

**HOTEL GENERAL MANAGERS PERCEPTION OF FACTORS
RELATED TO WOMEN CAREER PROGRESSION
IN THE HOSPITALITY INDUSTRY AT
THE COAST REGION OF KENYA.**

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DECLARATION

“This thesis is my original work, and has not been presented for a degree in any other University.”

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DEDICATION

To my late mother in law who shared my dream but did not survive till I finished the degree.
‘Thank you for taking me as one of your own’

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OPERATIONAL DEFINITIONS

The following are definitions that are directly related to the study, others will be discussed in the text as necessary.

Bachelor's Degree: An undergraduate degree in hospitality management.

Career progression: Factors that combine to influence the pattern of work related experiences such as job positions and duties (Marilyn, Davidson and Lurke, 2000). In this study career progression includes educational opportunities, salary increase, recognitions and current hierarchical position.

Constraint: Characteristics or circumstances that limit women's ability to progress in their career within the hospitality industry (Zhong, 2006).

Facilitator: Characteristics or circumstances that help the progression of women within the hospitality industry (Zhong, 2006).

Glass Ceiling: Jerlando, Jackson, Elizabeth and O'Callaghan, (2009) defined the glass ceiling as artificial barriers based on attitudinal or organizational bias in the workplace that prevent women from progressing to leadership position in their organizations. In this study glass ceiling is defined as the impediments that women encounter in their quest for senior level positions in the hospitality industry.

Hospitality: Consists of a complex blend of tangible and intangible elements of both products - food, drink and accommodation- and the service, atmosphere and image that surrounds them (Knowles, 1998 p.3).

Hospitality Education: The study of the practices and professional applications within the hospitality and tourism industry based on multiple disciplines weighted heavily in the social sciences (Riegel, 1995).

Hospitality industry: Includes hotels, eating and drinking establishments, and institutions that offer shelter, food, or both to persons away from home (Buergermeister, 1983).

Perception: The rate that people give on a scale of 1 to 5 according to the importance of an issue. In this study, the factors were measured according to the GMs perception level. A score of '1' means the factor is extremely important while a score of '5' means that the factor is extremely not important to women's career progression.

Leadership: A dynamic and interactive process that involves shared values and visions, motivations and commutations (Brownell, 1992).

ABBREVIATIONS AND ACRONYMS

CEDAW	Convention on the Elimination of all forms of discrimination against women
EOC	Equal Opportunities Commission
F&B	Food and Beverage Manager
FGD	Focus Group Discussion
GDP	Gross Domestic Product
GM	General Manager
HRD	Human Resource Development
HRM	Human Resource Manager
HRA	Hotels and Restaurant Authority
H/K	Housekeeper
ILO	International Labour Organization
K.A.H.C	Kenya Association of Hotel Keepers and Caterers
KSh.	Kenya Shillings
UK	United Kingdom
SPSS	Statistical Package for the Social Science

ABSTRACT

This study was a descriptive survey and the research methods employed included both quantitative and qualitative. The study was conducted in the coastal region of Kenya. Records held by the Kenya Association of Hotel keepers and Caterers indicate that out of sixty six (66) hotel general managers for classified hotels at the coast region of Kenya only (3) 4% of women are in top management positions. The study sought to determine the factors that affect women career progression in the hospitality industry and the hotel's general managers' perceptions of such factors then determine whether the perception of the hotel general managers affects women career progression in the hospitality industry in Kenya. The literature outlined the theories that relate to women's career progression, discussed the role of women managers in the hospitality industry and reviewed previous studies on the factors that affect women's career progression. The population for this study comprised hotel general managers, departmental heads and supervisors from classified hotels at the coast and classified hotel owners operating hotel businesses at the coast region of Kenya. The study employed stratified random sampling technique and the respondents were purposively selected. The sample size for this study was thirty seven men and three women general managers, forty three female hotel departmental managers and supervisors and three chain hotel owners. To establish validity and reliability of the instruments a pre-test was conducted and the coefficient of internal consistency-the split-half reliability method was used. The study used questionnaire; Focus Group Discussions and Personal Interview methods to collect data. Descriptive statistics, Content analysis, Pearson's correlation analysis and multiple regressions were used for data analysis. This study identified Job related characteristics, Socio-cultural and organizational factors, work and family conflicts and gender discrimination as the factors that affect women's career progression in the hospitality industry in the coast region of Kenya. Job related characteristics had significant positive relationship with work and gender discrimination $r = 0.991$, $p < 0.01$ while Socio-cultural and organizational factors had significant positive relationship with work and family conflict factors $r = 0.973$, $p < 0.01$). The perception model was expressed as $Y = 16.81 + 1.87V_1 + 5.69J_2 + 1.15 F_3 + 1.05W_4$. From the findings of this study it was concluded that although individually the perception of the hotel GM was influenced by their socio-economic and demographic factors their perception seemed to reflect the hospitality industry organizational culture and as such determine if the hospitality career was regarded as inclusive or exclusive of female employees. The study recommends that at the hotel level, corporate policy and senior executive commitment are key in formulating strategies to facilitate women's career progression to management and executive positions.

CHAPTER ONE INTRODUCTION

1.0 Introduction

This chapter presents the background to the study, statement of the problem and Justification, purpose of the study, objectives, research questions, significance, scope of the study, limitations and assumptions of this study.

1.1 Background to the study

The entry of women into the professional world has, without a doubt, changed the dynamics of the workplace over the past few decades. Mooney, (2007) observed that women bring an element of diversity in the workplace that cannot be ignored. Williamson, (2008) emphasized on the role of women in management as a competitive advantage and noted that it was important for businesses to recognize that female managers are part of a talent pool that is essential to be retained and developed.

However, Li, Tse, & Xie, (2007) observed that although women have become a larger percentage of the workforce and a good number of women promoted to higher positions, he was quick to note that “women continue to be underrepresented in management positions compared to their overall employment”. Studies by Poulston, (2008) found that in most organizations there was a tendency for women to be over represented in the lower levels of an industry; but underrepresented at senior levels and that they are also inequitably hired, promoted and rewarded.

When it comes to the hospitality industry in Kenya and more specifically in the lodging sector, the Kenya Association of Hotel Keepers and Caterers, (2011) records revealed that men are the majority in management when compared to women. Several studies including Zikic, Novicevic, Harvey, & Breland (2006) and Zhong, (2006) identified some

of the difficulties women face in climbing to the top management positions, including organizational culture, work and family conflict, job characteristics, gender roles and gender discrimination.

Institutional barriers and social attitudes towards women's abilities were also found to hamper the movement of professional women upward through occupational categories to increasingly responsible managerial jobs (Adfero, 2007). Studies by Ng, & Pine, (2003) and Zhong, (2006) found that women are struggling to reach the top job positions in the hospitality industry because of juggling work and family commitments.

Ismail and Arokiasamy, (2007) found that despite the increasing participation of women in the formal labour market at all levels, it has been noticed that there are very small numbers at the top managerial levels. Hicks, (1990), Church and Frost (2004), and Kattara (2005) found that women in the hospitality sector have jobs with lower status than those of their male coworkers, indicating the existence of vertical segregation in the hospitality sector. McKenzie-Gentry (2007) reports that women managers only represent 3% of the total staff in hotels in Belize dedicated to mass tourism, and that this percentage is lower than that found in other types of companies.

World Bank, (2002) observed that although women are important to economic growth for any country there are still a variety of barriers that prevent them from reaching their full potential. The gender and economic assessment in Kenya demonstrated that addressing gender barriers in the workplace could generate significant economic growth for the country (Government of Kenya, 2008).

In a social set up men have generally been the financial providers while women have been home keepers and care-givers (Ackah and Heaton 2003). Although changes have

taken place due to globalization with more women entering the workplace, women are still faced with gender discrimination in any career that they have tried to pursue (Zhong, 2006).

A study by Manfred, (2009) found that there is role conflict for women because of the dual role they play (women take care of the family and the work place). This is assumed to have been occasioned by the gender socialization and the social expectation. The organizational culture of the hospitality sector is particularly demanding because of irregular working hours and the pressure of work.

Ng, & Pine, (2003) and Zhong, (2006) observed that hospitality management is not a Monday to Friday 9 am to 5 pm job. Success in the industry demands long hours and requires a great deal of crisis management and problem solving (Barrows, 1999 and Ng, & Pine, 2003). Studies have argued that the post of general manager (GM) is the most important position in the hotel industry (Li, Tse, & Xie, 2007).

The general manager is the chief executive officer of a hotel establishment. As such, his or her decision-making has a direct and significant influence at all levels, whether in sectors used directly by customers (i.e., rooms), in restaurants and clubs, or in areas such as financing, accounting, human resources, budgeting, marketing, staffing, training, and legal and environmental concerns (Akrivos, Ladkin, & Reklitis, 2007). According to Mooney, (2007) the work of a hotel general manager is very involving and requires dedication and positive work attitude in view of the many responsibilities assigned to them.

