company employed by the hotel group and were confidential and accessible only by the researcher and not the hotel group. The researcher was given training about how to access and tabulate the responses. The data from 320 surveys were provided in Excel spreadsheet format which was then analysed using the market research company's software. It had been hoped that the way forward in terms of identifying trends and 'hot' topics for further discussion would be elicited from the survey answers. This proved to be the case. Once the preliminary data were analysed, it was possible to proceed to the second stage of the research, the semi-structured interviews.

Stage 2: The interviews

Structure of interviews

Interviews can be divided into two types, structured and unstructured. The structured interview uses a standard format with fixed response categories and is often coupled with quantitative measures and statistical methods. The second type of interview is unstructured, where the interviewee has full freedom to explore any aspect of a particular issue (Ghauri and Gronhaug 2002). The main drawback of the second type is that it is difficult to classify the data. As this research project was exploratory in nature, a structured interview would have hampered or excluded the gathering of data outside the scope of the questions but which were nevertheless pertinent to the research topic. An unstructured interview would have made data analysis extremely difficult.

Ghauri and Gronhaug (2002) describe a way to structure questions that is similar to Patton's (1990) standardised open-ended interview. The researcher decides beforehand what the topics, issues, and sample size are to be. In this way, it is hoped to minimise bias. The disadvantage with semi-structured interviews is that a researcher needs to be focussed on drawing out the themes that contribute to 'rich data' and must keep the research question in mind throughout. For this researcher, this was a skill that developed over the interview process. There are other pitfalls associated with open-ended questions. Multiple questions were an issue and more than once the researcher had to re-phrase questions for that reason

(Patton 1990). It was important that the research questions were determined carefully prior to the interview to avoid dichotomous or multiple questions. Leading questions were particularly undesirable – a fact that proved rather more difficult to avoid in practice.

Interview scope

The most critical methodological issue in this study was setting up the parameters of the scope of the interview questions to ensure they addressed the research question. Previous studies were examined to see whether they could provide ‘coat hangers’ for the research. The most relevant were Brownell (1994a; 1994b) and Woods and Viehland (2000).

While these studies provided useful information, they did not provide a ‘blueprint’ for Australasian research. They did, however – in conjunction with the ‘signposts’ provided by the first stage of the present study – add a useful background for the interview questions. The idea was that if one could look at the development of a respondent’s history, then barriers within it could be identified. All interviews were based on a common set of questions. These covered the respondent’s history, her current role, future potential and what barriers she may have encountered in her career. The interview concluded by questioning how potential barriers might be overcome in the future. In some interviews the current role took a long time to cover as the respondent needed time to become relaxed. In others, opportunities and barriers came up at an early stage. The final question gave some insightful answers particularly with regard to modern working practices.

These interview questions may be found in Appendix 2.

The interview process

As with the survey, the interview process proved quite different from the researcher’s expectations. The researcher had been concerned that women would not put themselves forward for an interview. This fear was unfounded. There were in excess of 50 responses arising from the survey from women who wished to be interviewed. They ranged in age, positions held, and geographic location. Based on the results of the preliminary data collection from the survey, the key informants were selected with the aim of gaining as wide a cross section of

women as possible. On the basis of expediency and location, two cities in New Zealand and one city in Australia were chosen for the interviews.

An email was sent to the women asking whether they would be available to be interviewed on certain days. There were 10 acceptances, which was a manageable number, but in total 18 interviews were carried out. This came about because women in two hotels heard an interview was taking place and because they had previously completed the survey, they welcomed the chance to be interviewed. The researcher felt it would be a negative reaction to send the women away, hence the interviewees increased in number. The length of interviews varied, from 45 minutes to one and a half hours. More time was needed to establish rapport in some instances. Others seem to 'take off' as the interview was drawing to a close and it took longer to explore issues raised.

The logistics of where to hold the interviews were problematic. In order for the interviewees to remain anonymous, the researcher preferred the interview to take place off hotel property. In some cases, however, the interviewees were happier to be interviewed in a private room in the hotel itself. There were also challenges related to interviews that took place in cafés. As interviews were being held in cities unfamiliar to the researcher, interviewees were asked to suggest venues. Some were completely unsuitable (the interviewer regretted the invention of espresso machines) with wooden floors, no soft furnishings and loud music which made it hard to hear. It also led to variable quality of recordings. More than once the interviewer was glad to have taken back up notes of every interview. Transcribing the interviews also proved a challenge due to the sheer number of tapes. The varying quality of the recordings contributed to transcription becoming a painstakingly slow process.

On reflection, the greatest challenge was conducting the interviews. Although the approximate outline of questions had been established, it was a struggle at times for the interviewer not to 'lead the interviewee' by asking pointed questions. Typically, rapport was established between the researcher and the interviewee and the researcher was reminded that the voice and the experiences of the interviewer can form part of the background to the research (Bierema 2002). From the outset, permission was requested for a tape recorder to be used. Prior to the interview, the researcher established her credentials and explained the interview protocol, which

included the objectives of the interview, recording method, confidentiality, storage of data, and informed consent. The timeframe was also outlined but it was not always adhered to by the interviewee. The semi-structured interview approach allowed for conversations to develop within the general framework of the questions.

Interview data analysis

The analysis of the interview data was done using a coding scheme. Once the interviews were transcribed, the researcher sought out common themes. Some themes had already been identified from the survey data, such as the networking issues and the 'Old Boys Club'. It took longer for sub-themes, such as the importance of the life stage of the interviewee, to develop. Once the main themes were decided upon, the researcher colour coded each section of the transcripts. These were then made into six master documents of all quotes relating to each theme. The themes that emerged were:

1. the Old Boy Network;
2. the long hours culture;
3. the social nature of the industry;
4. mobility and travel;
5. role models; and
6. career paths.

There was genuine frustration on the part of the researcher in not being able to explore all areas of exploration identified in the data. Entire sections, such as whether women's lack of confidence could prove to be a barrier, had to be put aside in order to concentrate on the main themes.

Limitations of the study

One of the limitations of qualitative research already noted is that the personal involvement and interpretation of the researcher can mean a degree of error and bias may be introduced. This was possibly the case with this researcher, who had been employed as a Food and Beverage Director and as an Executive Assistant Manager in European hotels. However, awareness of potential bias led the researcher to constantly review her analysis at all stages of the research. One cannot ignore the possibility of bias occurring, given that it is the researcher who ultimately makes the decisions around what data, quotations, and interpretations get included and what get put aside.

Ethical issues

As in-depth semi-structured interviews were the main source of data collection in this project, the University's Ethics Committee approval was needed to proceed. According to Patton (1990), because qualitative methods are so personal and the interviewer is involved in the world of the interview subjects as in-depth interviewing attempts to see inside people, it can be intrusive. Every effort was made to ensure the interviews were conducted in a professional manner. There were no issues regarding the nature of the questions or style of the interviewer. The interviewees uniformly expressed great interest in the progress of the research and wished to be informed of the findings. Confidentiality was of the utmost importance to the interviewees. They expressed no fears about being seen to take part in the interviews, but they did very strongly request that their comments remain anonymous in the written thesis. Thus, the preservation of a respondent's identity in transcribing and writing up of the data was paramount. Job positions, location, and any identifying features in their stories had to be concealed in order to protect individuals. The names of the interviewees were also changed to protect identities by allocating randomly selected alternatives.

Conclusion

The survey and interview data collection process was straightforward, even if it was time consuming to set up and analyse two different data collection methods. The use of triangulation – in other words, multiple methods – was very effective in gathering rich data, allowing the research question to be examined within the context of its complex organisational background. As an example of qualitative, case study research, the results may not be generalisable to other locations, but every effort has been made to accurately reflect the opinions of the women who chose to participate (Davidson and Tolich 1999). Chapter Four examines the findings from the survey research, and the data collected during the interviews is detailed in Chapter Five.

Chapter Four: Survey findings

Introduction

As mentioned earlier, the research for this thesis was exploratory in nature. The Literature Review in Chapter Two revealed previous research about possible barriers for women who seek a career in the hotel industry. Key themes drawn from Chapter Two were explored in a quantitative survey and a series of interviews. 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 from the survey will be detailed, with some discussion of the results. In the sixth and final chapter of this thesis, these findings are incorporated with those from the semi-structured interviews and discussed in more depth.

The survey was placed on the Intranet of a large hotel chain and remained open to participants to complete for four weeks. The questions are displayed here in numerical order; this does not necessarily correspond to the question number as it appeared in the online survey. Not all questions on the survey were included in this analysis. As the analysis proceeded, due the richness and volume of data, it became necessary to put to one side questions that would not contribute directly to the research aim. Some questions, for example, related to Equal Employment Opportunities (EEO) policies, which could potentially have sidetracked the research, as there were not uniform company wide policies. A full list of survey questions is included in Appendix 1.

Section 1: Profile of the survey respondents

The total respondents were 320 out of a pool of 605 potential women. This was an excellent response rate of 53%. The fact that 320 women took the time to fill in such a detailed survey shows the level of interest there is about the progression of women professionally within the company.

Exhibit 1 Where respondents were based

The company has hotels throughout Australia and New Zealand as well as corporate offices and corporate positions based in some hotels.

Hotel-based	292	91.5%
Corporate	27	8.5%

The breakdown of corporate / hotel-based respondents was as expected, with a greater proportion of women being employed in the hotels.

Exhibit 2 Respondent's job position

The respondents were all either managers or supervisors. No line employees participated in the study.

Manager / Director	60.8%
Supervisor	39.2%

One would have expected to have more supervisors than managers respond, as statistically supervisors outnumber managers. Possibly the managers were more interested in the survey, having had more varied experience on the path to becoming a manager.

Exhibit 3 Respondent's departments

Respondents were spread equally across all departments; the highest proportion was 26.2% in Rooms Division which includes Front Office, Reservations, and Housekeeping. With hindsight, the Housekeeping department should have been a separate department and not included in Rooms Division. In fact, as the researcher found at the later interview stage, Rooms Division was not a term widely employed in Australia or New Zealand. It is more typically used in Europe and the United States.

Many respondents in the category called themselves 'other'. Some Front Office personnel such as Duty Managers did not see themselves as Rooms Division employees and identified themselves in the 'other' category. Corporate trainees listed themselves separately, as did Continuous Improvement Managers.

Exhibit 4 Salaries that respondents earned

The majority of employees were in the lesser paying category, 78.8% earned within the lowest two categories of pay. This has more significance when allied to the fact that 60% of respondents were managers rather than supervisors. Of the 320 women surveyed, only 7.1% earned more than \$80,000.

\$20,000 +	26.5%
\$40,000 +	52.3%
\$60,000 +	14.0%
\$80,000 +	4.0%
In excess of \$100,000	3.1%

One comment was:

Money is bad. I have a second job to support me.

Another comment was:

If I were to accept a move the salary would need to support our family (2A + 2C) or it would mean my husband would also need to find work.

Purcell (1996) previously noted that women's jobs in hospitality are concentrated in the less well paid areas. One would have expected to find higher earnings as the survey was open to all female managers and supervisors in the company. With regards to earnings there are further implications for the viability of working mothers in the company. One comment was, "*If I were to accept a move the salary would need to support our family [2 adults + 2 children] or it would mean my husband would also need to find work*". There is a significant dropout rate from hotel school graduates within the industry, most pronounced among women. Poor pay and the incompatibility of working conditions with family life were often stressed as an issue in need of redress (O'Leary and Deegan 2005). In keeping with the perception of low paid positions, 84.7% of women cited a pay rise as the first advantage of moving to a desired level of job. This was ranked higher than the next ranked response which was for increased job satisfaction.

Exhibit 5 How long the respondent had been employed with the company

74% had been employed in the organisation for less than five years. 25.8 % had been employed for more than 5 years.

Less than one year	19.0%
1-5 years	55.1%
6-10 years	13.7%
More than 10 years	12.1%

While mobility is a feature associated with promotion within the hotel industry, one would have thought that such a large company could provide opportunities for progression within its ranks. One would expect to have a higher percentage of employees staying for longer than five years.

Exhibit 6 Length of time in present position

82.4% of the respondents have been in their present position for up to two years. 17.2% have been in their present position longer than three years.

Less than six months	28.0%
6 months to 2 years	54.4%
Between 3 and 5 years	11.0%
Between 6 and 10 years	3.1%
More than 10 years	3.1%

This movement seems in line with industry trends where employees change position frequently to increase skills.

There is a link between the length of time the respondent spent with the company and the respondent's present position. A significant amount of employees have been recruited into a specific role (82.4%).

Exhibit 7 Whether respondent works full time or part time

As shown below, there were very few part time workers:

Full time	97.5%
Part time	2.5%

Given the worldwide skills shortage and the variable shift patterns in hotels, one would have expected more part time supervisors, if not managers, in areas such as Housekeeping or Food and Beverage. The low number could be because many

women enter part time work to cater to family commitments and hotels' extended hours of operation do not fit well with a part time role at supervisory or manager level. There is also the expectation of long hours to effectively handle the volume of work in hotels. Part time work, with its strictly defined hours, may not be seen as compatible with supervisory or management working norms in hotels. The Housekeeping area, with its concentration of work in the earlier part of the day, may be an exception.

Exhibit 8 Move from previous position – promotion, sideways, or downwards

There were a total of 193 responses. The largest percentage of respondents reported that they were in their current position due to being promoted.

Promotion	59.9%
A sideways move	23.9%
A downwards move	3.7%
Other	12.4%

This was an important question, as a sideways move is one that is made to gain further experience in the expectation of future advantage. A sideways move can also indicate that no further movement upwards is possible in the particular department. A downward move can be for many reasons, including more regular hours. That such a high percentage indicated they had moved for promotion, in conjunction with 82.4% of respondents who were recruited into their current position, signals the importance of selection processes in moving forward.

Exhibit 9 Was the move to enable the respondent to gain more experience in order to progress?

Most respondents reported that they chose to move in order to gain more experience:

55.2%	said yes
10.4%	could not go any higher
34.4%	chose 'other'

A high proportion of respondents answered 'yes' to this question confirming that they felt that a wide range of departmental experience was necessary for career progression. For the 10.4% that indicated they could not go any higher, there is a

further question raised as to the reason why. Did they perceive they were at the height of their career, as a senior manager, or were they in a 'pink ghetto' job that had no further career path?

In the 'other' category there were a wide variety of responses. Many were life style related. A number of the respondents identified change as their motivation, change of career, of industry, of location, of shift pattern, or of role from full time to part time and vice versa.

To better my life style e.g. more home time.

I had a child and was not prepared to continue with shift work - hence hours more suitable Mon / Fri 8.30-5pm.

My husband was transferred to this location.

Change in regional areas.

Exhibit 10 How many staff report to the respondent?

A large percentage of the respondents had reporting responsibility for other employees:

None	24.8%
Between 1 and 5	32.0%
Between 6 and 10	11.9%
Between 11 and 20	14.7%
More than 20	16.6%

There is no correlation in hotels between number of staff reporting to a respondent and seniority of position. For example, restaurant managers might have 25 staff reporting to them while a regional human resources director may have a higher position with fewer direct reports. A significant percentage of managers here, 41.7%, have more than six direct reports and of those 16.6% have more than 20. The impact and influence of these respondents is considerable and it is in the company's interest to retain them as long as possible.

Exhibit 11 Respondent's hospitality qualifications

60% of the respondents have tertiary qualifications:

No qualifications in hospitality	30.6%
A qualification (Certificate, Diploma or Degree)	56.9%
A Post Graduate Qualification	3.1%

30.6% of respondents have no qualifications in hospitality. This suggests that the hotel industry is still an industry with low entry barriers. The question is at what level a lack of formal hospitality qualifications becomes a career disadvantage. Further research into the correlation between job position and tertiary qualifications would be rewarding.

Section 2: Caregiving responsibilities

Exhibit 12 Respondent's caregiving responsibilities?

A large percentage of respondents do not have caregiving responsibilities:

Yes	25%
No	75%

The implication is that few respondents have children or are not primary caregivers. However, even if respondents were not the primary caregivers they would answer 'yes' if they had some caregiving responsibilities. It would be interesting to compare this figure with the general female working population in similar managerial / supervisory roles.

Exhibit 13 Respondents with caregiving responsibilities

36 had dependents who were preschool or school age children (11.25%).

This is a very low figure and illustrates that most respondents do not have young children.

Exhibit 14 Who cares for the children while respondent is working?

The majority of respondents have family support for childcare:

Nanny	1	2.9%
Day care centres	10	29.4%
Family	15	44.1%
Mixture of above	6	17.6%

There were two other categories offered in the survey, home-based childcare and friends, neither of which was chosen by respondents. This could possibly be due to the varied hours involved in hotel work that would have made these options not viable. In the 'Other' category of 20.6%, solutions ranged from after school care to alternating with a husband who worked shifts. Lower levels of pay could also explain why, when looking at the choices of childcare made by the respondents who had children, only one woman had the most expensive option, employing a nanny. Ten women used day care centres, 15 used family members and six used a mixture of both. Other options were after school care and shift options with the husband. This choice of childcare could be due to financial constraints and will certainly influence a woman's decision to stay with the company.

Exhibit 15 If respondents felt they were spending enough time with the children

Completely agree that they spend enough time	3	8.3%
Agree	4	38.9%
Do not feel that they spend enough time with their children	9	52.0%

There was not a large pool of respondents answering this question, only women with caregiving responsibilities for small children would have answered this question, 36 out of 320 (11.25%). The responses show a degree of ambivalence to the issue, with approximately half agreeing that they spent enough time and the remainder felt they did not. This however may not be different to any other sectors of paid employment.

Exhibit 16 If respondent felt it was possible to combine a management role in hotels with active parenting

Out of 35 responses, the majority felt that they could balance their work and family responsibilities:

Completely agreed or agreed	21	60%
Thought it was not possible	14	40%

The responses show that a majority of parents did think it possible to be a successful parent while being a manager. There is possibly room for this proportion to increase if more support is available to parents. This could encourage other women who are not yet parents to continue their careers in hospitality in the future.

Exhibit 17 Dependents who have elderly parents

Only a small number of respondents stated they had dependent elderly parents; of the 320 who responded, 4.7% reported having elderly dependents. This is almost half of the percentage who had dependent children.

Exhibit 18 Respondents who have responsibility for parent's care

There are a high proportion of women who have a total or a great deal of responsibility for elderly parents, with a lower percentage who have a fair amount of responsibility.

Had a total or a great deal of responsibility	40.0%
Had a fair amount	26.7%
Had not so much or little responsibility	33.3%

This reflects the demographics of an aging population in Australia and New Zealand and will increase rather than decrease in the future. This group is also likely to take advantage of any family friendly policies instituted by the organisation.

Exhibit 19 Respondents who have other dependents

Respondents named pets, partners, new babies, step children, and grandchildren as 'other' dependents. Partners and husbands also were mentioned several times as 'dependents'.

Section 3: Family-friendly policies in the workplace

Exhibit 20 Support systems that make respondent's life manageable (tick where applicable)

The support system that received the most ticks was Family Support (65.3%). The next greatest were:

Flexible work practices	29.2%
Peer support	18.1%
Paid help	15.3%
Other	12.5%

'Other' ranged from 'understanding boss' to 'support from all colleagues' to 'set part time hours' and 'children in Kindy and school'.

The proportion of respondents who ticked flexible work practices as the greatest help in managing their lives was 29.2%. Although this was the highest response 29.2% still seems a very low figure considering the variability of a hotel's patterns of business. There is scope here for the organisation to aid women's work / life balance by reviewing flexible work practices.

Exhibit 21 The existence of family-friendly policies in respondent's hotel that make a positive difference to balancing work / family life

Of the 82 responses, most respondents were not aware of family friendly policies:

56%	felt that there were none
44%	felt there were some

The respondents expressed dissatisfaction regarding this matter. 56% is a high number of respondents who feel that there are no family friendly policies to help balance work / family life. Family friendly policies affect not only those with children but also those with aging dependents. As 44% felt there were family friendly policies, possibly flexibility was negotiated on a case-by-case basis, or whatever policies there were needed to be communicated more effectively.

Exhibit 22 Family-friendly policies applying in respondent's workplace

Women were asked to tick family friendly policies which applied in their workplace. The responses in order were:

Flexible work practices	77.1%
Wellness / sickness days	68.6%
Adequate staffing to cover minor family situations	48.6%
Dependent sick leave	48.6%
Parental leave	42.9%
None of the above	2.9%

These responses give a conflicting picture. They would imply that 77% of respondents experience family friendly policies in their workplace as opposed to the 56% who responded to the earlier question by saying there were no family friendly policies. This could correlate to Timo and Davidson's conclusion in Australian hotel research that, "departmentalization encourages unitarist managerial styles and informal rule making that shapes the pattern of labour use" (2002, p. 192). Possibly flexibility occurs on an individual and informal basis.

Exhibit 23 Respondent's top three choices for balancing work / family life

Respondents ranked this as follows in order of importance. The majority of respondents felt flexible work practices to be most important to help balance work / family life. A high proportion, 64.6% of respondents, also felt that parental / dependent leave was important.

Flexible work practices	64	78.0%
Adequate staffing to cover minor family situations	47	57.0%
Wellness / sickness days	36	43.9%
Parental leave	31	37.8%
Dependent sick leave	22	26.8%

From the responses, a way forward for the company in the future would be to make flexible work patterns more accessible. The high scores under the other categories suggest that a combination of the above best suits employee needs in balancing their work and families.

Section 4: Characteristics for success

Exhibit 24 Respondent's ranking of personal characteristics required for success in the hotel industry

Respondents were asked to rank their three top choices from the list shown. The open-ended answers in the 'Other' category were broadly categorised under the following headings: personal characteristics, job skills, political skills, and moving both geographically and hierarchically. The majority of the respondents felt hard work and personality to be most important characteristics.

Hard work	256	79.0%
Personality	236	73.3%
Relevant departmental experience	179	55.6%
Business financial knowledge	163	50.6%
Networking abilities	120	37.3%
Having a mentor	75	23.3%
Formal qualifications	31	9.6%
Other	21	6.5%

If 'Other' Specify.

There were high totals for hard work (79%) and personality (73.3%). The first is not surprising as the hotel industry has demanding working conditions such as long hours. The second feature – personality – is also not surprising, as the hotel industry is highly social and good social skills are required. The third and fourth categories of relevant departmental experience (55.6%) and business financial knowledge (50.6%) supports previous research which indicated that it is important for hotel managers to move frequently in order to progress (Carbery et al. 2003). A wide variety of experience in the industry is necessary to proceed further up the promotional ladder. One respondent noted as important:

The ability to learn and master new skills and business objectives quickly.

Other important issues were:

Gaining a wide variety of experience has meant I am able to make decisions and give direction with the value of respect and staff having faith in my ability.

Interdepartmental Cross Training which has always helped with my communication skills and overall understanding of situations to best assess them.

Networking abilities, at 37.3%, is perceived as less important, as is having a mentor (23.3%). That having formal qualifications is so poorly regarded lends credibility to the view that there are few entry barriers to the industry and that the most important skills will be learned by ‘on the job’ training across hotel departments.

Exhibit 25 Respondents chose the characteristics of the most benefit in their career

The respondents were asked to list their top three choices with regard to what had helped them most in their career. As with the previous question, the majority of respondents felt hard work and personality to have been of most benefit. Once again relevant departmental experience was seen as a critical factor in progression:

Hard work	272	84.50%
Personality	222	68.90%
Relevant departmental experience	180	55.90%
Having a mentor	83	25.80%
Business / financial knowledge	81	25.20%
Networking abilities	60	18.60%
Formal qualifications	54	16.80%
Other	10	3.10%

‘Other’ drew a number of comments from respondents who clearly felt that the categories given in the survey were too narrow. Their comments could be grouped as follows:

Motivational

Motivation to succeed.

Passion for the industry, flexibility, and willingness to travel / relocate.

Commitment and attitude.

Skills

Communication skills.

Common sense.

Ability to learn and master new skills and business objectives quickly.

Support

Team members.

Supportive heads of departments.

Political

*Knowing the right people in the right places.
Knowing people within hospitality all over the world.
Right place, right time.*

The responses show that motivation is important to these women and will help them to succeed. What comes through clearly again is the need to move to gain experience and how political skills and networking are important. The term support seems to be taken by the respondents as related to their paid work rather than family context.

Section 5: Future promotion

Exhibit 26 Respondent's interest in being promoted

There was a high level of interest in being promoted, with:

68.8%	218	Very interested
22.7%	72	Interested
5.4%	17	Disinterested
0.3%	1	Very disinterested
2.8%	9	No opinion

Respondents were ambitious, with almost 70% interested in being promoted. It would be interesting to see if there is a correlation between interest and the length of time in the respondent's present job. If 54.4% have been employed in their present position from six months to two years, they could be actively seeking the next position.

Exhibit 27 Most likely successful strategies in most likely to advance respondent's careers

Respondents were asked to pick the top three strategies that had been of help in their careers. The majority felt that a wide variety of experience had been the most useful strategy, reinforcing previous views on the importance of gaining varied departmental experience:

Gaining a wide variety of experience	199	62.20%
Strategic moves from one property to another	168	52.50%
Having a strong support network	165	51.60%
Networking	138	43.10%
Having a mentor	127	39.70%
Further industry education	109	34.10%

This supports all the previous data, where gaining experience and moving to do so are vital to proceed in a respondent's career. Having a supportive network is regarded as very important. It is unclear from the question as to whether this is a supportive professional or home network. Given the importance of 'knowing the right people' in earlier responses, it could mean political support.

Exhibit 28 Previous hotel experience of most benefit to respondent's career so far

This question was open-ended to give respondents the opportunity to elaborate if they wished. Their top three choices have been tabulated below. The majority of respondents felt that gaining a wide variety of experience and strategic moves from one property to another were of most benefit in their own career.

Gaining a wide variety of experience	199 responses
Strategic moves from one property to another	168 responses
Having a strong support network	165 responses
Having a mentor	50 responses
Networking	34 responses
Further industry education	12 responses

Again, these responses mirror Exhibit 26. It is interesting that all answers relate to either experience, qualifications, or knowing people or having mentors who may be of help in being promoted.

Exhibit 29 Previous hotel experience most relevant to respondent in gaining present position

The majority of respondents came from a Rooms Division or Food and Beverage background. The next most relevant department reported was Conference / Banqueting / Functions and Sales and Marketing.

Rooms Division	44.7%
Food and Beverage	39.1%
Conference / Banqueting / Functions	27.6%
Sales and Marketing	25.0%
Human Resources	16.1%
Other	11.8%
Corporate – Reservations	11.2%
Finance	7.6%
Accounts	7.2%
Executive Office Hotel	7.2%
Corporate – Business Services	5.9%
IT	2.3%
Engineering / Maintenance	1.6%

‘Other’ categories of experience ranged from no experience to managing their own business. The top two departments where respondents had previous experience bear out previous research indicating that most General Managers had a Food and Beverage or Rooms background (Woods and Viehland 2000). Conference / Banqueting and Sales and Marketing may sometimes lack a defined career path.

Exhibit 30 Respondents were asked how candidates are identified for promotion

The majority of respondents reported that the Performance Review Process and the Succession Plan were how candidates were identified for promotion:

Performance Review Process	71.7%
Succession Plan	70.2%
According to needs of the business	46.0%
At employee’s request	39.8%
Career opportunities on company website	27.3%
Don’t know	5.9%
Other	5.3%

The annual Performance Review Process is traditionally where future development plans are discussed and training needs outlined with supervising managers. After the appraisal, all management proposed moves are plotted on the hotel's Succession Plan. From the data it can be seen that the review and plan are still the principal ways in which managers achieve promotion. 'According to the needs of the business' gained a response of 46%, which indicates that when a position becomes vacant, a suitable candidate may be promoted into it. 'At employee's request' also scored highly at 39.8%, this could also apply to employees making their wishes felt during the appraisal process. The company website can also be a useful source of information about opportunities available country wide.

Section 6: Barriers to going on to the next position

Exhibit 31 Do respondents see any barrier in moving to the next level (e.g. family commitments)?

The majority of respondents did not see a barrier in going to the next position although a sizeable minority did.

No	59.4%
Yes	40.6%

Exhibit 32 Barriers identified by respondents

Wish to start a family / pregnancy	48	38.1%
Family commitments	40	31.7%
Lack of required / relevant experience	34	27.0%
Other	30	23.8%
No female role models	27	21.4%
Lack of self-confidence	26	20.6%
Small children	19	15.1%
My superiors do not see me as suitable for the job	18	14.3%
Lack of qualifications	12	9.5%

Of respondents who saw barriers, their concerns in order of importance were as follows:

1. Family matters

It is noteworthy that of the 320 women that responded to the survey, only 38 of them had family commitments of young children. There were a surprisingly low number of women who had caregiving responsibilities – 25% (80 women). Of these 80, only 36 had dependents who were preschool or school age children: a low proportion (11.25%) of the 320 total respondents. When the respondents were asked what the barriers to moving to the next position were, 38.1% said wish to start a family / pregnancy. The next biggest barrier to promotion, felt by 31.7% of respondents, was family commitments. A further 15.1% saw small children as an obstacle. These points will be elaborated on in the interview conclusions.

2. Lack of required relevant experience

Thirty-four percent of women felt a lack of experience hindered them. Add to this the 9% who saw a lack of qualifications as a barrier, and the combination becomes the next biggest barrier at 41%. Women had strategies for this:

Targeting specific roles to ensure strategic moves from one property to another and gain experience and achieve promotions.

Being able to advance further by moving from hotel to hotel within the chain and building a network of internal and external contacts.

Playing the political game that exists in this company i.e. getting along with the decision makers.

Being able to talk to the right people who are in a position to influence career prospects.

The women felt that although they needed experience, it was the problem of getting the next job to gain this experience that hampered them. Some comments were:

Lack of next level positions available.

Lack of senior positions to be able to progress to.