However, Zhong, (2006) observed that social expectation and the gender role may cause work and family conflict which may have an impact on women job performance. In literature studies on behavior at work give examples of role modeling when employees learn own behavior from watching the action of others (Goulet, 1997 and Arokiasamy, 2007). Employees find possible role models to be colleagues with whom they identify as competent or experts and who receive rewards they want for themselves. According to Basow and Howe, (1980) people tend to form relations with and emulate role models with which they identify, whereas identification variables can typically be perceived as similarities between self and the role model, which encourage the statement that “I can achieve the same goals with the same performance”.

Ng, & Pine, (2003) observed that the limited number of female role models in the hospitality industry may be a contributing factor to the slow movement of women to top positions. Vinnicombe and Singh (2003) observed that, women are not given as many opportunities as men to do the more demanding responsible jobs, which would advance their careers. When recruitments are conducted, qualified women tend to be placed in jobs that have lower values in terms of skill requirements and remuneration.

Burke, & Vinnicombe, (2006) suggested that gender discrimination is compounded by employers’ assumption that women unlike men are not able to devote their full time and energy to paid work because of their family responsibilities. Ng and Pine, (2003) stated that females find themselves in what are considered “non-strategic” jobs, rather than in line and management jobs leading to higher positions and eventually become support staff for their more strategically positioned male colleagues. Ackah & Heaton (2003)

observed that some of the concerns of career research have been the underrepresentation of women in managerial positions.

Women in the hospitality sector in many countries Kenya including encounter situations where women are not given opportunity to prove themselves and are often discriminated during promotions. The gender discrimination is compounded by employers' assumption that women unlike men are not able to devote their full time and energy to paid work because of their family responsibilities. At the same time unlike men who dominate management positions and easily assist old friends to climb the organizational ladder, such networks are almost nonexistent for the few women who make it within the hospitality organizations.

There are significant gender imbalances in the hospitality industry in Kenya as women are seldom found in managerial positions and scanty information is available concerning the barriers that women face in career progression in this important industry. In this connection various researchers have focused on factors which have affected the progression of women managers in other fields (Kirchmeyer, 1998, Maxifield, 2005 and Garavan, O'Brien and O'Hanlon, 2006).

This study took the women research agenda on women's career progression further by focusing in particular, on the hospitality organizations in the coast region of Kenya. It purposed to determine the perception of the hotel general managers on women career progression and if that perception affects women in the hospitality industry. The hotel managers were thought to be in a position to understand better the issues in the industry that hinder women progression to active managerial positions.

1.2 Problem Statement and Justification

Records held by the Kenya Association of Hotel Keepers and Caterers indicate that out of sixty six (66) hotel general managers for classified hotels at the coast region of Kenya only (3) 4% women are in top management positions (K.A.H.C, 2008, 2011). Men (96%) are the majority among hotel managers' top executives, and higher levels of professional workers whilst women are still concentrated in the lower categories of managerial positions and operations. A study by Zhong, (2006) indicates that women are struggling to reach the top in the hospitality industry, and that women are subordinate to men.

Since the number of women who choose a career in the hospitality industry (as evidenced by female/ male ratio in hospitality training institutions in Kenya) has been increasing, women's status is of more concern than ever. Scanty information currently exists on the factors that affect women career progression in the hospitality industry in Kenya and how the perception of the hotel general managers on these factors can effectively influence the progression outcomes for women in Kenya. This study addressed this research gap by determining the factors that affect women career progression in the hospitality industry with specific emphasis to coastal region of Kenya.

1.3 Purpose of study

The purpose of this study was twofold. First, the study purposed to determine the factors that affect women career progression in the hospitality industry in the coastal region of Kenya and the hotel's general managers' perception on such factors. Second the study purposed to determine if the perception of the general managers in one way or another affected women career progression in the hospitality industry in the coast region of Kenya.

1.4 Objectives of the study.

This study addressed a general objective and specific objectives.

1.4.1 General Objective

The general objective of the study was to investigate the hotel general managers' perceptions on the factors that affect women career progression in the hospitality industry in the coast region of Kenya.

1.4.2 Specific Objectives

The study addressed the following specific objectives:

1. To find out the perception of the hotel GMs on what they consider as indicators of career progression in the hospitality industry in the coast region of Kenya
2. To investigate the hotel GMs perception on social cultural and organizational factors that may affect women career progression in the hospitality industry in the coast region of Kenya.
3. To find out the hotel general manager's perception on job-related factors that may affect women career progression in the hospitality industry in the coast region of Kenya.
4. To investigate the hotel general manager's perception on work and family conflicts factors and their effects on women career progression in the hospitality industry in the coast region of Kenya.
5. To determine the hotel general manager's perception on work and gender discrimination factors and their effects on women career progression in the hospitality industry in the coast region of Kenya.

1.5 Research Questions

The study endeavored to answer the following research questions.

1. What are the indicators of career progression in the hospitality industry the coast region of Kenya?
2. What are the factors affecting women career progression in the hospitality industry the coast region of Kenya?
3. What is the perception of the hotel general managers on the factors affecting women progression in the hospitality industry in the coast region of Kenya?
4. Does the perception of the hotel general managers affect women career progression in the hospitality industry the coast region of Kenya?
5. What are some of the recommendations that would enhance women career progression in the hospitality industry in the coast region of Kenya?

1.6 Significance of the study

Kavoo, Willie & Damary, (2010) and Kirai & Elegwa, (2012) among other researchers focused on the barriers faced by women managers in several industries in Kenya. However, limited researchers have been able to do any structured research into perceptions of hotel GMs on factors affecting women career progression in the hospitality industry in Kenya.

The Kenya Association of Hotel keepers and Caterers (2008) and (2011) records indicate that out of the sixty six (66) hotel's general managers at the coast region of Kenya only three (3) are women.

This situation raises concern and warrant research to determine the factors that affect women career progression in the hotel industry in Kenya. The current findings will add to a growing body of literature on factors affecting women career progression and will serve as a basis for future studies. The findings will help the hospitality industry stakeholders to have attitude change and also a deeper understanding of the issues affecting women

career progression. Addressing these issues in an industry setting will, in the long term, enable hospitality managers to formulate policies that will provide a long-lasting solution to the problem.

1.7 Scope of the Study

This study limited itself to male and female hotel general managers, hotel chain owners and departmental managers and supervisors in classified hotels at the coast region of Kenya.

1.8 Delimitation

This study limited itself to male and female hotel general managers, hotel chain owners and departmental managers and supervisors in classified hotels at the coast region of Kenya. The study again limited itself to classified hotels at the coast region of Kenya.

1.9 Limitations of the Study

The focus of this study was on hospitality as it relates to hotels rather than restaurants because most of the increasing focus is on internationalization of hotels and hospitality operations. Due to the small numbers of women general managers in the hospitality industry in the coast region of Kenya, the number of male and female managers may have affected the sample size for this study and subsequently affect the outcome of this study. However this limitation was overcome by scheduling focus group discussion (FGD) with forty three women line managers and supervisors.

1.10. Assumptions

This study was based on the assumption that all the participants in this study clearly understood the questions in the survey, and honestly and accurately answered them. It

also assumes that the perception of the hotel general managers on the factors that affect women career progression have an effect on the career progression of women in the hospitality industry.

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

The literature review focused on four major sections. The first section outlined the theories that relate to women's career progression. The second section described the role of women managers in the hospitality industry. The third section explained the factors that affect women career progression. The fourth section is a summary of the literature review.

2.1 Theoretical Framework.

Several theories attempt to explain the different situation of men and women in the labour market. Morrison & VonGlinow (1990); Savickas, (2005) and Feyerherm & Vick (2006) observed that theories focusing on women's deficiencies in management roles have been proposed and explored over time. One of the most popularly used frameworks was developed by Caroline Moser. It is based on her concepts of gender roles and gender needs, and policy approaches to gender and development planning. An important strength of Moser's framework is that it conceptualizes planning and aims to challenge unequal gender relations and support women's empowerment.

Among the many theories and conceptual frameworks that have arisen in the last two decades with regard to women include Gottfredson's, (1981) developmental model which was very significant and addressed the role of gender in career aspirations and development. The model is highly appropriate for women especially because of its concepts of *circumscription and compromise* as relating to socialization and sex roles.

Gottfredson's, (1981) perceived career choice as having a developmental trajectory and that it evolves within an individual as they grow up in their family and society. She therefore concentrated her attention on the limiting effects of socialization in determining

career choices. Using Super's (1990) theory as a framework, Gottfredson, (2002) identified stages and sub stages of career development. This theory, unlike Super's, encompassed processes of *circumscription* and *compromise* relevant to both genders.

Gottfredson's, (1981) theory emphasized the processes of socialization and cultural learning which begin very early in life to create a person's ideas about who has what kind of power in the world, and what work is typically done by men and women. In terms of gender, the socialization theory suggested that children are taught to behave in a certain way according to their sex. Boys are taught to be masculine and girls to be feminine. The gender socialization is thought to be exhibited in the hospitality workplace.

A gender expert Sara Hlupekile Longwe developed the women's empowerment framework that offers a best practice and was meant to assist organizations in identifying what women's empowerment and equality means in practice. The framework aimed at achieving women's empowerment by enabling them to achieve equal control over the factors of production and participate equally in the development process. Longwe's framework is considered appropriate for the empowerment of women in the hospitality sector and especially in the provision of an enabling work environment.

Sparrowe and Iverson (1999) cited in Apospori, Nikandrou and Panayotopoulou (2006), explored the functional theory which states that society tends to maintain its equilibrium and that any change disrupts this equilibrium. It is therefore thought that women joining the hospitality workforce have met a lot of resistance, and society has to make changes elsewhere - for instance recognizing the equality of women in the workforce - to compensate for these changes in order to reach equilibrium again.

According to Baird and Kaufmann (2008) conflict theory stresses the competition between groups over limited resources. Conflict theorists believe that groups in power use their power to maintain their favorable position and to keep those without power from gaining so they will not jeopardize their position.

Models and theories have guided some of the research on gender based income disparity. Human Capital Theory (Becker, 1975) and The New Home Economics Theory (Becker, 1981, 1985) have been the most popularized theories. The Human Capital Theory suggests that those with a larger investment in themselves have greater career opportunities and are therefore efficiently sorted into higher paying jobs.

The New Home Economics theory argues that households maximize their use by dividing labor so that, in most households, men specialized in market work and women in domestic work. The male - female wage gap is an outcome of this decision - making process. Bierema & Opengart, (2002) argued that most theories of women's career development indicate that, women have been devalued both in theory and in social context.

However, Savickas, (2005) observed that there are differences of opinion as to whether observed gender differences in behavior and personality characteristics are, at least in part, due to cultural or social factors, and therefore, the product of socialization experiences, or to what extent gender differences are due to biological and physiological differences. Ladkin, (2002) and Francisco & Savickas, (2005) explained that the social role theory proposes that the social structure is the underlying force for the gender differences. Social role theory proposes that the sex-differentiated behavior is driven by the division of labor between two sexes within a society.

Savickas, (2005) again examined theories which stress the biological differences between males and females and suggested that some behaviors and attitudinal differences are biologically determined. He observed that the sociological theories hold that women are socialized into particular roles, which have been socially constructed. The concept of roles theory is based on the view that adults are capable of handling conflicts from a variety of roles, which are determined situationally (Kantar, 1977). Akrivos, Ladkin, & Reklitis, (2007) held that women's career development, should be considered interdependent rather than independent.

Accordingly, Guerrier (1986) and Gilligan (1982) defined caring as not hurting others, giving and relationships which are major principles in women's adult development and also a major requirement for hospitality provision "When women construct the adult domain, the world of relationships emerges and become the focus of attention and concern". In addition, Ng and Pine, (2003) found that a male dominated environment requires women to imitate male traits in order to develop their careers.

According to Ng and Pine, (2003) and Ladkin, (2002) masculine traits, to a degree, help women succeed in their careers by requiring women to adopt the male model and the male cultural standards. One trait, for example, is that of being non-emotional, and women managers sometimes are blamed of being too emotional. "Gender differences exist in the expectations and acceptance of emotional expression" (Bierema & Opengart, 2002).

Trait factor theories describe career choice joining individual ability and interest with work experience. Gregg & Johnson, (1990) identified five career stages as growth, exploration, establishment, maintenance and disengagement. The model was thought

influential, but has been criticized for ignoring that women's career paths are non-linear and are interrupted when women move in and out of the workplace (cited in Ng and Pine, 2003). These five stages are not just chronological people cycle through each of these stages when they go through career transitions.

Bierema & Opengart, (2002) observed that Super's theory had greatly influenced how people look at career practices. Understanding the ages and related stages of career development could assist employers to identify where employees are in their career development continuum and suggest appropriate career related goals and activities. Super's theory also underscores the necessity to examine career development within the larger context of an individual's roles and life style and how to achieve a life/work balance.

This study focused on theories related to women career development and have explored theories of sex and gender differences (Kantar, 1977). Gottfredson's, (1981) Developmental Model which addressed the role of gender in career aspirations. Functional Theory states that society tends to maintain its equilibrium and that any change disrupts this equilibrium. Therefore, women joining the workforce have met a lot of resistance, and society has to make changes elsewhere to compensate for these changes in order to reach equilibrium again (Sparrowe and Iverson (1999).

The New Home Economics Theory (Becker, 1981, 1985) has been one of the most popularized theories. The male - female wage gap is an outcome of this decision - making process. The Human Capital Theory (Becker, 1975 and Becker, 1981, 1985) suggests that those with a larger investment in themselves have greater career opportunities and are

therefore efficiently sorted into higher paying jobs. This study will focus on factors affecting women career progression in the hospitality industry.

2.2 Women Managers in the Hospitality Industry.

Knowles, (1998) defined the hospitality industry as a major subset of the tourism industry, hospitality operations, accommodation and food services to domestic and international guests alike. Knutson & Schmidgall, (1999) and Zhong, (2006) observed that before discussions can start on the role of women in the hospitality industry one must have a clear idea about what working in hotels means and the meaning of hospitality career progression.

The post of hotel general manager is the most important position in the hotels as he/she is the chief executive officer of the hotel establishment (Li, Tse, & Xie, 2007).

As such, a decision-made by a GM has a direct and significant influence at all levels, whether in sectors used directly by customers (i.e., rooms), in restaurants and clubs, or in areas such as financing, accounting, human resources, budgeting, marketing, staffing, training, and legal and environmental concerns (Akrivos, Ladkin, & Reklitis, 2007). The hospitality sector is a service industry where hotel managers are generally exposed to long shifts that include late hours, weekends, and holidays due to the 24 hour operation of a hotel.

Mann & Seacord, (2003) states that the common workplace in hotels is a fast-paced environment, with high levels of interaction with guests, employees, investors, and other managers. The size and magnitude of a hotel management structure varies significantly depending on the size and function of the hotel. Fawcett and Pringle (2000) pointed that in order to carry out its mission, global and departmental goals and objectives, every

company builds a formal structure depicting different hierarchy of management, supervision, and employee (staff) levels.

Therefore, Hall & Moss, (1998) observed that it is likely that most large hotels will have: Food & Beverage Department (staff from bars, restaurants, cafes, room service, chef positions, and kitchen hands or stewards). Front Office Department (staff from concierge, housekeeping, reservations, reception, telephonists and cashiers); Guest Support Department (staff from accounts, maintenance, marketing, business development and administration); and Staff Support Department (staff from payroll, training and development, and human resources).

Each of these departments has supervisors and managers, and the organizational chain works upward through two or three levels of upper management to the General Manager. Depending on whether the hotel is stand-alone or part of a chain will influence if there is a board or parent company that the GM reports to. Traditionally hotels have large hierarchies, often because of high numbers of staff and guest responsibilities Hall & Moss, (1998) observes.

There are certain hospitality work characteristics and practices that may hinder women from progressing in their career. Cleveland, O'Neill, Himelright, Harrison, Crouter & Drago, (2007) observed that the hospitality industry itself is characterized by long hours, and that it is a good choice for single or divorced people, where people don't stay in the job for long they are often on the move within a couple of years". The argument here is that the hospitality industry is notorious for its late night's entertainment of clients and associated drinking whilst attending these occasions. This may also create difficulties for women experience 'fitting in' at management levels.

So how do women fare as managers in hotels?

The hospitality industry is a good environment in which to study issues surrounding women's experience of work. Guerrier, (1986) held that traditionally the hotel industry belongs to that group of industries classically segregated by gender and indeed there appears to be an unspoken understanding within the industry that women are not really "cut out" for the more prestigious roles such as that of general manager. Brownell, 1993; Hicks, 1990; Knutson & Schmidgall, 1999) found that at the higher levels of hotel work there are two distinct ways in which women are disadvantaged. First, there are the formal or visible aspects of male exclusionary practice the way that jobs and working hours are constructed – found in many bureaucratic organizations.

Akrivos, Ladkin, & Reklitis, (2007) 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 are not easily entered by women. In Australia for example, both 'visible' and 'being there' styles of hotel general management embedded in the 'job' have given rise to managerial practices which are informal, paternalistic, and authoritarian in nature (Timo & Davidson, 2002 and Carbery, Garavan, O'Brien, & McDonnell, 2003).