No opportunities available for succession.

Too many people competing for the same position and not enough supply within my company.

From these comments it seems that respondents see development needs and promotion as interrelated.

3. The 'other' category of barriers was the next largest category of barrier reported.

'Other' comments included:

Time-expectation to work overtime / evenings.

No position available in current location.

Tooooooooooo old!!!!

Am currently doing the job of a BDD (Business Development Manager) but not being formally recognised for it.

One theme that emerged was the organisational culture, for example:

Entrenched cultural perceptions of 'female' roles vs. other roles.

Upper management still does not see females as appropriate to take the top jobs.

Also, it is a very male dominated industry at senior level – don't think that women are taken as seriously.

Entrenched cultural perceptions of 'female' roles vs. other roles.

Upper management still does not see females as appropriate to take the top job.

Also, is very male dominated industry at senior level – don't think that women are taken as seriously.

Given these comments, there does not seem to have been major progress in the attitudes of male General Managers since Guerrier's (1986) and Hicks' (1990) research. The industry still seems as patriarchal in Australia and New Zealand as Purcell (1996) found it in the UK. Respondents comment on masculine values. Within the company, there appears to be similarities to the 'Gentlemen's Club' referred to by Maddock and Parkin (1993). This aspect of company culture is more thoroughly explored in the discussion of the interview results later in this chapter.

Other themes emerged that needed to be more fully explored at the interview stage, negative factors associated with going on to the next position – the long working hours, no work / life balance, travel, and location.

4. Role models

Lack of role models came next in order of barriers in moving to the next position, so it is a significant factor. One comment was not positive:

The boys' club and the women in management roles are not role models. They have had to be very hard to get to where they are, and what they become are not women I would look up to.

Role models are important in order for women to see what they may realistically aspire to. Liff and Ward (2001) noted how junior women were dismissive of what women could become in attaining a senior post. There has not been a great deal in the hotel-based literature on role models, but in the feminist literature Kantor (1977) speaks of the difficulties of advancing while being a minority in an organisation. Guerrier (1986) mentions being 'visible' as intrinsic to the role of hotel manager and women (as the minority) will experience discomfort at being visible when to ensure progression they must try to blend in.

5. Lack of self confidence

This followed lack of role models in order of barriers to progression. It could also be related to the barrier of 'my supervisors do not see me as suitable for the job', which 14.3% of respondents found to be a barrier. It would be interesting to see whether this is related to the company culture and how supportive it is of women generally.

6. Mobility / ability to relocate

This, as the literature notes, is a significant factor linked with success in hotels (Carbery et al. 2003); it is necessary to move location frequently in order to progress. This can cause difficulties for women. One woman commented, "*Being told you need to relocate for the position when you are not in a position to do so*" became a barrier.

Section 7: Advantages and disadvantages of being promoted

Exhibit 33 Advantages for the respondent of moving to the desired level

Respondents could tick as many responses as were applicable. The majority of respondents felt a pay rise to be the most significant benefit.

Pay rise	84.7%
Increased job satisfaction	81.9%
More decision making power	49.5%
Increased status	44.2%
Increased benefits	43.6%
Increased flexibility around work hours	16.5%
Other	5.9%

In line with previous comments from respondents, pay is very important and most of the respondents are earning in the lower categories of salary. As there are few differing scales of pay for the same job within the same hotel type in the company, promotions are the easiest means to achieve a pay increase. Increased job satisfaction is the next highest score at 81.9%, which suggest that respondents expect to enjoy their time at work. The next three advantages – decision making power, more status, and increased benefits – score between 40% and 50%. From the low response rate regarding increased flexibility at 16.5%, most respondents do not see this as a feature associated with promotion.

Exhibit 34 Disadvantages for the respondent of moving to desired level

Respondents could tick as many responses as were applicable. The total count was 898. The majority of respondents reported longer hours, more stress, and less family time to be the greatest disadvantages.

Longer hours	73.5%
More stress	64.9%
Less family time	55.6%
More responsibility	28.1%
Separation / division from former colleagues	18.9%
Increased travel	10.9%
Other	4.3%
Less job satisfaction	2.6%

75% of respondents put longer hours as the first disadvantage of moving to the desired job level. Some comments were:

Time – expectation to work overtime / evenings.

Other personal commitments mean women are less likely to take on the extremely long hours that are expected (i.e. 60-80hr weeks).

Do not see a work / life balance in superior role.

This reinforces the hotel-based literature that long hours are endemic in the industry (Brownell 1993; Hicks 1990). While 55.6% saw disadvantages as, ‘less family time’, a further 10.9% indicated ‘increased travel’, and also a change in lifestyle as an issue. These will be reviewed in the interview discussions.

Section 8: Promotional process

Exhibit 35 Person responsible for making promotional decisions in the respondent's department

Respondents could tick as many responses as were applicable. The total count was 475 responses. The majority of respondents felt that their departmental manager was responsible.

Manager	75.0%
HR department	38.2%
Functional Director	25.8%
Other	11.5%

Categories of ‘other’:

Many responses stated ‘General Manager’. Other responses included ‘All level Management’ and ‘Regional Management’.

75% of respondents saw their manager as being responsible for promotional decisions. This would suggest that relationship building was important to get on. 38.2% of respondents saw the Human Resources department as playing an active role in this process. 25.8% also felt that functional managers – such as, for example, regional or area managers – were involved, which implies that networking would be a necessary strategy used by the respondents to make themselves known to these functional managers within the company.

Exhibit 36 Respondent's belief in the promotional process

Nearly 30% of respondents did not feel that the promotional process was fair and transparent.

Completely agreed or agreed that it was fair	65.1%
Disagreed or disagreed completely that it was fair and transparent	29.6%
No opinion	5.3%

This was a high proportion of negative views which will be explored more fully at the interview stage.

Exhibit 37 Respondent's knowledge of the competencies for promotion

A great majority reported that they knew the competencies.

Agreed or agreed completely that they knew the competencies	82.9 %
Disagreed or disagreed completely	14.9%

It is significant that while 82.9 % agreed or agreed completely that they knew the competencies, 14.9% disagreed or disagreed completely. Possibly what is being applied to this question is not knowledge of the competencies per se but the likelihood of attaining them. One comment was, "*The Competency Set needed to move into a regional area role is near impossible to achieve*". In light of the research showing that the competency system can be subtly disadvantaging to women (Rees and Garnsey 2003), there may be issues surrounding their widespread deployment. That will be dealt with in more detail in the interview section.

Exhibit 38 If the respondent lacks certain skills / experience to be promoted, is there a way to gain these without a job drop?

The majority of respondents felt that they could obtain necessary experience without being demoted.

Yes	86.4%
No	13.6%
No opinion.	2.2%

This is positive as experience is vital to progression and demotion could entail a drop in pay.

Exhibit 39 Respondent's view of the personal development plan in deciding future direction

The majority of respondents felt that the Personal Development Plan (PDP) was useful to their future plans.

Helpful and very helpful	59.6%
Not very helpful	21.1%
Unhelpful	3.4%
No opinion	15.8%

For the 24.5% who did not feel the PDP to be helpful, it would be interesting to discover if this related to negative experiences about future development or progress, or whether they were not in agreement with their manager about future direction. In tandem with the question on the fairness of the promotional process was the question regarding whether the respondents knew the competencies required to be promoted.

Survey summary

The survey gave a great amount of rich data, with the open-ended questions giving further insight to the respondents' answers. One of the main points to be taken from the survey is the demographic time bomb that is ticking away in this organisation. The greatest proportion of women (a total of 74.1%) has been employed for less than five years. This has serious implications for the company. It suggests a high rate of labour turnover, with a consequent need for continuous recruitment and retraining. However, as previously noted, high turnover is the norm in the hotel industry – ranging from 20% in Central Business District hotels to over 300% in some remote resort hotels (D'Annunzio-Green, Maxwell and Watson 2002) and the reasons that respondents gave for taking the jobs initially suggest that women are moving companies, careers, or jobs frequently. This indicates that attention should be paid to whether recruitment processes correctly identify women who looking for a career in hotels. It may be of benefit to study why women are leaving the company. With regards to 82.4% of the respondents being in their current role for less than two years, there are two implications to be drawn.

The first implication is that this movement conforms to industry norms where hotel employees move constantly to gain further experience (Carbery et al. 2003).

If employees are moving positions within the organisation then there are positive connotations for the company, which is large enough within Australia and New Zealand to be able to give people developmental roles within its own structure.

The second implication is if the length of time with the company correlates to length of time in the job, the respondents may not be progressing beyond their present level. In the hotel world at a junior management level, one would expect a great deal of progression within a two-year employment period. According to Baum (2006), managers on average moved within 15 months of starting a new appointment in Irish hotels. Women may be in a 'pink ghetto' job (Woods and Viehland 2000) with little possibility for advancement beyond their present supervisory or management position. Potentially this expertise will be lost to the company when employees leave for outside opportunities.

Family issues

The barrier section in the survey was very useful in identifying the barriers that women felt that they faced in getting to the next position. 59.4% of women did not see any barriers to going on to the next position, but a significant percentage (40.6%) did. Of these that saw barriers, one of their main concerns were family issues. There were a low percentage of women who had caregiving responsibilities 25% (80 women). It is noteworthy that of the 320 respondents, only 38 had young children, a statistically low number of 11.25%. From these responses one can infer:

- women chose to work in hotels before they had a family; and / or
- women with children do not work in hotels.

It would be interesting to see how many of the general hotel female employee population have children, to see if there is a variation between lower level employees and female management and supervisory staff.

When the respondents were asked what the barriers to moving to the next position were, 38.1% said 'wish to start a family / pregnancy'. A picture is emerging of a working environment where women see barriers ahead if they start a family. There are strong parallels here with the banking industry where women who had children generally did not feel they were taken seriously with regards to career advancement (Liff and Ward 2001). 31.7% of respondents in this survey felt the

next biggest barrier to promotion (after starting a family / pregnancy) would be family commitments; this reinforces the impression that the respondents felt families may hold women back career wise. A further 15.1% of respondents saw small children as an obstacle. This point will be elaborated on in the interview conclusions.

The lack of required relevant experience

Thirty-four percent of women felt a lack of experience hindered them, with 9% of respondents seeing a lack of qualifications as a barrier. This was the next biggest barrier at 43% in total. Women enlarged on their strategies to gain the necessary experience, which ranged from targeting specific roles, moving between properties, to using political skills with the 'right' people.

One conclusion to be drawn from the respondent's comments is that development needs and promotion are inseparable. From other comments it was also clear that respondents found too few developmental positions available, and there seemed to be considerable competition for these roles. Flattening of the structure may have reduced opportunities available as assistants, i.e. roles to 'grow into' and if employees do not gain the experience they need to progress, then they will leave.

Other barriers

These included such diverse headings as organisational culture, ageism, the lack of role models, respondent's lack of confidence, and geographical mobility issues. Where respondents had an opportunity to give comments, these were useful in highlighting issues that were pertinent to the research question. These issues are explored in detail in the interview section.

Conclusion

The fact that the issues of family, work / life balance, development, and company culture recurred in the survey indicated they were worth following up in the interview stage of the research. This chapter has reported the findings from the survey. The next chapter, Chapter Five, will report on the findings of the interview stage of the research. A full discussion of both survey and interview findings follows in Chapter Six: Discussion and conclusions.

Chapter Five: Interview findings

In this chapter, the data collected from the series of semi-structured interviews are presented. The respondents' comments were organised into common themes that were drawn out during the coding process.

Findings of the semi-structured interviews

The interview questions (Appendix 2) sought to gauge interviewees' career aspirations and their perception of the barriers they had faced and possible future barriers. The interview data is organised in life stage groupings under the headings of the 'Old Boy Network', the long hours' culture and productivity associated with it, the social nature of the industry, and mobility. Two others issues of note are career paths and role models. The latter two themes will be discussed in detail at the end of this chapter.

1. The importance of position on the career cycle

The interviews revealed that perception of barriers faced by women in their hotel career depended on where they are in their career cycle. Much of the feminist literature, for example Bierema (2002), reiterates that the category 'woman' does not imply one homogenous group within which one individual's experiences can be easily replaced by another. Each individual interviewed had her own unique story and set of circumstances. Indeed, given that each was a female manager in a male dominated industry, they were already 'different' to other women in the hotel industry who are not managers. Over the course of the interviews and subsequent analysis of the data, it became clear that there was a commonality of experiences and concerns that were associated with certain age groups. The three groupings identified were: younger women at the start of their career, women established in their career, and women established in their career at a more senior level.

Younger women at the start of their career

The women on average were in their early to late 20s. At this junior level there are almost equal numbers of men and women working in hotels. One senior person in the organisation told me:

FIONA: In general, what I have noticed in the industry is that trend is at 50% or so at entry level and that [trend] continues all the way through, at Department Head, it's usually not always at a 50% level, between 30% and 50% but then that's not reflected in the General Manager population so that's where the drop off is happening.

Another female senior operational manager concurred:

There aren't many [female executive assistant managers] I agree, there's one now that I know of, there's a few. I think that at executive level we have improved greatly, I think it's much better, a 60 / 40 split we're at probably. I think GMs is where it comes to a crunch halt totally, and at Regional General Manager Level [it's] not even heard of, or even spoken about.

Women established in their career

Women who are established in their career are generally at department head level and the level above. The age group is generally late 20s, early 30s, and the managers are becoming established in their careers. They have a reputation in the company, and they have worked hard to gain the skills and cross departmental knowledge that will enable them to progress. They may be single, are thinking about having children, or may already have young children. In practice, very few have young children:

FIONA: Ten years ago the general industry was older and now it is much younger so you do have a lot younger women who are having children later so the combination of those two things means we do have lots of Head of Departments who are still at that age that they are having families.

Women with young children are in the minority and possibly underrepresented in the study. There were very few women with young children who either responded to the questionnaire or were interviewed.

Women established in their career at a more senior level

Throughout Australia and New Zealand these women are the elite who have made it to the top. Many have regional responsibilities in addition to senior roles which cannot be detailed as respondents' anonymity may be compromised. Various respondents commented that most of the women who made it to the top were single and some were lesbian. This signalled to the younger women that they may have to be without a partner and children to 'get on'. What also emerged was that some women in higher level positions were women who had taken time out to rear

their family, then returned at a later stage when their children were more independent.

2. The Old Boy Network

Women referred constantly to the 'Old Boy Network' or the 'Old Boy Club'. It had varying meanings and a varying impact on women's careers. Participants in all life stage groups identified aspects of the Old Boy Network as problematic for women.

For example:

NANCY: I wouldn't know how to describe it ... I'd say it is the culture of the industry, it's not anyone specific, the culture is what's expected ... a male run industry ... as much as we like to deny it ... if you take a look at management ... I'd say 99.5 % of it is male, it's extremely hard.

CLAIRE: I think women have taken on a bit of a stigma where you have to work twice as hard at times ... to prove ... you know that you are capable of doing your job and I'm well aware of that, I've had to do that on occasion. Whether you have to or not I don't know but it is something that is in our mind.