The social activities and visibility expected from the hotel manager may affect the women's work- life balance. Differences between work and social life can become blurred; a phenomenon that Bauman (2007) refers to as 'liquidity' also cited by McCall, (2008). This may be viewed as a negative factor for women with young children, as in the majority of cases; women remain the primary caregiver with the added responsibility of household organization (Lopez - Claros & Zahidi, 2005, Williamson, 2008). Domestic

duties have been shown to decrease women's advancement in management (Tharenou, 2005).

Moreover, even in dual income households, where couples share the responsibility for childcare, the ideal role sharing arrangement still leaves the woman with more responsibility (Budworth, Enns, & Rowbotham, 2008). Burke, (2005) observed that social factors impact on women's career progression and may influence their decision to change jobs.

Brownell, (1994) argued that although relocations may be necessary they have a detrimental effect on a female hotel manager's personal life. The career ladder within hotels is predicated on the conventional employment models of continuous employment and linear progression (Mooney, (2007). The hotel sector is prone to vocational mobility, with employees actively seeking job change (Ng and Pine 2003). Career mobility is a key feature of a hotel management career, and of a self-directed career. It is therefore the responsibility of the employee to be more active in managing his or her career (Hall & Moss, 1998).

Second, the informal, less tangible, invisible aspects that underlie expectations of hotel management reflect organizational cultures that reproduce corporate patriarchy, characteristically found in bureaucratic organizations (cited by Carbery, Garavan, O'Brien, & McDonnell, 2003). Homosocial practices such as marginalization and competitiveness are demonstrated in organizations where male managers show a preference for "men and men's company" (Tharenou, 2005).

On the other hand, pointed Poulston, (2008) it could be argued that hotels do provide professional opportunities for women. This argument is based on the notion of choice as discussed previously. Certainly a percentage of women reach a certain point in their career and do not *want* to progress further within the industry. This according to Poulston, (2008) 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.

It is obliquely communicated to women that they cannot be mothers and career women concurrently (Woods, & Viehland, 2000 and Liff & Ward, 2001). But then having children does not decrease women managers' career progress argues (Tharenou, 2005), although Williamson, (2008) observed that the potential for becoming pregnant or having children is viewed as a liability for some women managers in hotels. However it all boils down to individual choice and opportunities do exist.

Literature argues that women have a better understanding of certain segments of the industry and this could lend creativity and innovation to the work place. Studies have shown that when women are on board of directors in organizations there is positive impact on firm performance (Feyerherm and Vick 2006). Robbins, (2001) suggested that re-examining the hospitality corporate culture could enhance values like openness, mutual respect and continuous learning. The culture change should also include work-life effectiveness programs or flexible work options.

A study by Cornell University in 1999 revealed that stock of companies that went public with more women in top management teams performed better in both short and long run than those with no or few women at the helm of affairs (Corporate Board, 1999). The survey further revealed that having more women on top executive teams had positive and

significant effect on both stock-price growth and earnings-per-share growth. However, this study assumed that the gender gap still existed in the rate of promotions and that women were still disadvantaged.

Onyango, Simatwa and Ondigi, (2007) in their analytical study focused on factors influencing participation of women in secondary school education management in Siaya District, Kenya while Kiamba, J. (2006) examined the many challenges women still face in taking leadership positions with specific reference to African women. The study focused on the barriers related to culture and cultural expectations, the choice and/or balance between work and family, and women's own fear of success.

Onsongo, (2004) examined career progression barriers within universities, institutions that should play a leading role in enhancing gender equality but often fail to do so. She demonstrates that the organizational culture of universities is a major obstacle for female staff, characterized by unfriendly work environment, resistance to women's leadership, obstructive institutional practices and a lack of gender awareness among university managers, while sexual harassment remains shamefully rife.

Other studies focused on the effects of culture, to determine the extent to which community's perception towards women affect their participation in leadership positions and to examine how government policy on affirmative action affects women teachers' participation in leadership position in Kenyan secondary schools. Many of the studies were looking for significant challenges women face in taking leadership positions with specific reference to education management in either secondary schools or primary schools in Kenya. None of these studies with the exception of a few, proposed applicable theory for the issue being investigated.

A major strength of this study is that several theories were applied to this research including Gottfredson's, (1981) developmental Model which addressed the role of gender in career aspirations. Functional Theory states that society tends to maintain its equilibrium and that any change disrupts this equilibrium. It helps to explain why there is discrimination of women in the workplace and why it has lasted as long as it has. The Conflict Theory explored the competition between groups over limited resources while The Human Capital Theory suggests that those with a larger investment in themselves have greater career opportunities and are therefore efficiently sorted into higher paying jobs (Becker, 1975).

2.3 Factors that Affect Women's Career Progression in the Hospitality Industry.

Several studies have identified some factors that may act as barriers to women career progression. This section will explore some of these factors.

2.3.1 Socio-Cultural and Organizational Factors

Social factors may impact on women's career progression (Burke, 2005) and may influence their decision to change jobs. Studies by Green & Cassell, (1996); Akrivos, Ladkin, & Reklitis, (2007) and Williamson, (2008) found that there are a number of key career socio-cultural and organizational factors affecting women employed in hotels. These authors cited organizational culture, recruitment and selection processes, lack of educational qualifications, negative attitude towards work, mentoring relationships and necessity for long hours, career decisions, glass ceiling and geographical mobility.

In his study on Australasian hotel sector Williamson, (2008) raised questions around whether women are in a position to gain broad experience of hotel departments which allow them to be considered for future higher positions. The study concluded that the

choice for aspiring female managers in the Australasian hotel sector remains an illusion, constrained by the visible and invisible barriers of an “inequality regime”.

Brownell (1994), in a study on personality and career development identified hard work, fairness, the ability to motivate others, determination, calmness, assertiveness or competitiveness, enthusiasm, deliberateness and detail-orientation. Skills and intelligence also are important, such as communication skills, leadership skills and interpersonal skills as important organizational factors affecting women career advancement.

2.3.1.1 Glass Ceiling

The glass ceiling is a term that refers to “invisible, generally artificial barriers that prevent qualified individual (in this case, women) from advancing within their organization and reaching their full potential” (Knutson & Schmidgall, 1999). The Federal Glass Ceiling Commission goes further suggesting that the barriers for women reflect “discrimination...a deep line of demarcation between those who prosper and those left behind” (Federal Glass Ceiling Commission, 1995, and cited in Cotter, Hermsen, Ovadia & Vanneman, 2001).

The glass ceiling phenomena is not new, yet its causes are not universally agreed upon either (Savage, 2002). The hospitality industry is beginning to recognize that some of the attributes considered to relate to the glass ceiling in other industries, may also relate to them. However, research is only at an exploratory stage in the hospitality industry, and there is still much to learn.

A study by Savage (2002) drew attention to some of the reasons why it is thought that a glass ceiling may exist in the hospitality industry, and indicated some of the issues the glass ceiling creates. In the hospitality context there is recognition of “occupational and

vertical segregation of women” (Maxwell, 1997 and Jackson, 2000). Perhaps one of the most common causes of the glass ceiling for women could be conflict between work and family. It has been suggested, “The profound challenge is the effort to balance work and family” (Cotter, Hermsen, Ovadia, and Vanneman, 2001).

There are certain work practices that actively deter females from participating in senior management. In her research, Maxwell (1997) suggested “the personal cost to highly successful female managers in forfeiting a wider life outside work is evidently high, if of course, a more routine home life is desirable for them”. Savage (2002) found that society’s expectations of women may be causing or exacerbating this problem.

In Maxwell, (1997) study one General Manager commented, “...societal expectations of women have not kept pace with reality. Mann, (2003) observed that women find it more difficult to combine and balance career goals and family needs because success in the hospitality industry usually involves long hours of work and frequent geographical moves. It is therefore difficult to meet organizational needs and still satisfy family needs.

Maxwell, (1997) observed that the typical picture of the hospitality industry is that most of those who get to the top are either single (no family) or divorced, and some women in the industry see this “lifestyle decision” as a necessary evil. Kanter, (1977) and Wentling, (2003) suggested that the only way the glass ceiling can be shattered is by not only identifying both the overt and covert barriers to career progression but also understanding the strategies used by successful senior women managers.

Wentling, (2003) considered four significant strategies identified by successful female senior executives and chief executives for breaking the glass ceiling. These strategies

include 'exceeding performance expectations', 'developing a style that male managers are comfortable with', 'seeking out difficult and challenging projects', and 'having influential mentors. Mainiero, (1994) also identified a number of key success factors for women who have broken the glass ceiling. These predominantly related to individual performance, skill development and acquisition of political nous.

Accordingly, Mainiero, (1994) describes this as a political maturation process, with a woman initially experiencing a stage in her work life where she is oblivious to corporate politics. In the second stage - 'building credibility' - the woman demonstrates to her superiors her capacity to be an executive. The third stage - 'refining a style' - indicates the process of the female manager developing her individual style and finally 'shouldering responsibility', where she gains confidence and is regarded by others as befitting the role of executive. However, the world is changing and it is time for the workplace to make a final turn toward equality among workers. The law requires the workplace to be free from discrimination and judgment when it comes to hiring and advancement.

2.3.1.2 Hospitality Management Training and Career Decision Making.

Knowles, (1998) defined training as the structured development of knowledge, skills and attitudes and is considered by many as a vital determinant of success (Zajas, 1995). Kandola, (2004) observed that education is a major factor that influences the recruitment and upward mobility of women, to positions of top management and decision-making.

Literature has argued that education plays a key role in determining how one will spend their adult life – a higher level of education means higher earnings, better health, and a

longer life. By the same token, the long-term social and financial costs of educational failure are high. Those without the skills to participate socially and economically generate higher costs for health, income support, child welfare and social security systems (Lee, 2002; Chew & Zhu, 2002 and Ismail & Arokiasamy, 2007). Burke, (2005) noted that the number of women found in top positions in organizations is far lower in comparison to the number of men.

The fact cannot be erased that top level jobs are neatly tied in with higher levels of education and training. Garavan, *et al.* (2006) asserted that most top executive jobs need a very high level of qualification; thus only women who have the qualifications can apply in the first place. The importance of hospitality management education has been recognized all over the world for many years. Formal education plays a crucial role in the provision of skilled and competent human resources. Therefore traditional tourism destination countries like Kenya have developed hospitality education systems aiming at satisfying the needs of the tourism and hospitality industry.

Zhong, (2006) found that the role of hospitality education is to train and develop the knowledge, skill, mind and character of students through a process of formal schooling and teaching. This is usually carved out at an institution of learning, whereby a systematic study of methods, theories and concepts is applied. Burke, (2005) defined the goal of hospitality education as “providing the industry with a reliable stream of human resources, who bring with them a diversity of skills, knowledge and attitudes”.

Chuan & Jenkins, (2010) conducted a study to determine factors influencing career decision making and intention. They surveyed 360 undergraduate hospitality students. Logistic regression analysis revealed that career intentions in

hospitality were significantly associated with students' gender, work experience, transfer status, and outcome expectations in the industry.

2.3.1.3 Networking

According to Vinnicombe and Singh, (2003); Aycan, (2004); Maxfield, (2005) and Ogden et al., (2006) a network is a group which encourages women to help each other in their respective jobs and is a source of information and advice for them. Kandola (2004) pointed that the purpose served by networks was that of fulfilling the need to be seen to be doing something and adds that informal networks might hinder or improve an employee's chances of promotion.

Burke & McKeen (1994) suggested that female managers were less integrated with important organizational networks that influence promotional decisions within the organization, but then argued (Arokiasamy, 2007) certain male dominated institutions have developed a male culture and traditions which are exclusive of women and protect against female intrusion.

O'Leary & Ickovics (1992) and Ackah and Heaton (2003) hold that networking is essential for success in any senior career and that its important characteristics include informal interactions involving favours, deals, persuasion and connection to influential people. Therefore Maxifield, (2005) suggested that 'women need to access these male networks if they are to be successful'.

In literature several authors have stated that networks are important for increasing visibility and career advancement (Vinnicombe and Singh, 2003; Aycan, 2004; Ogden, McTarish, Mckean, 2006). According to Ackah and Heaton, (2003) men usually use

networks to obtain promotions while Ayca, (2004) found that women who had made it to top management in Turkey had access to networks.

Networking is related to the social learning theory which posits that people learn from observing others. The theory contributes to adult learning by highlighting the importance of social context and explicating the process of modeling and mentoring (Arokiasamy, 2007). To this end, Ayca, (2004) observed that networks provide women with the context where they can learn by observing role models and being mentored.

Maxfield, (2005) found that women found networking challenging and thus they lacked the important tool of networking. This according to Ackah and Heaton, (2003) could be attributed to the fact that most women are usually excluded from the networks through which they could make themselves known and learn about promotion processes. Studies conducted in Tanzania showed that women who do not network remain vulnerable and liable to being rendered invisible and never remembered when promotions were being discussed (Adler and Izraeli, 1994).

A study by Kavoo, Willie, VanRensburg & Damary, (2010) involving the Federation of Kenya (FKE) 14 member organizations found that the visibility of women in their organizations was low. The results further indicated that women do not network much with their customers and have little involvement in professional networks.

2.3.2 Hospitality Job Related Characteristics

According to Adfero, (2007) there are certain hospitality job related characteristics that restrict women career progression. Hospitality businesses are open 365 days a year and

24 hours a day, although the hotel general managers do not have to work for all these days there is general agreement that they work longer hours than people in other industries (Walker, 2009).

2.3.2.1 Organizational Structure

Knowles, (1998) states that the hotels organizational structure is concerned with such matters as the division of tasks within the firm, positions of responsibility and authority and relationships between them. All the activities of hotels must be coordinated to ensure that they contribute to the overall needs of the guests and to the net profitability of the hotel.

In hotels, the General Manager is the executive person responsible for the overall operation of a hotel establishment. He/she holds ultimate authority over the hotel operation and usually reports directly to a corporate office or hotel owner (Hall & Moss, 1998).

Ng, & Pine, (2003) observed that social norms, cultural stereotypes and power and privilege in organizations provide the "invisible foundation" for organizational decisions about which jobs and how much opportunity are suitable for certain types of workers. These decisions determine the ways that complex organizations structure work, creating barriers for women and keeping them from advancing in organizational "pipelines."

According to Zhong, (2006) and Adfero (2007) hospitality industry's organizational structure restricts women career development and especially the job characteristics that call for irregular work hours and the social attitudes about women capabilities in managing hospitality business. Brownell, (1994) suggested that lack of family-friendly

policies at the workplace often obliges women to prioritize their family life over paid work.

2.3.2.2 Undertaking Challenging Assignments

Challenging assignments involve adding an employee's responsibility and this gives the employee a sense of recognition as they stand out (Aswathappa, 2005 and Olsson & Walker, 2004). Armstrong & Murlins, (2004) observed that recognition is necessary in career advancement and may be achieved by accepting challenging assignments which stretch and compliment one's knowledge and then learn as much as one could.

Lee, (2002) found that ability to take challenging assignments helped computer professionals to fulfill growth needs. Cox and Cooper, (1988) pointed that women who had succeeded in their careers had been given challenge early in their career and that gave them opportunity to prove their abilities. Studies done by Chew and Zhu, (2002) showed that women who had advanced in their careers rated challenging assignments as important for career progression.

Dessler, (2008) noted that challenging assignments provide employees with opportunities for achievement and also motivation. The study viewed challenging assignments as developmental opportunities. This study found that women had great difficulty in getting geographic mobility opportunities and that they needed to be proactive to get such assignments.

Undertaking challenging assignments entails ability and willingness to assume a heavy workload and putting in long face hours because this demonstrates commitment to the organization and career due to the increased responsibilities. Research done by

Vinnicombe & Colwill, (1997) indicated that many successful women attributed their career success to hard work which led to good performance.

Ng and Pine, (2002) in Zhong, (2006) in her study recommended that women must stand out through hard work and being good at what they do. In contribution to heavy work load, Lee (2002) observed that apart from assuming long and flexible working hours by extending the work environment to working outside of normal hours, heavy work load also entails having a preoccupation with work related issues and this could be an indication of commitment to the job and organization.

2.3.2.3 Organizational Culture

Vianen and Fischer, (2002) defined organizational culture as an idea in the field of organizational studies and management which describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organization. Montana & Charnov, (2008) defined it as "the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization.

Additionally Broadbridge, & Hearn, (2008) states that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. Although it's difficult to get consensus about the definition of organizational culture, several constructs are commonly agreed upon – that organizational culture is holistic, historically determined, related to anthropological concepts, socially constructed, soft, and difficult to change.

According to Mann, (2003) an organizational culture determines the type of leadership, communication, and group dynamics within an organization. The workers perceive this as the quality of work life which directs their degree of motivation. The final outcomes are performance, individual satisfaction, and personal growth and development. All these elements combine to build the model or framework that the organization operates from.

The organization's base rests on management's philosophy, values, vision and goals. This in turn drives the organizational culture which is composed of the formal organization, informal organization, and the social environment. Research by Robbins, (2001); Ackah & Heaton, (2003) and recently by Kim, Chun and Petrick, (2009) concentrated on masculine organizational culture as an explanation for the glass-ceiling phenomenon, that is, an organizational culture may form a barrier for women's careers progression.