JESSICA: Yes [hotels are] over bureaucratised, and I'll be honest with you, it's a Boy's Club, they're all middle aged, in the industry since they were born, all came from a hotel school, all been doing this since the day dot, they all know better than anybody else.

The assumption that managerial work is only for men was also alluded to by some interviewees:

PATRICIA: The barrier that I've come up against is – I don't mean this in a nasty way, but it's predominantly males, well 99% of it is males who just say it's not a female's role, barriers of people saying it's not a female role and not said to me directly in that way but certainly in a way that it was very evident what they meant ... and telling other people who then actually came and purposely told me in so many ways.

CLAIRE: It's funny little things like the tone of emails that come out from ... is like 'guys' and I have a real thing about ... because I think you can say 'ladies and gentlemen'.

The respondent's comments illustrate how women view the politics involved in becoming a General Manager and the fact they do not find it inspirational:

LUCY: How much of a Boys' Club it still is and it's quite funny, I find that a lot of them, it's like they are stuck in a time warp some of them, and I find that really challenging the way that women have worked under General Managers like that and gone "Ah this is just not, I can't aspire to this!"

Respondents also commented on the way they were made to feel different as women in managerial roles:

GLORIA: I went out with a group of senior managers, I was the only female and I had heard previously that conversations were rather raucous and I was prepped for “don’t be too offended” and it was extremely polite and I spoke to my GM about it afterwards and said “Oh that makes me offended by the fact that people felt they needed to change because I was female” but they said they were being respectful.

OLIVIA: XXX urged me in (my next) hotel to thump the table, do the boy thing. Men dominate generally.

However there were issues that were specific preoccupations of certain life stage groups.

Younger women at the start of their career

Development opportunities were important for most of the respondents; this referred to how easy it was for a person to gain promotion into a role that would allow them to learn new skills or knowledge of another department that they need in order to progress:

ELAINE: I’ve had resistance because, yes I was younger, because they had actually been in the role longer than me but I’ve actually advanced quicker than them.

ELAINE: There’s quite a few [jobs] that do come up. It’s not just as easy as just applying for it when they do come up. You can’t just see a job and think, that’s me, and I want to do it. You have to go ... the first thing they say to you if you try and apply for something is “do you have the manager’s approval?” ... and without that OK it is very hard to proceed with going for that job.

ALICE: I don’t think there are barriers, at least not to my next position, you obviously got to prove your ability but that’s the same for men and women regardless of your ability, women might have to prove themselves slightly more but I think also in hotels if someone backs you, someone of status, I mean in job title...

The comments made show that younger women tended to feel that the Old Boy Network disadvantaged them from the point of view of being able to obtain further professional development. This is understandable given they are just starting their careers; they are less confident in social situations, and are still feeling their way.

Networking

For younger women at the start of their career, networking was also discussed. This was their ability to informally meet the managers within the company who could have an influence on their career.

ELAINE: I suppose it's little things as well, like golf days that'll come up, that all the boys go to but I've never seen any females that get invited to these kind of things ... like, they just kind of filter through and they go off and they get tickets for the cricket ... and I've never actually seen any females go to that ... they're not actually organised. Free tickets ... free events come through sometimes ... to the management.

HANNAH: See, it's interesting because I haven't been in that environment and been made to feel uncomfortable but I could imagine that someone else not with my nature would feel uncomfortable. I feel like I have a tough skin and I can pretty much hold my own. Now that I think about it a lot of my colleagues in my team who are female are not around there until midnight when I am sitting there with everybody having that drink.

NANCY: Yes, 'cos I've seen it once ... they started drinking downstairs ... and I've gone once, just ... locked doors, you don't have to be invited, you just go down, so I went downstairs once ... it's not only the football they're talking about, you go out with work people, no matter how much you try and avoid it you are going to end up talking so they talk about work or opportunities that are becoming available or things that the hotel is changing into and all that information could actually help you if you knew it. And that day I honestly learned more about the hotel, the building, and what's going ahead and what's not and I ended up using some of that knowledge and that's actually what got me into the reservations ... 'cos he [Front Office Manager] was wanting to go on holidays ... but he had no one to cover his position.

HANNAH: We have a very structured system of our performance review process, our competency guidelines, due process is all there. At the end of the day there are still the deals that are made behind closed doors etc. They still do occur and I think sometimes it may have been unfair to many men as well, I can't say it was just for women.

The responses suggest that younger women feel excluded from some of the informal social networks to which male managers seem to have ready access. These informal networks may influence selection procedures, as well as the fact that information is circulated about job possibilities and movements. This same group made comments about the interview process.

The interview process

As there is so much movement in hotels, the interview process is important in deciding the rate and stages of a manager's development. This process was not as straightforward as it might appear.

ELAINE: If someone's interview is based on competencies then you probably get the right person for the job as opposed to a gender related [choice]. The barriers I have found are leading up to the selection process, like getting to the interview ... like you've actually got to have the backing of people to be even able to get into the interview in the first place, to get to the selection process. Once you are there, you know, if they interview properly to company standards it'll be an unbiased experience ... it's getting there in the first place.

ELAINE: You've got to have the backing of certain people to be able to move up anyway.

The younger women had identified that in order to be selected for the interview process, a manager needs to network and, as we have seen in the preceding section, that may not be as easy for females as males. Acker (2006) suggests that even in competency based selection, an interviewer is not unbiased.

Double standards of behaviour

The respondents felt that women, both socially and at work, were viewed differently to men:

ALICE: People go out say for drinks, men can get absolutely obliterated and go all night and they'll be fine. I think women can have a few drinks, but they can't go to the next stage which is 2 o'clock in the morning or whatever. There is a stage in the night where it's either going to kick on or you have to go back to wherever you are going and I just think men have a kind ... or personally I feel as though it is not appropriate for me to be in those situations any more. It's just getting a bit raucous and you think, do I really want to be involved in this and is it appropriate for you to be in this situation? And you know women, it's harder for a woman, you don't know, the code for a man and how he is supposed to behave is so set out, so clear what it takes to ... but for a woman, it is a lot harder at the initial stages of your career because you don't know what your boundaries are.

ALICE: Yeah, because they don't have the same kind of jovial ... men can get away with saying more things, whereas girls come away with it sounding bitchy. A man can say it as it is, but a woman is "uh, she's so bitchy" whereas I don't think it is meant to be like that, the same as people perceive it to be.

The younger interviewees stated that they perceived there was a double standard with regards to acceptable male and female behaviour in a work-related social context. This suggests that a woman may be disadvantaged during informal social networking.

Selection processes possibly sidelining women because they may have a family

Younger women

Interviewees had given a great deal of thought as to when would be a good time to start a family.

In thinking about the Old Boy Network, the women expressed concerns about how their behaviour would be viewed by managers if they decided to have a family. There was a degree of worry associated with their decision. Interviewees identified the possibility that because they are at 'a certain age' they could be sidelined because they may start a family, and might not be considered for promotion. For example:

LUCY: Yeah, its funny, none of the women I work with have children at our level or above. I also wonder if you have a child, how management above views that as well, what their impression of that is, you may still be able to work your hours but do they make certain assumptions on your desire to move on or your desire to succeed ahead?

ELAINE: I don't think with the family issue, that's more something I'm willing to believe in my decision ... I'm not necessarily sure that the company would discriminate, in my mind it's something I'm worried about though, I'm not sure it's validated, not having been in this situation ... I'd need to see more people who had actually done it.

ELAINE: If they're looking at hiring two people and one of them looks like she may have to have to take up to a year off ... that does concern me. ... It is a concer., I'm not sure how valid that concern is ...

ALICE: There's this huge issue. Even when women get pregnant in hotels their opportunities for promotion are immediately dismissed or ... I fully think I have seen it [whispers] I believe it. I'm afraid that managers see it as not really ... it's obviously not the best for the company is it ... so that's why.

NANCY: [Having a family] is difficult. Not much support ... at all, I don't think there is much support when you're in a position. ... I think that's what holds a lot of females back as well, because they go "oh you're going to be pregnant one day, you know, we don't want to put you in a position of power" because if you are in a

position of power, you're supposedly needed to be there constantly ... and I've actually heard that from male managers as well ... at my old work because I've had this conversation with them a thousand times.

Women more established in their career

This group of respondents shared those concerns, as shown by their comments:

HANNAH: I guess the business demands ... for example, the hotel at the airport would often experience delayed flights at short notice, often at 7pm at night. When the manager of a department is about to leave, in comes a delayed flight and they've got to stay back a good six, seven, eight hours. If that departmental manager had to pick up children from childcare, I can't imagine how they would deal with going to their General Manager and saying I'm going to leave my team behind to work about five hours, while I'm taking off because my child is in daycare, I couldn't imagine that. I think you would have him on the phone saying "what will I do about this – I can't have a manager who is not available". I think the General Managers we have now ... we will not see a change until the young Gen Xs or Gen Ys get into management roles.

JESSICA: You know what the worst, worst, worst, worst thing is? Sometimes I even think it in my own head when I'm interviewing and I look at the guy and I look at the girl and I think he looks great, she looks great, but we are going to get more bang for our buck out of him and the reason is simply because I know that she's going to leave, that if she is a family woman, she's going to leave and whether she's going to leave because of the company, because we're going to make it so difficult for her that she's going to have no other alternative. It's because if I was sitting there talking to the General Manager and they were equally skilled, the guy would get the job.

HANNAH: When I joined the organisation they had had a restructure. Apparently at the time three women in / on maternity leave were made redundant, I believe it is three, yeah, so that sort of spoke volumes to me as well, which I didn't learn about obviously until I'd been into the role a while. I never met the people so I don't know that I felt empathy for them but I did ahm ... raise a red flag to me, it raised doubts, my own future with the organisation, my options should one day be ... my perceptions were that yes, my options would be more limited.

Some of the perceived realities can be subject to re-evaluation however, as revealed by the following comments:

DEBORAH: I feel they are [supportive of family commitments of young children] due to the fact that I do the rosters myself, that is a huge bonus for myself, I don't abuse it but I'm very straight up about it, if I know there's something on and I need to achieve it, a meeting or something I'll tell them two weeks prior or I'll give them as much notice as I can.

MARY: My children were never a problem and it was never brought up that they were.

Women established in their career at a more senior level

Difficulties were also experienced by respondents at this level:

KATE: Knowing what I know from working in a full time capacity last year, although I know it is possible and I know you can achieve anything in a new role, that is not necessarily a shared opinion by everyone else in the company, not being critical, but a lot of people don't understand that it is something that can be juggled.

KATE: You could just see it in people's eyes when talking to them, not everybody necessarily respects that that is either a) possible or b) ... how do I say this diplomatically? It is unbelievable to someone without children that [working from home is as good as] being in the office.

KATE: I've had somebody say at a social event recently something about "Oh gosh, it's a real shame to lose her from the company" ... but there is already an expectation that women with children don't have careers ... it's that culture.

FIONA: I'm not sure in the past how – and I know that's partly the industry, but that's no excuse – how welcoming we've been to women coming back. Certainly under the law it's all there and in the hotels I've worked in it's never been an issue, but surprisingly I've not ever had an HOD go on maternity leave and come back.

KATE: The disadvantage about having support, my fear is that should those [supportive managers] people change in the next 6 to 7 months prior to me returning to work, which is very feasible, where does that leave me in proving myself to another set of Area Managers?... If those two people aren't there when I return to work I very much think I will have a harder case to say I would like to gain the same.

Marginalisation of women

If the younger generation were more optimistic although the path is challenging, the generation of female managers that has been around the longest gave the impression of having 'seen it all'. They expressed how they felt the Old Boy Network marginalised them as women managers in a male workplace. The attitudes may also be a reflection that they believe that society values youth and freshness – especially physical beauty – over age and experience. This perspective is revealed in the following comments:

OLIVIA: Human Resources – driven by male GMs, driven by looks.

CLAIRE: The conference in KL was good, different. But on the final night, the entertainment was a bit, there were women dancing clad in very little which I thought was a bit inappropriate, I mean, it

doesn't bother me to be quite frank, you know I've developed a thick skin, I've seen lots of things over the years. Not only that, but there were wives there and there were husbands there, you know I thought it was inappropriate, I didn't think, you know, that is acceptable behaviour but, no, I don't.

OLIVIA: I was truly shocked when I came into this organisation how ... it's very uncomfortable being a woman in this company. They talk down, I think its patronising but that is nothing compared to what happened when I started my career. ... I thought a global company would have oodles of women. It never occurred to me to research this company's gender and management. I think it has a lot of things to do with its background.

CLAIRE: I think, to be really quite frank with you, they didn't know what to do with me when I first sat around that table. It was a bit "oh my God, there's a woman in the room" – it really was ... because some of them, you know, their language is really, probably, maybe a bit rough around the edges at times, and I think they probably all felt that they had to be on their best behaviour, it was bizarre.

OLIVIA: A lot of women approach 40, have given up their family; devoted themselves to their career, hitting the walls, there's an appearance focus, someone suggested I get Botox!

In summary, the strength of the Old Boy Network was commented on frequently and by most of the interviewees. They described it as a common attitude among many of the male managers, particularly at senior levels of management. It was referred to as a shared background, a shared history – a mindset with informal networks that were not easily entered by women.

Women reported that they had been given the impression that women should hold certain jobs. The respondents reported about the existence of male informal networks built around sports, such as tickets for events being passed out by the Concierge and rarely given to female staff; the Friday night drinking sessions where after a certain time women felt vulnerable, yet that was possibly when the most information was shared about opportunities within the organisation.

Interviewees spoke of the fact that although promotions were based on a knowledge of competencies required for the position (and therefore selection was theoretically unbiased), unless one was aware of job opportunities or indeed put forward by managers for promotion, then one might not be eligible for a job opportunity. Interviewees saw the Old Boy Network as preserving the status quo. It was interesting to note that one respondent stated that hotel owners, generally

male, expected General Managers to be male, and this was put forward as another reason why there were few female GMs.

3. 'Long hours' culture

The second most common topic that the interviews revealed was the long working day. The hotel-based literature is unanimous that there is an expectation of long hours in the hotel industry. The culture of long hours in some hotels is influenced by the General Manager. Some senior managers actively attempted to change the prevalent mind set:

HANNAH: I'm quite fortunate, at this property we don't have that culture ... and that is set from the top, XXX doesn't work long hours, he makes a point of tapping someone on the shoulder if he notices that they are working long hours and saying "what the hell are you doing?" i.e., in that "you don't need to be doing that, there's either a problem in your process or you're not organised".

Other interviewees reported more traditional working practices:

HANNAH: I do observe other cultures as well [in other company hotels] and there are a lot of GMs that send emails on weekends and that sort of thing and that encourages that culture ... so XXX says to them, "type all the emails you want and you can press send on Monday morning" because they are saying to everybody this is an expectation.

This following insight gives a possible reason why the culture of long hours is embedded in this industry:

HANNAH: For those who have come up through the operation, because the hotel is a 24 / 7 operation, they could be rostered on a shift that might go over any particular hour, I think it starts to blur people's sense of what is a manageable chunk of time to work in a week and I think sometimes when these General Managers are working on a weekend they are trying to show weekend staff, don't worry, I can do it, I'm not above being here on a weekend.