Organizations mirror society's ideas about which groups of workers are appropriate for different kinds of jobs. Although hiring and promotion decisions in organizations are supposed to be based on rational and universalistic criteria, they often express informal and socially acceptable expectations about the gender, race, and class of the people best suited for particular positions (Adfero, 2007).

Usually people are attracted by an organization or a job due to their personal preferences, and cultural preferences are partly based on experience and personality. Bierema, & Opengart, (2002) suggested that people who consider themselves very ambitious, for example, will probably favor a competitive environment; in contrast to people who see themselves as less ambitious. And, it seems likely that men will adhere more strongly to a competitive culture than women.

Van & Fischer, (2002) argued that unlike men, women would feel less attracted to management positions, especially top management positions, because of their organizational culture preferences. Adfero, (2007) found women to be less ambitious than men in pursuing top management career. On recruitment, most qualified women tend to be placed in jobs that have a lower value in terms of skill requirements and remuneration.

They find themselves in what are considered “non-strategic” jobs, rather than in line and management jobs leading to higher positions. Thus, they effectively become support staff for their more strategically positioned male colleagues. Kang & Rowley, (2005) observed that those individuals who occupy the top positions have a stake in maintaining traditional rules and procedures related to hiring, promotion, seniority, and other personnel practices, that work to their advantage and exclude others.

2.3.2.4 Physical limitations

Tziner, Meir, & Segal, (2002) pointed out that physically, women are weaker than men and are perceived to be more likely to get tired easily. The tedious responsibility of the hotel general manager requires effective stress coping mechanisms. Zunker, (2002) pointed out that the extent of limitation of women in the workplace is manifested in their stress coping mechanisms. Prolonged job stress can lead to their burn-out or breakdown, which is more likely to affect women than men (Buick & Thomas, 2001). The biological foundation and nature of women, may limit their capacity to climb to higher position in hospitality management.

2.3.2.5 Management and Leadership.

A descriptive study conducted by Vinnicombe and Singh, (2003) sampled male and female managers in an airline and confirmed the differences in their approach to management. Results showed that men tend to follow a more command and control style with a distancing of personal self, while women are more communicative and caring, with more emphasis on people skills such as listening rather than mere performance of the task.

The different attributes demonstrated by males and females have also been identified in literature as a potential factor in the glass ceiling phenomena. There is literature emerging, which suggests that men and women have quite different attributes and these appear to be predominately gender specific (Burke, Burgess and Fallon, 2006).

Studies on culture have shown the 'masculine dimension' to be: "the promotion of independence, autonomy, hierarchical relations, competition, task orientation and the establishment of status and authority" (Vianen & Fischer, 2002). These authors also suggested that a feminine culture can be described as "the promotion of a relational self, maintaining balance in life activities, participation, and collaboration within the organization".

These two different types of culture may play an important part in how people fit into an organization and whether there is perceived or actual role / culture congruence. On the other hand, the quality of leadership and management style is another issue. Zhong, (2006) observed that there are qualities that people want leaders to have which should be

demonstrated every time even in difficulty times. Granted that a manager is a man or woman, management styles may be gendered.

There is a lot of literature which suggests men and women have different values and characteristics, yet there seems to be plenty of debate whether appropriate characteristics for being an effective manager are male or female, or whether these traits are “independent from their biological sex”(Powell & Graves, 2003 and Smith, Smith & Verner, 2006).

There is some indication from the industry that women have issues with the masculine and feminine attributes that they are stereotyped into (Vianen & Fischer, 2002). One woman suggested “one of the biggest challenges women face is how to be tough (in a male-dominated industry) without being difficult” Another woman indicated that it was hard when women were typed as ‘pushy’, yet men were called ‘leaders’ under similar circumstances.

Several studies Hare, Koenigs & Hare, (1997); Steinberg & Shapiro, (1982); Ng & Pine, (2003); Burke, (2005) and Zhong, (2006) found that women “who achieve senior management positions usually have the masculine attributes and behavior characteristics

2.3.3 Work and Family Conflicts

The continuing low global share of women in management jobs shows that some employers still have difficulty accepting that policies promoting women in the workplace make good business practice. The main reason for this is because women’s family responsibilities, maternity, child rearing and general household tasks and paid work have as a rule been considered mutually exclusive (Ismael & Arakiosamy, 2007).

2.3.3.1 Work characteristics

In recent years, research has shown that work-family conflict affects women's career advancement. Walsh, & Borkowski, (2006) found that the expectation of long hours was a significant barrier to seeking promotions for many women in the industry. It is assumed that women traditionally would be involved in childcare and housework, which has been viewed as their responsibility and an expectation from the men's world. Women in top management tend to be single or married with few or no children.

There is evidence from the organizational stress literature suggesting that there are five major categories of sources of hospitality work stress (Thomas & Herson, 2002). First, there is stress associated with the job itself, including work overload, working hours, decision-making latitude, and the physical work environment. Second, there is the role-based stress which includes role conflict, role ambiguity, and job responsibility.

Third, there is stress associated with the changing nature of interpersonal relationships, including those with departmental managers, supervisors, support staff, and coworkers. Fourth, career stress refers to the lack of opportunity for career advancement and promotion, as well as job insecurity. Finally, there is stress associated with the work-family interface, including conflicts of loyalty, spillover of demands from one domain to the other, and life events.

The standard and most cost-effective employee for companies has traditionally been male because men's family or personal lives do not impinge on their work. Clearly, men generally find it easier than women to combine family and work because they rely heavily on women to shoulder family and domestic responsibilities (Dessler, 2008).

2.3.3.2 Family Responsibilities

Aycan, (2004) suggested that new policies and strategies for coping with family responsibilities need to be inculcated into all levels of workplace, not only so that a more equitable use of men and women's time becomes the norm but so that employers' perceptions of men and women's abilities and willingness to devote time and effort to work are more attuned. According to the International Labour Organization, (2006) the philosophy of valuing both male and female employees is gradually permeating the workplace.

Some organizations have introduced voluntary codes of conduct with built-in monitoring and verification systems aimed at creating a new "privatized" context in which workers' rights are acknowledged. The codes, based on rights and labour standards set out in ILO and other United Nations Conventions and declarations, have the advantage of extending and strengthening the application of labour standards including equal opportunity conventions across national boundaries, governmental jurisdictions, and international corporations.

Other studies also have identified the difficulties women face in climbing to the top management positions, including the old boy network, work family conflict, and poor childcare support (Smith, Smith, & Verner, 2006). Bierema, & Opengart, (2002) found that perceived importance of career constraints are: old boy network, lack of assertiveness, male bias and stereotyping, family and work conflict, insufficient career planning, and unhelpful boss.

Mooney, (2007) observed that it is not unusual for an individual to move three or more times on the path from department head to general manager. He writes that there are

opportunities in the rapidly growing industry, but people must be aware of the requirements of long hours, stress, and loss of quality time with their families. The study concluded that women in the hospitality industry must balance success and cost.

2.3.3.3 Work and Life Balance

Hansen, (2008) argues that people's biological sex is determined at birth by factors beyond their control, yet being born male or female is probably the most important feature of their lives. According to Ismail and Arokiasamy, (2007) when tackling the subject of work and life in the professional basis, there is a question that rises on whether women should abandon their traditional roles to pursue their self-fulfillment in terms of career.

Traditionally, a woman should devote her time, energy, and attention to her family. Lee, (2002) argued that men should be considered the head of the family and have the authority over other family members. However, the role of women has moved to a higher level. Women are able to gain education and work like men. In fact there are some women who not only perform their duties in the house very well but they also perform excellently at work (Hansen, 2008).

Maxifield, (2005) suggests that women must keep a balance in their work and life as a whole. With the responsibilities of a manager – middle or senior in nature, a woman manager must deal with the daily pressures and demands of the work. The extent of woman's work-life balance programs depends on the personal and professional limitations. Studies by Ng and Pine, (2003) found that in the hospitality industry where women play a significant role, their contributions are highly commendable.

However, according to Ackah & Heaton, (2003) there is still inequality for women because men always prioritize their careers while women cannot do that. However, Zhong, (2006) observed that the fight for equality is really dependent on whether a woman is aware of her own capabilities. Women should be able to build their confidence and be more independent.

2.3.4 Work and Gender Discrimination

Montana and Charnov, (2008) defined gender discrimination, also known as sexual discrimination, as the practice of letting a person's sex unfairly become a factor when deciding who receives a job, promotion, or other employment benefit. It most often affects women who feel they have been unfairly discriminated against in favor of a man.