Other industry changes, such as flattening the organisational structure, have exacerbated the problem. With fewer junior and middle managers, senior managers may have to stay longer in operational departments to supervise as well as cope with the greater volume of work that often results from downsizing. When asked how the industry has coped with meeting the challenge of managers without operational experience, Fiona replied, "Work more hours ... now the Food and Beverage manager is also a Restaurant Manager".

What was expressed clearly in the interviews was the sense of disapproval that respondents experienced when they attempted to reduce their working hours:

JESSICA: They never actually say “not leaving early are you?” If they actually said that you could turn around and go, “It’s 6.30, work time’s over”, you know [laughs]. They never actually ask a question directly, people like go “Oohm, off home are you?” ... I say “Yes”. “Ah, big date is it?” And I say “No – sun’s gone down” and that’s really the hardest thing, if it was actually articulated then I could actually respond and confront it.

SOPHIE: I don’t like the fact that indirectly you’re made to feel like you are doing something wrong, you shouldn’t be leaving and although you put in five 12-hour days and then one day you leave ... and I still feel like I shouldn’t be leaving but I’m trying for myself to not feel guilty about that.

Younger women at the start of their career

The women who were just starting their careers did expect to work long hours with interviewees revealing that this was a norm for advancement:

ALICE: I have been told that the reality is that you have to put in the hours; the reality is that 90% of the women don’t have children or a partner.

Respondent’s comments show that there does come a point where some feel resistant about the hours, either because they feel that they are not appreciated or they need a better balance in their life:

NANCY: It’s insane ... at my old hotel I was doing 50 hours a week, bare minimum, here it’s actually been pretty good besides the fact my FO manager was away, I was pulling 50–70 hours ... but now I haven’t really been trying, to be honest with you ... you get to a stage where you realise you are not going to go anywhere ... I’ve only been doing my 40 hours, whatever’s required.

SOPHIE: I was one of the people that always used to, you know, stay at work hours and hours after I had to but now I’ve come to the point where I think I’m actually more productive at work if I have a life outside of work as well and I don’t think it has to compromise anything, as long I’m there when I’m needed and as long as I do my job.

The interviewees also shared a stereotypical view of a so called ‘normal’ day’s work.

IRENE: I definitely know that at the hotel I’ve just been to work at before, I found it strange that people were leaving at five or before five, and I did think ‘oh’... I guess it is my perception that people weren’t working as hard because they left at five, but it may not be that at all, it may be that they’ve just done all their work.

Attitudes such as this put further pressure on women who do not conform to industry norms with regard to a long working day.

Career and / or children

These younger interviewees also expressed the view that they might have to choose between family life or a career, for example:

SOPHIE: I think a lot of women, if they are my age; they probably decide whether or not they really want to put a main focus on their career or on family. That's where I see women my age drop out.

NANCY: Personally I'm putting my career ahead of my family ... I'm very much wanting to get myself established before I actually have a family.

SOPHIE: Yes I think I would definitely want to have something as equally important as my career, which has changed as well because I wasn't always too sure about that. So yes, I definitely want a family but I will never give up my job completely and may take a break but yeah I think I would still want to pursue my goals.

These comments show interviewees were projecting into the future about how they could reconcile career and children. There was uncertainty but also hope, the optimism of youth perhaps. What is also interesting is that women see that they have a choice whether to have a career or not, for example:

SOPHIE: I think for women there is always this window, I know this is not for me – I can stay at home. Whereas males now they're going to have to push themselves, find a career where they are comfortable and can spend their years. The expectations for a male are higher than for a woman to have a career and to make the money. It still is like that where as a woman if you have career, that's great but if you don't it's more, there's nothing wrong with it. Whereas males have a problem the other way round if they decide that they want to stay at home, then they are perceived as unusual [laughs] I wouldn't like to be a man, yeah, I guess we have the best of both worlds, really.

The long hours and children

The respondents had also been considering how to reconcile the realities of the length of their working day with having children:

ELAINE: I don't think I could even consider having a family with the hours I do now because I have no set days off, I have fluctuating hours, I can work either early or late shifts, I can see that I would have to move higher in the company that I would have weekends off ... I would have to be in one of the higher management levels where I worked, had weekends off and worked during the day all the time.

IRENE: Well I know I find it hard to come to work then go to the gym, go home, and then go to sleep and come back so I can imagine that if you had a child, there'd be no time left. I would like to think that the company would be able to support any special needs, but I think ideally with a child someone would be wanting to leave earlier, well, get away at five ... which is ... it's very rare that you would leave at five, that would be difficult to balance the two I think.

BRIDGET: If I was to have a child, how would I make childcare work around, you know, the hours that I work?

Some women respondents who were at this stage of their careers reported no compatibility between the hours that they worked and having children. There was also the realisation that it was actually easier to achieve workplace flexibility at more senior levels of management.

Women more established in their careers and women at a more senior level

Again there were concerns about long hours in general, and also how that might affect parents:

GLORIA: And I guess also the hours, at outlet head level we would like to think that the people that we have are flexible, so we would need them not to do set hours and I guess from a single parent point of view that is a factor so they can't book regular daycare.

JESSICA: To me the biggest barrier in this organisation far more than I've seen even at XXX [another branch of the industry] is the expectation of hours. Hours that they work ... its insane ... they all do.

REBECCA: Yeah, I think the older generation probably put in more hours than I do and I put in a lot of hours [laughs].

MARY: It's long hours, I've been quite lucky, most positions I've held have been through the daytime ... [one job] I worked for over a year and a half, I had to work a lot of pm shifts and night shifts and I felt that did affect my family because I wasn't there in the evening times when they were home ... my son, because he was getting up in the morning while I was sort of still asleep ... trying to get up, so that was a bit hard. You miss out on the time with them to help them with whatever they need, so that's why I didn't stay in that position any longer because I felt that my time was just taken up by everything in the hotel and I wasn't having any family time.

It is apparent from these statements that some respondents in this group felt resentment about the long hours and work practices.

Long hours are the norm and the age group that was considering having children expressed worries about how the two could be compatible. They also expressed concern about role models in this respect.

FIONA: I'm single and I struggle to fit in any kind of personal life – never mind family.

JESSICA: None of them [senior executives] ever really leave the office it seems to me, before about 7 / 7.30, most of them get to work at 7 / 7.30 in the morning and then most of them have to commute on top of that, [they] must be away from their home – what , 15 / 16 hours a day?

JESSICA: The first thing that happened to me where bells rang was the day I came to sign my contract and I said it doesn't say anything here about hours of work [these were as business dictates] that's what it says, but surely there's office hours? And they said "Oh you know office hours vary from I guess 8 / 8.30 in the morning until 6 / 6.30 in the evening". I said "so it's just the expectation that you work more than 40 hours a week?" She said "as business demands". Now I'm used in my previous roles again [in hospitality] where you work as business demands ... now office hours are from 9 am to 5.30 pm. So if you are not there at 9 am you are late and if you are not there at 5.30 you have left early, and the problem is how do you performance manage anyone or not if you don't actually have standards?

PATRICIA: The weekend work, the long hours I do, a typical day of 10 hours a day, that's my normal day.

HANNAH: Now I'm under control, I would work regular hours from 8am till 6pm regularly. Here and there you have a late day. Twelve months ago I would have told you I was working anything from 8.00am to 9 o'clock at night ... it was pretty crazy, 9 o'clock might be the latest, 7 o'clock the earliest.

PATRICIA: It is a very demanding role and you've got to be prepared to give up other things that a female tends to do, i.e. family ... I wouldn't say I've chosen to give up family. My goal is my career, I'm very ambitious, it's just the way it turned out and I'm happy with that.

HANNAH: I don't see that any ... many efforts are made for women who are ready to have a family and hold senior positions.

HANNAH: In the immediate vicinity of XXX, XXX, and Corporate Office at XXX there's not one single senior woman with a family and I could name all the positions to you now.

JESSICA: I think the main barrier, and I experienced this, XXX is 40ish and single and a career women and rightly or wrongly, I feel that [her] expectations of my working hours are unrealistic. I am willing to put in the work when the work needs to be done but ... I never send emails after 6pm at night, I have priorities outside work.

The interviewees indicated that there was a perception that the industry can attract workaholics or maybe one needed to be a workaholic to succeed. This puts the onus on the employee to manage her / his hours by making the employee responsible for the hours worked when really it is a demand of the industry:

PATRICIA: No, I am a workaholic, I have no problem saying that, this is my life and my passion ... you certainly need to have some [passion] because you are not going to make it to the top if you don't.

FIONA: The industry does tend to attract workaholics as well.

An interesting finding was that whether or not women were single or had a partner, the hours concerned them all. It was referred to frequently – the fact that long hours were expected – even in an office environment where there were no clear set starting or finish times. There were references to the fact that negative remarks were made when a person left early, jocular in tone but not perceived as such in spirit. These issues appeared to affect all of the respondents, regardless of age group, status, or life stage. Long hours were seen as expected, though not always necessary or indeed productive. They reported that long hours seriously constrained women's choices and made them decide at an early career stage to define what they wanted in life.

The hours worked do not seem to decline with seniority. It could be argued that perhaps the women with families are more fortunate, at a certain time they **must** leave their work. Coupled with the perception of long hours was the respondent's questioning of whether these long hours were necessary, or whether they result in higher productivity. The respondents questioned how to manage work / life balance and what degree of flexibility was permitted so as to be able to manage family life while in higher managerial positions.

Long hours and productivity

The fact that the hours are long whilst working in hotels is embedded in the culture. Respondents in the previous section remarked how leaving early was negatively viewed. There was, however, commentary about the effectiveness of this aspect of the culture. Younger women generally tended to occupy more operational roles and were analytical in their views:

Younger women at the start of their career

SOPHIE: I think they [the managers here] truly have to put in the hours but a lot of it is spent by just you know chatting with staff, or doing work that I think that at that level you shouldn't be doing anymore, that you could easily delegate to someone else.

NANCY: I would say that a lot of the hours are unnecessary, my Reservations Managers is in, been here, from 8 'til 7 'til 9, and when I was doing training with him, guarantee five of those hours

were walking round the other offices pretending to do things and that drives me crazy ... you can get it [the job] done in the timeframe of eight hours of the day if, you know, heads down, if you want to relax a bit, you can do ... shorter periods.

SOPHIE: That is one of the frustrations that I have, a lot of people in management put in the hours, be at work for 12 hours, but actually how much they do in those 12 hours could easily be done in probably an eight-hour timeframe, and it seems to be expected that you spend so much time at work, but nobody questions what comes out in the end. To be quite frank, I think it's, part of it is, the NZ culture as well. I think the culture here is much more relaxed and not as result driven as it is in XXX. I've seen more senior managers overseas come into work and leave work within 9 hours and they get more done in a day than they do here.

BRIDGET: It is expected that you will be here a long day and my managers are reasonably supportive, if you have to go early they would never say no because I put in a lot of hours but, yes, I think we should focus more on our work / life balance because I just don't think it is that necessary to be there that many hours.

One respondent, when asked if she could do her job as efficiently and effectively in 8 hours, replied:

BRIDGET: Yeah, yeah, but you'd feel guilty [deep laugh].

Women established in their careers and those at a more senior level

This group was not involved with operations so they had more flexibility in their working day but they too expressed some frustrations:

GLORIA: I would have to work differently [for hours to reduce], there would have to be changes for that to happen ... I don't know what other people do, I know as far as my GM is concerned he does his emails at home.

JESSICA: I have a laptop, I have an internet connection at home, a mobile, if I could get XXX to agree to let me work one day a week at home, as in my previous company ... I think the company has not got with the program with technology and realised that you can sit anywhere. If I have a computer, mobile phone, pen and paper, who cares where I am?

REBECCA: I can tell you, recently things haven't been going very well, I don't feel like I'm doing that good a job, I'm missing deadlines, you get 300 emails, it's like, what do you focus on first? and ... it's not a male or female thing – it's the role.

KATE: I will encourage people to work from home a day a week or encourage people to do it because the amount of work you get done without a phone ringing constantly is unbelievable.

JESSICA: I just don't think that in general we create an environment where it is acceptable for people to leave work, because the General Managers and the men in general don't leave work early

to go home to the kids, certainly not in my hotels. For the women, are we then creating an environment where they can't?

PATRICIA: In this property it's not expectation [long hours]. Let me put it this way – I could cut that down absolutely but ... what would happen is that I would probably feel that I would be losing touch with part of my team. We have such shift workers ... I like to be around and see my staff ... the expectation there is that meetings are conducted Mondays to Fridays between the hours of 8 to 5.

KATE: Becoming a mother gave me the immediate ability, if you like, to be able to prioritise things. You didn't have any fat in the day, no fat whatsoever in the day.

KATE: I had to put up with a lot of little comments from the General Managers within my hotels "it's your day off today isn't it?" And it wasn't my day off – I was working 16 hours to compensate not being at the hotel.

HANNAH: What the hotel could do, would be ... looking at the job descriptions, there would be plenty of opportunities to job share for many of the positions, to increase the multi-skilling of positions, where an individual worked so many hours in one position and then go onto another. We are a 24 / 7 operation so there's plenty of available hours to fit within school hours or daycare hours or parenting time – it's just being a bit flexible about the way we employ people.

CLAIRE: I still think we have a long way to go ... I remember 20-odd years ago in other countries, there were women then, they were job sharing, that is something they do in Australia but we still have such a long way to go ... but the industry has only just become more receptive to that.

KATE: [Job sharing] I think that is very hard when managing senior people, so I manage managers, that would be very difficult to have, however you could skip responsibility and have someone do the legwork that I do and have me do, if you like, the more senior aspects of it.

This discussion revealed that the culture of long hours and its relationship with productivity is a contentious issue. Women on all levels debated the reality of long hours and its impact on their lives. Productivity was something they gave much thought to as hours worked make a crucial difference to family time. The remarks made by younger women were sometimes scathing about managers appearing to be productive when that was not necessarily the case. With regard to the women in more executive roles, in theory there should have had more flexibility to get the job done in the most efficient manner. Many thought, however, that there would need to be changes in the culture to adopt more lifestyle friendly work practices. Working from home and job sharing were two practices that were mentioned. The younger women in more operational roles felt

there could be shorter hours while at the more senior executive levels the women felt that the lack of flexibility impaired productivity:

HANNAH: I think it is the way we train. In terms of the unit of the standard operating procedure or SOP, I'm looking at this stuff, I think that creates a culture of micro-management sometimes because that is how we have asked our managers to train people, so that is how they are going to performance manage people. And then we ask them to demonstrate that they have taught people that skill.

4. The social nature of the industry

It is not only long hours, but the additional social activities expected of the industry that can affect work / life balance. The differences between work and social life can become blurred:

FIONA: We have an employee survey that we do quarterly and for the first time work / life balance came across all of Asia Pacific as one of the priorities to be dealt with, so that means it is not just a women issue.