2.3.4.1. Traditional Gender role of women

Burgess, (2003) found that the traditional role of women in the society as mother and wife is the situational reason on why they consists lower senior managerial positions. In some instances, their familial responsibilities serve as limitation for their professional growth. Studies by Aswathappa, (2005) suggested that as far as hospitality management is concerned, women are relatively better in terms of management regardless of the roles they play particularly in the personnel and employee relations. But still, it seems easy for women to gain employment at the lower to middle levels of the organization but very difficult for them to reach upper and senior management positions (Ng and Pine, 2003).

2.3.4.2 Employee Mentorship and Role Models

Some of the factors which have been suggested as leading to women's career advancement include mentoring, training and development, career planning, individual

characteristics, and hard work (Burke, *et al*, 2006; and Ismail & Arokiasamy, 2007) among others. Vinnicombe & Singh, (2003) defined mentorship as a personal development relationship in which a more experienced or more knowledgeable person helps a less experienced or less knowledgeable person.

Powell & Graves, (2003) found that mentoring relationships provide substance for career growth, and benefit both the mentor and the mentee. For example, the mentor gets to show leadership by giving back and perhaps being refreshed about their own work. It is argued that the person being mentored networks becomes integrated easier in an organization, gets experience and advice along the way (Walsh & Borkowski, 2006).

Robbins & DeCenzo, (2007) found that joining a mentor's network and developing one's own is central to advancement and this is possibly why those mentored tend to do well in their organizations. According to Apospori, Nikandrou and Panayotopoulou, (2006) in Japan, mentoring relationships have been incorporated into their culture. Japan culture with enriched values and morale has accepted mentoring relationships as part of the working culture. Mentoring emphasizes high value on continuity, obligation and duty between individual, the notion of respect for elders and the concept of seniors protecting juniors from failure.

Gibson, (2002) observed that an early mentoring relationship is crucial to the overall development of the young adult. The author further supported the importance of mentoring in adult development in a longitudinal study where 95 male and female Harvard graduates were surveyed. Results indicated that the most successful men and women had been both protégés of a mentoring relationship and mentors to others as well.

This review clearly indicates that mentoring is an important tool for career progression among employees. The continued low representation of women general managers in the hospitality industry is thought to be as a result of having limited women role models.

2.3.4.3 Gender issues in the Workplace

Gender differences in the workplace typically stem from social factors, which influence the behaviors of men and women. Budhwar, Saini, & Bhatnagar, (2005), in their study found that some organizations welcome gender diversity and encourage the inclusion of both sexes when making company decisions and offering promotional opportunities. Other organizations discourage gender inclusion and promote bias in the workplace. The study concluded that in most companies, gender differences add value and varying perspectives to an organization.

Gender differences are essentially the characteristics that influence male and female behavior in the workplace. Opengart, (2002) suggested that gender differences involve both physical and emotional factors and that their influences may stem from psychological factors, such as upbringing, or physical factors, such as an employee's capability to perform certain duties. Gender differences may also stem from gender stereotypes related to men and women (Opengart, 2002).

Men and women experience differences in perception in the workplace. According to Tharenou, (1997) an employee's gender can illustrate differences in perception related to organizational structure, problem-solving style and view of work-related conflict. Ng and Pine, (2003) found significant gender differences on the importance of effective communication skills. In her study she found that men perceive that work should be

completed independently without the assistance of others while women on the other hand tend to be more supportive managers.

Again men are more direct while women perceive that individual work styles should be collaborative, where everyone works as part of a whole. According to Lopez - Claros & Zahidi, (2005) stereotypes can be extremely harmful because they can cause a person to mistreat others based on preconceived notions that are untrue. A study by Ng and Pine, (2003) indicates that most people are not aware of how stereotyping automatically influences their thinking and, therefore, believe that their perceptions are based on objective observations.

Zhong, (2006) attributed the lack women promotion to such powerful professional positions as stereotypes in the workplace. They pose “serious challenges to women’s career advancement. “Stereotypes that impede women’s advancement include “a woman’s job is only supposed to supplement a man’s,” “women are not aggressive enough,” and “women are not as good at problem solving.” Further, studies show that women are often stereotyped as the ones who “take care” while men are stereotyped as the ones who “take charge,” the latter being a notion more connected to prerequisite behaviors for top-level job positions.

However, in an analysis based on over 40 studies, leadership researchers have found that very little differences actually exist between women’s and men’s leadership (catalyst, 2001). These negative effects are thought to be very prevalent in the workplace despite the many laws that have been implemented to prevent the discriminatory effects of gender stereotyping, and despite the court system that is supposed to uphold those laws.

Accordingly, other measures need to take place in order to rectify the problem (Fawcett & Pringle, 2000).

2.3.4.4 Gender Discrimination in the Workplace

In Kenya government statistics indicate that majority of women occupy low job groups in the civil service and the private sector. A status report on women indicates that 84 per cent of men take the lion's share of senior positions compared to 16 per cent of women (Kirai and Elegwa, 2012). Kenya is signatory to various gender conventions and declarations, including the 1979 Convention on Elimination of all Forms of Discrimination against Women, the 1980 Copenhagen World Conference that stressed the need for women to participate in the development process as both experts and beneficiaries, and the 1995 Beijing Platform for actions where affirmative action was identified as an indispensable strategy for gender mainstreaming.

The importance of international conventions and declarations in enhancing the implementation of gender equality policies in society cannot be overemphasized. However, these declarations have often been poorly implemented. Woods and Cavanaugh (1994) observed that more than 80% of men and women perceived gender discrimination and sexual harassment in the workplace as an ongoing problem. In their survey of 1,550 hospitality managers who had earned either a Baccalaureate or master's degree from hospitality management programs within the preceding seven years in the United States of America, results showed that the reasons why most women graduates left the hospitality industry was due to gender discrimination or sexual harassment.

Sexual harassment is simply not basing employment decisions on an individual's acceptance or rejection of sexual advances but also the creation of an intimidating,

hostile, or offensive work environment. A study of British Hotel employees in 2003 concluded that the hotel is not a rational environment where there is agreement over social norms or acceptable behavior between customers and staff. Chew and Zhu (2002) observed that functional theory helps to explain why there is discrimination of women in the workplace and why it has lasted as long as it has. According to functional theory, society is based on stability and the cooperation of its parts to maintain that stability.

Because of the longstanding tradition of women staying home while their husbands go to work, women fell into the role in society of the domesticated housekeeper. Human Capital Theory (Becker, 1975) and The New Home Economics Theory (Becker, 1981, 1985) have been the most popularized theories and they explain the difference in income by suggesting that a portion of those differences is not attributable to gender at all, but to the different levels of education, training and experiences.

Based on the above two major theories and other theories, Sparrowe and Iverson (1999) conducted a study to examine the disparity of income in the hospitality industry. A one percent representative sample of the U.S. hospitality industry population was used to test their hypotheses. According the study findings, the presence of more covert forms of gender discrimination within the hospitality industry was consistent with previous research, and that the income was still lower than that of men.

In another study in U.S. hospitality industry Woods and Viehland, (2000) asked the respondents to indicate their salaries by ranges. The mean for men was about \$42,300 and about \$35,900 for women. The data suggest that a salary disparity exists along gender lines. Using the salary range \$35,000-39,999 as the midrange for the entire group, data suggested that 43% of the men had salaries below the middle range and 43% above it.

Meanwhile, 60 percent of the women had salaries below the group's middle range, and only 20 percent had salaries above it. Also 40% of the women reported that "sexual discrimination is related to promotion and nearly 38% thought it related to salaries". Oakley, (2000) argued that explanations for the low representation of women at chief executive level must go beyond organizational policies and practices.

All these research streams suggest therefore, that beliefs and attitudes held by the organization, including women not being viewed as leaders, as well as contextual features, such as organizational culture, are the principal barriers that impact on women's career advancement (Brownell, 1994). However, irrespective of the research approach or orientation, none of these perspectives has adequately provided answers to this phenomenon, nor have they led to increased representation by women in executive levels (Ng and Pine, 2003; Maxifield, 2005 and Zhong, 2006).

2.4 Summary of the Literature Review

The literature review has attempted to discuss the theories related to women career progression and has reviewed the range of approaches to examining career progression and provided an historical account of the previous research approaches. There is significant agreement that women and men go through different experiences in pursuing their careers and that women experience greater barriers to career progression than men. Women's efforts to reach the position that they deserve must be acknowledged by employers because indeed they possess a significant position in the corporate ladder.

But then, research argues women must plan for their careers, network, and maintain visibility. They must keep a balance in their work and life as a whole. The importance of international conventions and declarations in enhancing the implementation of gender

equality policies in society cannot be overemphasized. However, these declarations have often been poorly implemented.

A considerable amount of literature has been published on the factors affecting women career progression to executive levels. These studies show that irrespective of the research approach or orientation, none of these perspectives has unequivocally provided adequate answers to this phenomenon, nor have the research led to increased representation by women in organizational life. Previous studies have focused on women employees in other industries and the factors that affect them. This study focused on the perception of the hotel GMs on the factors affecting women's career progression in the hospitality industry in the coast region of Kenya.