Younger women at the start of their career

Women at this stage of their career are working on a more operational level so they did not have expectations about work-related social obligations. Their social life may also be more flexible to allow them to fit social functions in, rather than them interfering with other commitments. That is not to say that this group was not affected:

SOPHIE: My assumption is that a lot of people in management, here in XXX, they don't have any family at home, most of them are women and that for me [laughs] I'm sure if they had family at home they would not be at work until 7 o'clock at night. I don't know a lot of people outside, that's why I socialise with a lot of people from work too ... and I was one of the people that always used to, you know, stay at work hours and hours after I had to.

Women more established in their career

For this group, who are less operational, respondents reported more formal and informal socialising being requested outside of work hours:

JESSICA: You know, the meetings, where you have to have a cocktail before the meeting and that'll be like at 7 o'clock at night, and that might run until oh ... 11.30pm, and a couple of beers and a couple of wines later and then we've all got to rock up and have this meeting the next morning at 8.30 am, having had this big drinking session the night before...

JESSICA: Then there is all the social functions that we are expected to attend in the evenings. I'd say one a fortnight, on average, one of them I've been performance managed because I didn't go to guest cocktails, guest cocktails happens once every four weeks, and we get rostered once every four weeks.

HANNAH: Like the thing I find with my job probably is that there is at least one to two functions per week that I have to go to, someone's come out from some other hotel, we've got to all go and meet them, there's a farewell, someone's having a promotion, there's drinks, half the time it's social but there is the expectation that you attend and that is probably what I find most straining is that once or twice a week ... that's where you find the work / life balance a bit tricky ... things come up at quite short notice. ... People feel an expectation to at least make an appearance ... not formally ... [but]

HANNAH: Our company, because we are so large, there's transfers and movements all the time, so it's true once or twice a week you are out, and the other nights you want to stay home because you have got your cooking and washing and ironing to do, so it does impact on your ... to catch up with your friends because you've got to try and do it all at the weekend.

FIONA: [The drinking culture] is getting better, but there still is a lot of that there; it's a party culture in many senses. It's all round Food and Beverage, it's all about being in restaurants and bars.

KATE: There is so much social time at work, so much social time because especially in hotels there are so many people who work there and even though you might be from sales and marketing, the offices are usually located in non-guest spaces of the hotels, everybody's downstairs, there's chats around the coffee machine, chats over lunch, this, that, and the other.

The respondents reported stress here caused by trying to fit everything into a limited timeframe. Some General Managers felt that all executives and department heads should attend the weekly / monthly guest cocktail party, some did not. As well as the requirement to attend social events, respondents felt there was an onus on managers to be social in the workplace, to get out of the office, and talk to the employees. Moreover if the position is in a guest contact role, there is also the expectation to talk to the guests:

GLORIA: One of the things I personally find challenging about hotels is the high social nature required, I come out as being more social than analytical but I am aware that I use my analytical side frequently and that for me could be a barrier in moving forward.

Women established in their career at a more senior level

Senior women did not articulate the same sense of stress. This may have been because they were single or their children were older and they could pick which social events they attended. When working away from home, respondents commented that the hotel did tend to become their social life:

FIONA: I could cut my hours back but I do enjoy it as well. I mean, a foreign country as well without family support, and all the rest of it so it was easier, especially when I first got here, to just work, so yes a lot of us bring it on ourselves, there's no doubt about that. Because I look around at some of my colleagues ... they manage it much better.

Work / life balance was complicated by the fact that because people spent so long at work they socialised further with work colleagues who shared their patterns of work, unlike their contacts outside the industry. A point to note is that due to the mobility of those in the industry, women often ended up living in an area where they had no social contacts. This means they sometimes became dependent on the hotel for their social life. This seemed to mainly affect single people who did not have the support of bringing their family when they moved. Women without a family were also more likely to be able to take the opportunity to move because of a lack of family constraints.

5. Mobility and travel

Three aspects of mobility emerged from the interviews:

- Travel as an integral component of a more senior role, as a 'regional' or 'cluster' head;
- Geographical mobility – need to move for jobs, to gain experience in the career path; and
- It is a career advantage for women who wish to have a family to stay with the company where they have built up a reputation.

Younger women at the start of their career

Some of these younger women had partners, others were single – none had children. This group expressed concerns about moving with regards to gaining experience. Some felt that the process was not straightforward: for example:

LUCY: There is this definite barrier at our level of management to move forward, to move anywhere. If I was a Revenue Manager I would be gone like that [transferred very quickly]. I see ample

opportunity within the company but you're very isolated down in this region because there are a lot of other roles which it would be great for any of us to enter and then come back and add to the operation but I'm not sure whether the company doesn't want to have the hassle of dealing with visas, unless you are in a much higher role than we currently are. If you are in the UK or the US, in a bigger organisation where there is a lot more tiers and more hotels, you're dealing with thousands of hotels.

BRIDGET: Have to move...I'd say every two [years], after you are a General Manager you can probably be a little more settled.

LUCY: I guess my career is at a stagnant point just now and now is a good time to do it [have a baby] because I'm not moving career wise.

The women in this study strongly associated moving to gain experience or a promotion as necessary to their career path. Not being able to move was a barrier to advancing not just for women but men too. One woman discussed how having children affected a male colleague:

LUCY: His everyday living is so driven around what the children are doing that you wonder how much impact it has on the business ... he's not giving 100% to the role because his situation with the children, he says no to a lot of the travel.

The remarks of the younger interviewees show that they were the least disadvantaged by mobility factors, as they [and partner] are unencumbered enough to be able to move easily. It is more difficult being mobile while factoring in a husband or children's needs. One could argue that a man moving also has to factor in his children's needs but generally, this appears to be the responsibility of his wife rather than his primary responsibility:

LUCY: When I look at the men a lot of them have children, they continue on their daily lives, doing the long hours and they are still in the office, still doing what they need to do. Yeah, its funny, none of the women I work with have children at our level or above.

The main concern of women in this age group was to obtain the promotional transfer, particularly to another country, but they also worried about transferring in the future with a family. At this stage, they are less likely to be married so they do not have to reconcile the needs of a husband's career with their own. Moreover, their comments indicate that they have been affected by the flattening of the organisational structure hence there are less developmental opportunities and sometimes they are not deemed ready for the promotion to the next level. Due to the company structure in each geographic region they reported finding it hard

to transfer out of their own region. It is, overall, seen as essential to move to develop. If these developmental opportunities are not possible to achieve, the respondents indicated they thought of moving company or having a family. As indicated previously, this expectation on mobility can also affect a man's career if he is unwilling to travel.

Women more established in their career

Some of this more established group reported being relatively independent and willing to avail themselves of the chance to 'try out' a position for a short time:

HANNAH: I'm going down to XXX for a developmental opportunity ... had I children I wouldn't have been able to do that because they're not providing much in the way of [inaudible] so it's quite interesting, there's an opportunity there. Had I had a small child it would not have been possible.

Reflecting on whose career will take precedence, husband or wife, is a complex issue. Statements made by some participants illustrate that for many of the interviewees particularly if they have a family, they are more inclined to relocate for a husband's career:

BRIDGET: But I have to say that being married, I did feel that my career wasn't going to go anywhere. I knew that that was going to hold me back because my husband wouldn't have wanted to move.

GLORIA: [On having children] I see that the first few years will be, I guess I've got the picture of a hand break in my mind ... we become stationary for a while as far as location goes ...

DEBORAH: No ... I would be able to move but not straight away ... I've got to provide for my children first. I would research locations first ... if my family life is not going to adapt to the situation, then I would not be happy, I would not take the position.

These respondents reported needing to move to where the best developmental position was for them to progress. Often a short-term posting enabled them to 'try out' a role so the hotel could see if the person was ready for the next career jump. If children were involved, this became more difficult; for example, trying to sort out short-term arrangements for childcare and schools.

Women established in their career at a more senior level

Travel and mobility was also an issue for the senior women as their comments illustrate:

FIONA: It's tough [the travel component], I mean out of the area team there's five of us, three guys are married, the two women are not, which says a lot about society and what men are prepared to put up with.

CLAIRE: The situation with my ex-husband where I always thought that he was not receptive to me moving cities. I think I would have made this progression a lot quicker had I [been able to relocate].

One further point to be considered with regards to a manager's need to move in order to progress is that it can be a career advantage for women to remain with one organisation, instead of moving frequently. It can allow her to build up a history within the company. One respondent who had been with the company for some time, reported that she was recognised as an asset by the company which made it possible for her to continue in her demanding role while having children. This need for 'a history' could also hold women back from moving for promotion outside of their company, as they may need to build a history in order to be able to combine family with career. This fits with the findings from the section on the Old Boy Network, where women with children can be perceived as being a liability for the company. To be recognised for skills or excellence prior to the arrival of children may counter the negativity:

KATE: Probably because of the length of time that I've been with the organisation prior to having children, and I think that that is really key, I know for example if someone had applied for my role, if that was a female that had children, no way, they would have to be absolutely shining on paper.

Many senior women are single or have no dependants, making the travel easier. Also, if one is an executive with no regional responsibilities, there is not as much travel involved:

FIONA: The regional people travel; generally the hotel teams don't, very much, maybe a conference or a workshop or a training program, once or twice a year. So in general, travel is not an issue for most.

FIONA: I work on average 10 hours a day, 5 days a week and probably 4 to 6 hours on the weekend as well and on top of that I travel quite a lot with my role which I don't mind. But I'm quite often travelling on the weekends as well.

6. Role models and career paths

To conclude, participant's views on the importance of role models and the career path to General Manager are outlined.

Role models

The respondents reported that female role models are necessary. They commented on the fact they wanted 'normal' role models, with a lifestyle that respondents could identify with. While there were senior women in the company, not all respondents wanted to be like them, others seemed to be inspirational for the respondents. One issue was that there are just not enough role models, and hotels do not seem to differ from other industries where women are concentrated in 'caring' areas such as Human Resources:

JESSICA: I was really inspired by XXX, when I started working. I thought, well, here's this woman who has it all, and she's the career woman, and isn't that fantastic and amazing and she's high flying and she gets to travel everywhere and wear power suits and you know it's every little girl's Barbie fantasy, or whatever you want to call it, and then I realised that she works constantly.

LUCY: If more women were at General Manager level, maybe the perceptions and actual reality of the role could change to make it more attractive. At the moment it is unattractive for women and seen as a man's job because if there is a family, the wife can mind the kids.

DEBORAH: I feel that I don't have enough role models, I feel that in managerial situations (women are in Human Resources and not in rooms and it's like a different department) and so far I haven't been able to get a role model and it's not that I want one but it would be nice to have a mother who has had to deal with whatever is here and dealing with children at the same time, and with all the people I work with none of them have children.

NANCY: We went onto the website, we found one [woman] in Human Resources, which is usually female dominated ... 15 men and I think there were two women ... in the [company] management. When you start talking about directors and area managers, [it made you feel] pathetic, like you've got no hope, as keen and no matter how much drive you've got.

NANCY: [Role models] It would be good, it would be nice, it wouldn't be necessary, but just to hear how some women have achieved, what they wanted, how they've gone about it, like talking about real women, not ... if you know what I mean ... normal women who have respect for themselves.

PATRICIA: That is the one thing that made me take this [job], her passion for the industry was just like looking at me, and I just

thought this is fantastic to find someone else as passionate and so determined you know to get to the top.

Role models with families

Interviewees consistently raised the issue of women who had partners and families as role models within the organisation. Respondents at all stages of their careers professed profound regret about their absence, for example:

JESSICA: I believe that in this organisation when you look at the women who are in senior roles, perhaps I don't know enough of the women, but very few of them from what I can see are in relationships that have lasted, that have been married since they first got into hotels and are still married a few years down the track, and have children. In fact I don't know [any] apart from the housekeepers perhaps.

BRIDGET: If I want to make it as General Manager [GM] I know that marriage and children will probably be out of the picture because if you look at all the examples of female GMs there are, so many whose marriages go under, there's not so many who can make it all work. You have to work so many hours and it consumes you so much.

Career paths

The steps in the career path in hotels are significant in this study because the availability of development positions on the career path can affect a female manager's progress. There have been changes in the industry over the last few years and interviewees were asked to reflect on the availability of career paths. Formerly Food and Beverage Management experience was seen as a vital component of an aspiring General Manager's career. That no longer seems to be the case:

FIONA: I think the way it has changed in this company and maybe in the industry as well it is not so time focused, you have to do two years here before you do that – well that's gone. There's a lot more focus on ensuring that people have people management skills which I don't know how focused that was before. I think there's still a strong Food and Beverage predominance, but more people coming out of Front Office as well. We've got a few from Finance and Sales and they are not traditionally General Managers roles because, again, Sales are quite often seen as not really business focused necessarily although that is changing as well.

CLAIRE: That is something we do very well in our organisation. I think we brought people in from Finance; we brought people in from Sales and Marketing, from all parts of the business.

The younger female managers reported that experience as a manager within Food and Beverage is no longer so important for the career path to General Manager and may, in fact, reduce opportunities:

ELAINE: Once you get to Food and Beverage Manager there's not many places to go from there, there is no natural progression. After that point you've got to move back over to Front Office.

Conclusion

One conclusion to be drawn is that the Food and Beverage element of the hotel career path is now one less barrier to be negotiated by women in order to progress. Many others – as historically detailed by Guerrier (1986), Hicks (1990), Purcell (1996), and Woods and Viehland (2000) – still exist. Insights to hidden barriers in organisations provided by Green (2002) may put the experiences of the women in this research into context. In the light of Scully's query as to whether women have the same opportunities as men in organisations (Scully 2003), are there in fact opportunity structures in this hotel company to ensure that women can progress? This and other questions arising from the findings of both survey and interviews will be discussed in the next chapter.

Chapter Six: Discussion and conclusions

Introduction

This final chapter is divided into two sections; the first part discusses the findings of the research. The second section draws conclusions from the research and looks at the implications for the hotel industry.

Outline of the research problem

At the beginning of this research the research problem was as follows:

The purpose of the research is to investigate why women have made only marginal progress in reaching senior executive positions within the international hospitality industry.

From the literature review, it was evident that there had been little research relating to the specific barriers, if any, women face in their careers in hotels in Australia and New Zealand. The point at which women's representation began to decline in senior management ranks within hotels was uncertain. There were further unknowns: a) Do organisational barriers exist? and b) Are the barriers (if they exist) institutional or cultural?

Gradually the research question evolved into:

What significant barriers are present within the organisational structures for women managers in hotels in Australia and New Zealand that impedes their progress to top management positions?

The next consideration was: Is there an identifiable stage of a woman's career when this begins to happen?

To explore this in tandem with the research problem, two research methods were used, an online survey and semi-structured interviews. Each method used on its own would have given less insight. The data from the survey 'signposted' issues that warranted more investigation during the key informant interviews. The 'barrier' question was of great value as it elicited animated responses from many of the respondents who held strong opinions on the issue. It is regrettable that not all the issues brought up, such as ageism, could be explored further in this study.

Organising the data proved enormously difficult as there was so much rich data which led in many different directions. The barriers that seemed to impact most on the respondents' progression seemed to be those of the dominant hotel culture. According to Green and Cassell (1996) there are hidden barriers present in

organisational cultures which inhibit the achievement of women managers. Maddock and Parkin (1993) discuss how many organisational cultures appear to be dominated by male values. Acker (2006) goes further in stating that we need to utilise a more feminist approach when we interpret women in management studies in order to see them their real patriarchal context within organisations.

Discussion

The aim of the research was to identify what significant barriers are present within the organisational structures for women managers in hotels in Australia and New Zealand that impedes their progress to top management positions. The barriers identified in both the survey and interviews will be discussed.

A key finding is that when looking at the research question, it is clear that women cannot be seen as one homogenous group. The barriers identified were specific to where respondents were in their career life cycle.

Barriers identified suggest that the organisational structures of the hotel companies were reflective of the conceptual framework of inequality regimes (Acker 2006). An inequality regime implies that workplace disparities are systematic. Some of the organising processes where she sees inequalities are:

- Practices and processes used to achieve goals;
- How gender inequalities are produced as work processes (formal and informal) are carried out;
- Organising the general requirements of work; and
- Recruitment and hiring.

Much of the following discussion looks at how the organising processes of an inequality regime can effectively provide barriers to women wishing to progress to senior management in a traditional masculine culture.

The Old Boy Network

While the survey data suggested the presence of the Old Boy Network, the interviews revealed its embedded nature and its powerful effects on women's careers. Respondents were expressive about the male led culture which ultimately guided practices that made it more difficult for them to network. As noted earlier male dominated culture can lead women to be marginalised, sidelined, or to miss developmental and promotional opportunities. There are undoubtedly positive

male and female role models within the company, as they were spoken about with great respect. In general, however, male attitudes prevailed. They prevailed within the competency system of choosing employees for promotion, and they prevailed within networking practices and the processes for getting work done. Many female hotel managers' experiences had parallels with the experiences of female bank managers (Liff and Ward 2001). The biggest difference between the two professions was the bank had actively pursued policies to promote more women to senior management ranks although this effort had been effectively undermined by male managers. The hotel company in this study has yet to put proactive female policies into operation. Individual managers can continue to try to make a difference, but in essence – with each hotel being to a certain degree autonomous, strongly linked with its owner's philosophy – a more chauvinistic attitude may prevail in individual properties. This was reflected in anecdotal reports in one hotel where women were given promotion in return for sexual favours. Hotel managers have great authority and visibility which gives their opinions great weight (Guerriere 1986).

Concerns about pregnancy

A second key barrier was concerns around pregnancy. Respondents showed an understandably cautious reaction to the issue of pregnancy. Fear was expressed: fear of what might result if they become pregnant; loss of career chances; loss of employment; loss of flexible work patterns if a manager should change; and even fear of loss of their job. One young woman spoke in hushed tones as she said how she had "*seen it happen*". Respondents spoke of an attitude among managers in the industry that there was less value in hiring a young woman rather than a young man. Viewpoints do not seem to have changed since the 1980s, where research had shown a lack of respect for female managers to be prevalent (Hicks 1990). Sixteen years later, some of the same viewpoints are still evident in Australia and New Zealand. This fear has not been expressed to any great extent in the mainstream feminist literature where feminism in the workplace is regarded as a preoccupation of the white middle class (Calas and Smircich 1996). However, in modern western societies where often both partners work to support a household, the loss of one income can be a crippling blow. Human Resource Managers do not seem to be fully effective in changing such practices. This is not unexpected given

that Human Resources Management 'best practice' has not generally been absorbed into the mainstream hospitality sector.

The respondents also expressed concern about the financial consequences of motherhood. Many of the women who responded to the survey belong to the lower paid category of workers, and there is no maternity pay in Australia and only statutory minimum pay in New Zealand. Therefore the financial implications of having a child are sobering. One respondent expressed concern that if her manager changed, family friendly working practices might cease. This posed a real financial threat to her as her family needed her income as well as her husband's. Other interviewees accepted that a woman would often leave a job and not come back, as she would be unable to afford the childcare. More importantly, many of the respondents noted that the norms of hotel working life were not family friendly. This perspective was also reinforced by the interviewees where the financial burden was offered as a further difficulty of being a working mother. Respondents reported that one would need to be in a highly paid position to afford a working mother 'lifestyle' of takeaways, home help, and the cost of childcare. More than one respondent mentioned one advantage of a higher position is that a woman would have the flexibility to work around her maternal responsibilities. In some countries where working for a company for a certain length of time brings sizable rewards in terms of maternity pay, it may be financially worthwhile for women to stay with a company for a minimum qualifying period to allow them to receive company maternity pay. In the UK, in one major hotel company, after being employed for the qualifying period maternity pay is 90% of a woman's full salary for three months and 50% of her full salary for the following three months.

Competencies and productivity

A further barrier revolves around competencies and productivity. There are indications that competency based promotion can put women at a disadvantage, as decisions on competence frameworks can be based on technical criteria while overlooking positive approaches that women may bring to management. Rees and Garney (2003) had shown the competency frameworks based on the 'means' to achieve a task dominated leading to the neglect of the 'ends' of improved performance. The softer skills (such as customer orientation) – which tend to be a strong female competency – also need to be measured. According to Dielman and

Leenders (2000), using management tools such as The Balanced Score Card (which looks at performance from four different perspectives; financial, customer, business processes, and learning) helps to focus on “outcomes of performance rather than the input of performance activities” (p. 247). In the present study interviewees commented that ‘being there’ seemed to count for everything but the productivity associated with ‘being there’, was not measured.

The issue of productivity had significant effect on respondent’s perceptions about the possibility of combining work and family. Part of the long hours culture results in managers being there whether they are required or not. This supports previous research by Timo and Davidson (2002) regarding the ‘being there’ style of management practiced in many Australian hotels. Timo and Davidson (2002) argue that large Australian multi-national hotel enterprises are dominated by HR Management practices that use ‘low trust’ strategies based on the use of flexible labour. In contrast, high trust strategies include practices such as quality circles and empowerment of employees, as well as career planning. It is possible that this low trust philosophy is why some General Managers find it difficult to accept that people can work effectively unsupervised. One respondent said, *“In terms of the unit of the standard operating procedure (or SOP), I’m looking at this stuff, I think that creates a culture of micro-management sometimes”*. According to Timo and Davidson (2002), one way in which hotels in Australia seek to standardise their product is to have extensive codes of practice and employee manuals that detail how exactly an employee is to carry out a task. This could lead to a culture of ‘micro-management’ in hotels.

Social nature of the industry

Interlinked with the long hours culture is the high sociability of the industry and that so much time seems to be expected to be spent on socialising on the job. In operational roles that can mean walking around the restaurants, function areas, or the guest areas, or chatting in the office. Some after hours socialising is expected from both operational and non-operational managers. Also the ‘party culture’ associated with the industry was commented upon. Respondents described being judged on their ability to socialise, or how they might be negatively viewed if they failed to appear at a guest cocktail party.

The social nature of the industry exacerbates the effect of long hours on a person's lifestyle. This was reflected in the company's employee survey and appears to have an equally negative effect at all levels of management. These two issues contributed greatly to respondent's perception of work / life balance. Long working hours are normal and expected by both managers and the people they report to. This has long been recognised in the literature (Hicks 1990; Purcell 1996). There is a disparity, however, between the working hours the respondents believe are necessary to get the job done and the hours actually worked. Women – particularly at the more junior operational levels – did not always believe that long hours were necessary but were, nevertheless, expected. The women at a more senior level recognised that flexibility in how and where one worked, while not affecting the volume of work, would have a major positive effect on their quality of life.

Evident here also is the traditionalism embedded in the hotel culture. It impinges on that potential flexibility, as the traditional model of working in a hotel is still the 'being there', patriarchal style of management (Timo and Davidson 2002). The 'hands on' style of management is also generally preferred and, in some cases, used as a positive point by some managers in job interviews. When the long hours are added to management requests to socialise outside the job, the difficulty in attaining work / life balance is clear.

Career / family choice

Younger women spoke unemotionally of the necessity to give up certain things to further their career. They spoke of being willing to choose their careers over motherhood, relationships, and outside interests. This can become a self-fulfilling prophesy as the long hours and geographical mobility tend to isolate them socially. What they appear to accept is a life with work as its primary focus. Purcell (1996) stated that, traditionally, long working hours and a willingness to be geographically mobile were seen to be prerequisites for the job of hotel manager. What was also borne out by the interviews is that the boundaries between work and non-work are blurred. Some of the younger women expressed concern about what would happen if they met a partner? Would they then be so career driven? Other women who have partners remain committed to a career, but would still like a family. It is to be noted, though, that a career that seemed to

present the respondents with such uncompromising options is not in the end likely to retain the majority of new female entrants into the industry. With other industries competing for skilled labour or graduates, women may prefer a career in some other field where they perceive they can have both a family and a career.

The hotel company supported this research which suggests that social attitudes are changing. It has also acknowledged that work / life balance is now a major issue for its employees. Certainly it has become increasingly clear that there may be a reduced pool of women willing to sacrifice financial reward and work / life balance in an industry that places so many barriers in their way.

Mobility and travel

There is evidence in the literature that suggests that mobility is a positive feature in the hotel sector, a factor associated with more career opportunities and higher salary levels (Carbery et al. 2003; Hicks 1990). The interviewees frequently referred to mobility as a necessity – to get the next developmental position, one has to move location when the right promotional role comes up. This was even more pronounced at senior levels where there were not so many roles available and it was an imperative to relocate whenever or wherever a suitable role became available. This could negatively affect women with a family or a partner unwilling to relocate. A system may be in place which by default promotes single men, or men with partners who do not have a full time career. Given the realities of a hotel manager's working hours, it is possible that their partners have more flexible and perhaps less hours if in paid employment in order to meet the family responsibilities. Therefore men may have a greater likelihood of getting the available promotions, based on their degree of mobility.

Role models

The lack of role models clouds women's expectations of what they can aspire to in this company. Liff and Ward (2001) note the appearance of "the childless superwoman in the banking industry" (p. 32). They also note that the ideal manager is one who is steeped in characteristics seen as male, such as aggression. Some men saw similar characteristics in women as an example of losing their femininity (Liff and Ward 2001). What is noticeable from the interviewees in this study is that women who have attained higher positions are spoken about

positively. There was one negative reference to a senior female manager in the survey data, but that was an exception amongst the mainly positive comments about senior females within the company during the interviews.

Overall, evidence suggests there is not the resentment from other females who work for female managers that Purcell (1996) remarks on in her studies. Lack of co-operation was commented on by one senior female manager when she initially started in a new hotel, “*Worst thing – looking forward to [having] a secretary, [but] she didn’t like working for a woman*”.

In general, there are few senior women in the company outside of the traditional departments of Housekeeping and Human Resources. As previously mentioned, very few of those senior managers have children. The respondents appeared to take on board the message that within the organisation, family and career are incompatible. The invisibility of female managers with partners and children is stark. As long as this situation persists, this is the message that the female managers of the company will continue to receive. To fit the model of the successful female manager, they should ideally be single and without young children. What was interesting to note was that the only two female General Managers in the company had older children (over 14 years of age), who were more independent and did not require the same degree of supervision as younger children. These women were seen as a source of inspiration for other aspiring female managers.

The career path to General Manager

The career path to General Manager has changed greatly since the days when one had to be a Food and Beverage Manager at some stage to get on. Traditionally, the opportunity to get experience in this role was more difficult for women and the lack of experience reduced the chances to progress faster (Woods and Viehland 2000). This is a major change for the organisation being studied and possibly industry wide. The literature is clear that one of the traditional pathways to General Manager was through opportunities as Food and Beverage Manager. This has now changed with the advent of Revenue Management. This method of maximising the economic yields of hotels, based on airline led inventory supply and demand systems, has now meant that the path to General Manager can equally be through Financial Management, Marketing, or Front Office. A Food and

Beverage background is no longer an advantage if it is not backed up with Front Office experience. Another factor weighting against an Food and Beverage background is that many hotels have downgraded or outsourced these operations. In 2000, a published study of the lodging industry showed that only 16% of Food and Beverage Managers were female, and it was estimated that if the present promotional trend continued (of managers with a Food and Beverage background being favoured candidates) then twice as many men as women would progress to General Manager (Woods and Viehland 2000). The perception of younger managers, however, seems to be that Food and Beverage experience is no longer as important for the career path to GM.

Conclusions

Organisational barriers

The research has shown that there are organisational barriers that prevent women from advancing within the structures of the hotel company. These are linked to two things: firstly the processes and practices described by Acker (2006) in her concept of the inequality regime that can disadvantage women and secondly the career life cycle affects which particular barriers female managers may encounter at particular stages of their career. They can be categorised as follows:

1. The invisible aspects of the selection process

The company promotional policies indicate a clear and fair selection process for promotional positions. The promotion process is outlined as competency based but the problem is that there are tensions between what is stated and what actually happens. It is the 'hidden' unsaid aspects of an organisation's culture that impact on who gets promoted. Respondents commented that who one knew and having friends in the right places could influence promotional chances. Although this process could disadvantage men as well as women, the dominant masculine culture within the industry would tend to support the selection of men rather than women. As long as the promotional process is not transparent and open, impartial selection processes cannot be guaranteed. While some younger respondents felt the process as fair and visible because it was based on competencies, they saw as unfair the fact that unless their senior managers agreed, they could not apply for the job. The senior female managers were more aware of the 'deals behind closed doors' influencing who was selected for a job.

2. Competency based promotion

As commented on earlier, competency based promotions may not advantage women. Another flaw in this system of competency based promotional process is that individual managers suggest who will go for promotion. While during the interview, the interviewee may be evaluated on purely competency based criteria, the value judgements that a manager might have used to suggest who should apply for a job may be biased. According to one respondent *“the first thing they say to you if you try and apply for something is ‘do you have the manager’s approval?’ ...and without that OK it is very hard to proceed with going for that job”*. She added that although her General Manager agreed that she was ready for promotion; he felt that it was a priority to find another [male] manager a role first. Superficially it should be easy to choose the roles that will advantage a female manager’s career, but in reality anything can delay that happening, from the bias of supervisors, the needs of the business, or someone else being seen as more important in promotional order.

3. An absence of company wide mandatory family friendly policies

There were not company wide family friendly working practices – such as flexi-time, part time working options, workplace childcare arrangement, or working from home options. What family friendly practices there were seemed to depend on individual managers This correlated to Timo and Davidson’s conclusion in the Australian hotel research that, “departmentalization encourages unitarist managerial styles and informal rule making that shapes the pattern of labour use” (2002, p. 192). Policies such as flexi-time allow a female manager to plan her family life or childcare in the future. While research in other industries does not suggest that family friendly policies are completely effective (Liff and Ward 2001), certainly their existence might alleviate many respondents’ pessimistic outlooks on combining a career with family.

4. Outdated work practices

Many work practices in hotels have a long tradition of labour intensive expectations (Hicks 1990; Boxall and Purcell 2003). Work practices such as long hours and social demands outside work hours can put stress on managers. Modern technology, and the subsequent option of working from home for some job functions for part of the working week, has not been accepted as an effective

proposition within this company. Its application outside the physical hotel environment would make it easier for managers to balance their lives more effectively.

5. Cultural

5.1 The masculine culture traditionally found in hotels forms a barrier to women's prospects of promotion due to the following factors:

- Women's lack of access to male informal social networks, membership of which appears advantageous to promotional prospects.
- The possibility of bias against hiring women who may be likely to have a family. One respondent spoke of interviewing a male and a female manager, *"if she is a family woman I know she is going to leave ... if I was sitting there talking to a General Manager and they were equally skilled, the guy would get the job"*.
- The perception of discriminatory practices against women who become pregnant. For example one respondent spoke of *"Even when women get pregnant in hotels their opportunities for promotion are immediately dismissed or...I fully think I have seen it [whispers] I believe it. I'm afraid that managers see it as not really ... it's obviously not the best for the company is it?"*
- Lack of flexibility for women with families. One respondent wondered how one would tell a General Manager that a female manager had to leave during really busy times to pick up her child.

One could argue that not all hotels or regions would practice or allow the perception that such discrimination occurs. Some hotels actively tried to recruit women, however as long as discrimination appears to happen and is talked about by women in the hotels it will exert a negative bias.

5.2. The long hours and social nature of the culture forms a barrier to the upwards progression of women with young families. As one respondent noted:

...the men in general don't leave early to go home to the kids ... for the women are we then creating an environment where they can't?

5.3. Women with young families are not easily relocated (especially for temporary assignments) and relocation is crucially important to a person's promotional prospects. This forms a barrier to promotion of women with partners and women with young families. One respondent spoke of a developmental opportunity that she would not have been able to take up if she had a family.

5.4. The absence of role models with young families sends a very strong negative message to women reviewing their career options and that, in turn, forms a barrier to women wishing to progress.

With regards to the questions arising from the literature review:

- There was no evidence that the higher female proportion of women workers in the hotel industry, and that the female propensity to resist female authority spoken about in the literature (Purcell 1996) was a factor influencing the career of the women that were interviewed.
- A crucial pivot had been seen as the promotional process for the senior level. In response to the view expressed in the literature, the conclusion from this research is that there are barriers for women being promoted to senior posts due in part to a not very visible or open selection process. Women's lack of mobility exacerbates this barrier.
- The view that women lack the experience in departments such as Food and Beverage that traditionally allowed them to be considered for higher positions was not supported by the research.

In terms of the premise that women reach a certain point where they make a conscious decision not to go further, the research supports this hypothesis. From the survey data it could be seen that the majority of women have been employed for five years or less. The main barrier they gave for not progressing to the next level was family related. The research would support the conclusion that most of these women would leave the company when starting a family or not come back from maternity leave.

The women who stayed are women without a family commitment and many are prepared not to have a family. A number of interviewees stressed that many of the senior women were childless and frequently partnerless. However one respondent

felt the pool of women willing to accept this lifestyle among the Generation X and Generation Y graduates was shrinking. Hotels may have to radically rethink their policies in order to attract both men and women in the future.

Implications of the research

The findings clearly show that for female managers seeking to progress up the career ladder in Australian or New Zealand hotels, it will be difficult for them to combine family life and career in the same way as their male colleagues. It is unlikely, judging from research that has been carried out in other countries, that circumstances elsewhere are radically different. Much of the hotel industry's high turnover of staff, both male and female, can be blamed on poor working conditions in many areas of the hotel industry. These include long hours, the stressful nature of the job, and low rates of pay (Deery 2002).

The main implication of this research is that the negative aspects of hotel culture and organisational practices disadvantage women at various stages of their career life cycle. Mobility is high within the industry and certainly is not entirely positive in terms of its effect on a stable working environment. According to Deery, "The job mobility element of turnover culture highlights the ambivalence of both management and employees to turnover" (2002, p. 61). In this study respondents felt it was necessary to transfer frequently in order to progress. If development opportunities could be managed by large companies in such a way that frequent mobility would cease to be viewed as necessary for promotion, there would be one barrier less for women's participation on equal terms in the workplace.

The respondents also felt productivity was an issue and it was more important to 'be there' than to have necessarily accomplished anything while one was 'there'. In their research into Australian hotel work practices, Timo and Davidson (2002) found that more than half of the labour force was 'casual', to give flexibility and help reduce labour costs, a percentage that is higher than the OECD average. Such high use of casual or contingent labour adds to the instability of the labour background and makes Human Resource Management and Operational Management more difficult and arguably contributes to longer hours for managers generally.

The initial literature review indicated that Strategic Human Resource Management practices had not been widely applied to the hotel industry. It would be rewarding to study the application of HR Management best practice to a group of hotels and measure the difference before and after. The advantage to the hotels concerned would be the potential to reduce labour turnover, reduce recruitment costs, and increase productivity.

This exploratory case study research is based in a large multinational enterprise with hotels covering luxury, mid-scale, and budget categories across Australia and New Zealand. Given the significantly high returns of the survey, 320 out of 605, and that 18 semi-structured interviews were carried out in a variety of locations across a variety of job positions, it can be argued that the research has a reasonable degree of validity. There was triangulation of research methods and both quantitative and qualitative methods were used to extract data. In terms of the generalisability of findings, they could be applied to other large multiple hotel enterprises in Australia and New Zealand with some provisos. Where a hotel company has a management contract to operate a hotel, the manner in which the hotel is run will be subject to the owners' philosophy. Respondents perceived great differences between hotels with different owners, but operated by the same hotel management company. Differences extended to staff remuneration and benefits as well as attitudes. There are also some parallels with research carried out in other corporate environments, for example Kantor (1977) and Liff and Ward (2001).

Future research directions

The study was conducted in various categories of hotels in Australia and New Zealand. As such, the research reflected the organisational culture of each property set against the norms of national culture of those countries. It would be very rewarding to extend the study further to the United States and Europe and to contrast and compare the findings. Are the barriers faced by female managers similar or does legislation, for example, moderate or lessen the impact of some of the barriers faced by female managers in Australia and New Zealand?

This research journey therefore ends on the premise: Carpe Diem – the opportunity is here – the hotel industry can seize it now or watch its present skills shortage grow to crisis proportions.

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Appendix 1: Women Managers Survey Questions

#	Scale Type	Topic	Question Text
1.	Multiple Choice (single selection)	Your Job and You	1. Are you hotel based or corporate
2.	Multiple Choice (single selection)	Your Job and You	2. Job position : manager/director or supervisor
3.	Multiple Choice (multiple selection)	Your Job and You	3. Department: (pick one or more as applicable) •Conference / Banquets, •Corporate, •Engineering / Maintenance, •Executive Office, •Finance, •Food and Beverage, •Health Club, •Human resources, •I.T., •Rooms Division, •Sales and Marketing, •Other
4.	Open-ended	Your Job and You	If Other, please specify
5.	Multiple Choice (single selection)	Your Job and You	4. Salary range: (please pick what your annual base salary is) •\$20,000+ •\$40,000+ •\$60,000+ •\$80,000+ •\$100,000+
6.	Multiple Choice (single selection)	Your Job and You	5. How long have you worked for this group? •Less than one year •1-5 years •6-10years •more than 10 years
7.	Multiple Choice (single selection)	Your Job and You	6. How long have you been in your current position? •Less than 6 months, •6months to 2 years, •between 3 and 5 years, •between 6 and 10 years, •more than 10 years
8.	Multiple Choice (single selection)	Your Job and You	7. Your position is: full time or part time
9.	Multiple Choice (single selection)	Your Job and You	8. Your move from your previous position to this one was: •promotion , •a sideways move, •a downwards move, •other
10.	Multiple Choice (single selection)	Your Job and You	9. Was the move: •To enable you to gain more experience in order to progress, •because you could not go any higher, •other
11.	Open-ended	Your Job and You	If Other, please explain:
12.	Multiple Choice (single selection)	Your Job and You	10. How many staff report to you? •Between 1 and 5, •Between 6 and 10, •Between 11 and 20, •more than 20
13.	Multiple Choice (multiple selection)	Your Job and You	11. Which of the following qualifications in hospitality are applicable to you? •No qualifications, •Certificate in Hospitality, •Diploma in Hospitality, •Degree in Hospitality, •Postgraduate Qualification
14.	Multiple Choice (single selection)	Equal Employment Opportunity Policies	12. I know a great deal about my hotel's equal employment opportunities Agree / Don't agree scale
15.	Multiple Choice (single selection)	Equal Employment Opportunity Policies	13. My hotel's equal opportunity policies have been of benefit to me Agree / Don't agree scale

16.	Multiple Choice (single selection)	Equal Employment Opportunity Policies	14. In my experience my hotel's equal opportunities have been of benefit to others Agree / Don't agree scale
17.	Yes / No (no best)	Family life	15. Do you have care giving responsibilities? Yes / No
18.	Yes / No (no best)	Family life	16. Do you have dependents who are Pre-school or school age child (ren)? Yes / No
19.	Multiple Choice (multiple selection)	Family life	17. Who cares for your children while you work? (please tick where applicable) •Nanny, •Daycare Centre, •Home Based Childcare, •Family, •Friends, •Mixture of above If other, please specify
20.	Open-ended	Family life	18. I spend enough time with my children Agree / Don't agree scale
21.	Multiple Choice (single selection)	Family life	19. In my opinion it is possible to successfully combine a management role in hotels with active parenting for example: being able to organize my work life to regularly fulfil parental responsibility, not just one off occasions. Agree / Don't agree scale
22.	Multiple Choice (single selection)	Family life	20. Do you have dependents who are Elderly parents? Yes / No
23.	Yes / No (no best)	Family life	21. How much responsibility have you for your parents' care? Total to Little Scale
24.	Multiple Choice (single selection)	Family life	22. What other dependents do you have?
25.	Open-ended	Family life	23. What support systems have you that make your life manageable? (please tick where applicable) •Family Support, •Paid help, •Flexible work practices, •Peer Support (i.e., shift swapping) If Other, please specify
26.	Multiple Choice (multiple selection)	Family life	24. Are there family friendly policies used in your hotel that make a positive difference to balancing work/family life? Yes / No
27.	Open-ended	Family life	25. What are these family friendly policies? (please tick where applicable) •Parental leave, •Flexible work practices, •Adequate staffing to cover minor family situations, •Wellness/Sickness days, •Dependent sick leave, •None of the above
28.	Yes / No (yes best)	Family life	26. Which of the above do you consider most important in balancing work/ family life? (please tick your top three choices from the list below) •Parental leave, •Flexible work practices, •Adequate staffing to cover minor family situations, •Wellness/Sickness days, •Dependent sick leave, •None of the above
29.	Multiple Choice (multiple selection)	Family life	
30.	Multiple Choice (multiple selection)	Family life	

31.	Multiple Choice (multiple selection)	Personal qualities, characteristics needed for success in business	27. What personal qualities or characteristics do you perceive are required for success in the hotel industry? (Please tick your top three choices from the list below) •Hard work, •Personality, •Business / Financial knowledge, •Networking qualifications, •Formal qualifications, •Relevant departmental experience, •Having a mentor, •Other
32.	Open-ended	Personal qualities, characteristics needed for success in business	If Other, please specify
33.	Multiple Choice (multiple selection)	Personal qualities, characteristics needed for success in business	28. Which of the following has been of most benefit to you in your career? (Please tick your top three choices from the list below) •Hard work, •Personality, •Business / Financial knowledge, •Networking qualifications, •Formal qualifications, •Relevant departmental experience, •Having a mentor, •Other
34.	Open-ended	Personal qualities, characteristics needed for success in business	If Other, please specify
35.	Multiple Choice (single selection)	Promotion	29. How interested are you in being promoted? Very interested to Not Very interested scale
36.	Multiple Choice (multiple selection)	Promotion	30. Which of the following strategies are most likely to be successful in advancing your career? (Please tick your top three choices from the list below) •Networking, •Further industry education, •Strategic moves from one property to another, •Having a mentor, •Having a strong support network, •Gaining a wide variety of experience
37.	Open-ended	Promotion	31. Which of the options in Q 28 above has been the most successful personal strategy in your career so far?
38.	Multiple Choice (multiple selection)	Promotion	32. What previous hotel experience has been most relevant in gaining your present position? (please tick as many as appropriate) •Conference / Banquets, •Corporate, •Engineering / Maintenance, •Executive Office, •Finance, •Food and Beverage, •Health Club, •Human resources, •I.T., •Rooms Division, •Sales and Marketing, •Other
39.	Open-ended	Promotion	If Other, please specify
40.	Multiple Choice (multiple selection)	Promotion	33. With regards to promotion: how are candidates identified in your organization? (please tick as many as appropriate) •Succession plan, •Performance review process, •Career opportunities on intranet, •At employee's request, •According to the needs of the business, •Other
41.	Yes / No (no best)	Promotion	34. Do you see any barriers in moving to the next level? (For example: family commitments) Yes / No

42.	Multiple Choice (multiple selection)	Promotion	35. What are these barriers in your opinion? (please tick as many as applicable) •Wish to start a family / pregnancy, •Small children, •Family Commitments, •No female role models, •Lack of required/relevant experience, •Lack of qualifications, •Lack of self confidence, •My superiors do not see me as suitable for the job If Other, please specify
43.	Open-ended	Promotion	36. What are the advantages of moving to your desired level? (please tick as many as applicable) •Pay rise, •Increased benefits, •Increased status, •Increased job satisfaction, •More flexibility around work hours, •More decision making power, •Other
44.	Multiple Choice (multiple selection)	Promotion	37. What are the disadvantages of moving to your desired level? (please tick as many as applicable) •Longer hours, less family time, •More responsibility, •Increased travel •Separation / division from former colleagues, •Less job satisfaction, •More stress,
45.	Multiple Choice (multiple selection)	Promotion	38. Who is responsible for making promotional decisions in your department? (please tick as many as applicable) •HR Department, •Manager, •Functional Director, •Other If Other, please specify who
46.	Multiple Choice (multiple selection)	Promotion	39. I believe the promotional process is fair and transparent in my organisation Agree / Don't Agree scale
47.	Open-ended	Promotion	40. I know the competencies /experience required for me to be promoted. Agree / Don't Agree scale
48.	Multiple Choice (single selection)	Promotion	41. If you lack certain skills/experience to be promoted, is there a way to gain these without a job level drop? Yes / No
49.	Multiple Choice (single selection)	Promotion	42. How helpful have you found your personal development plan as per the performance review process in deciding your future direction? Helpful / Not Helpful scale
50.	Yes / No (yes best)	Promotion	
51.	Multiple Choice (single selection)	Promotion	

Appendix 2: Questions used in the semi-structured interviews

1. What is your current role in the organisation?

2. Where do you see yourself in 5 to 10 years?

Depending on what developed from that:

3. What opportunities do you think are available and what do you think might be some of the barriers?

4. Have you experienced barriers?

5. What type of barriers?

Personal

Organisational: Short term?

: Entrenched?

6. How would you consider getting round these barriers?