CHAPTER THREE METHODOLOGY

3.0 Introduction

The purpose of this study was to determine the factors that affect women career progression in the hospitality industry in Kenya and the hotel's general managers' perception on such factors. This chapter presents the research design; description of the study area, target population, sampling techniques, and study sample size. It also presents the research instruments, pre- testing, instruments validity and reliability, data collection procedures, data analysis; logistical and ethical considerations; the conceptual framework and the measurements of variables.

3.1 Research Design

The study was a descriptive survey that captured perceptions of hotel general managers regarding the factors that affect women career progression in the hospitality industry in the coast region of Kenya. The descriptive survey study was used because it allows generalization of the results to the population (Mugenda and Mugenda, 2003).

Open-ended questions were used to gather additional information about what the hospitality industry can do to enhance women career progression in the hospitality industry in Kenya. Focus group discussions (FGDs) were held with selected women hospitality managers and supervisors (departmental heads) to gather more information on the study. Personal structured interviews were conducted with selected classified hotel chain owners operating hotel businesses at the coast.

3.2 Study Area

The study was conducted in the Coastal region of Kenya. The region is made up of ten districts. The coastal region extends from the southeastern tip at Vanga to the lower part northeastern province up to Ijara County and comprises of many tourists attractions

including the vacational hotels, sun, sand, sea and many historical sites. It extends to the hinterland, bordering Kitui, Makueni and Kajiado on the western.

The region covers an area of about 83,603 km² and has a population of 3,325,307 inhabitants (2009 census). Coastal region include Kwale, Msambweni, Kinango, Taita, Taveta, Kaloleni, Kilindini, Mombasa, Kilifi, Malindi, Tana River and Lamu counties. The coastal region receives an average annual rainfall of about 500mm to 1000mm, with bio-modal rainfall pattern. The rainfall pattern has a decreasing trend from the coastal plain towards the Nyika plateau of the coastal hinterland. The climate and weather systems are dominated by the large scale pressure systems of the Western Indian Ocean and the two distinct monsoon periods (GOK 2011).

The coastal region is dominated by the Northeast monsoon which is comparatively dry in the months of December to early March. During the months of May, June, July and August the long rains are dominant due to the Southeasterly monsoon wind system with mild transitional wind systems in March and September.

The long rains fall from April to June with a peak in May, while the short rains come between October and December corresponding to the monsoon winds systems. The region is also characterized by temperatures ranging from a minimum of 21°C to a maximum of 32°C. The weather condition in the coastal region is ideal for attracting both domestic and foreign tourists who stay in the many luxurious tourist hotels.

There are 140 classified hotels in Kenya of which 66 (47%) are at the coast. Seventy eight percent (78%) of the tourist activities in Kenya are conducted in the coastal region, and 79.5% of Kenya's tourists' investments are also in this region (Ochieng, 2011). Therefore the most important criterion in selecting this area was that it is a good

representation of the tourism and hospitality sector in Kenya.

3.3 Population for study

The population for this study comprised 66 classified hotel general managers, departmental heads and supervisors and hotel owners operating hotel businesses at the coast region of Kenya.

3.4 Sampling Techniques.

Hotels and Restaurant Authority hotel classification of June 2007 was used to get the list of all classified hotels at the Kenyan Coast. The study employed stratified random sampling technique to obtain the 60% of the classified hotels in the coast region of Kenya. The criterion for stratification was hotel classification where all the classified hotels have the same characteristics. This formed the sampling frame for the study hotels. The sampling frame was divided into defined stratus using the star rating (Table 3.1).

The stratified random sampling ensured that all the subgroups were included in the sample. Target Population = 66 hotels. $60\% \times 66 \text{ hotels} = 40 \text{ hotels}$. Desired sample size was 40 classified hotels.

Table 3.1: Sampling Frame for Classified Vacationl Hotels in the Coast Region of Kenya.

Hotel Classification (Star rating)	5*****	4****	3***	2**	1*	Total
Number of hotels in each classification	3	9	18	34	2	66
Hotel Sample frame	2	5	11	21	1	40

Note: An esteric * indicates Hotels Star Rating

Sample size/ population = $40/66 = 0.606$

Multiply each member of the strata by 0.606 to get the sub-samples.

Table 3.2: Sample size of the vacational hotels in the coastal region

Rating	Number of sampled hotels
3 x 0.606	2. (five star hotels)
9 x 0.606	5 (Four-star hotels)
184x 0.606	11 (three star hotels)
36 x 0.606	21 (two star hotels)
2 x 0.606	1 (one star hotels)
Total	40 Hotels

The sub- samples were added to get the sample size which totaled to 40 classified hotels (Table 3.2). From the 40 classified hotels purposive sampling technique was used to select the hotels that had a woman GM to participate in the study.

3.5 Sample Size

Each of the selected hotels had a general manager and therefore the sample size composed of the 40 general managers from these hotels. The focus group discussion participants were purposively selected from the classified hotels to include female hotel departmental managers and supervisors who had worked in the industry for between three to ten years. Finally the interviewees were also purposively sampled to include proprietors who own hotel chain and have been operating hotel business for between ten and twenty years. The sample size for this study was therefore thirty seven (37) men and three (3) women general managers, forty three (43) female hotel managers and

supervisors and three (3) chain hotel owners. Giving a total of 86 respondents drawn from the classified hotels at the coast region of Kenya.

3.6 Research Instruments.

The study used questionnaire; Focus Group Discussions and Personal Interview to collect data. Questionnaires utilized a five-point Likert scale that provided an adequate response variance and made it easy for respondents to complete the survey (Mugenda and Mugenda, 2003). Kothari, (2004), Kisilu and Delno, (2010) suggested several advantages of using a Likert scale: It is rather easy to construct, usually highly reliable and adaptable to the measurement of many different kinds of attitudes, and have produced meaningful results in many studies to date.

3.6.1 The Questionnaire

Due to frequent mention in literature on the factors that affect women career progression including organizational culture and structure, personality and attitude towards work (Brownell, 1994; Bierema & Opengart 2002 and Zikic, Novicevic, Harvey, & Breland (2006); work characteristics (Walsh, & Borkowski, 2006); work and family conflict and poor childcare support (Zhong, 2006, Ismail and Arokiasamy, 2007) and Gender discrimination (Burke, & Vinnicombe, 2006, Manfred, 2009).

The purpose of the questionnaire in this study was to provide an adequate measurement tool for the perception of the hotel GMs concerning the factors that affect women career progression in the hospitality industry in the coast region of Kenya. The items were ordered as follows:

Section 1: Background information.

Hospitality managers were requested to include age, marital status, educational background, professional background, years of hospitality work experience and their current earnings in the hospitality industry.

Section 2: Career variables that predict women career progression in the hospitality industry.

Seven items on factors that predict career progression in the hospitality industry in the coast region of Kenya were identified. Respondents were requested to respond with “1” being “extremely important” and: “5”, being “extremely not important” to women’s career progression.

Section 3: Socio-cultural and organizational factors

Fifteen items on socio-cultural and organizational factors that affect women career progression in the hospitality industry: Respondents were requested to respond with “1” being “extremely important” and: “5”, being “extremely not important” to women’s career progression.

Section 4: Hospitality job related characteristics

Fifteen items on hospitality job related characteristics that affect women’s career progression in the hospitality industry: Respondents were requested to respond with “1” being “extremely important” and: “5”, being “extremely not important” to women’s career progression.

Section 5: Work and family conflict.

Twelve items on work and family conflict factors that affect women’s career progression in the hospitality industry: Respondents were requested to respond with “1” being “a major barrier” and: “5” being “not a major barrier” to women’s career progression.

Section 6: Work and gender discrimination in the workplace

Twelve items on work and gender discrimination factors that affect women's career progression in the hospitality industry: Respondents were requested to respond with "1" being "a major barrier" and: "5" being "not a major barrier" to women's career progression.

Section 7: Open-ended question

Recommendations were sought from the hospitality managers on what would assist in minimizing the obstacles to women's career progression and how to narrow the gender gap in the hospitality industry in Kenya.

3.6.2 Focus Group Discussion (FGDs)

Qualitative data was further collected through focus group discussions. Focus-groups are effective in providing information on why people think the way they do. This had certain advantages even over the personal interviews as participants tended to be more comfortable and natural. According to Redmond & Griffith, (2003) people participating in focus group discussions influence and are influenced by others just as they are in real life.

The Focus groups was open yet guided and it helped collect data on how women feel and think of their careers and the workplace. Two different focus group discussions were held at two different hotels. The hotels for the FGDs were purposively selected to include hotels at the north coast and the south coast of the region.

The Focus Group Discussion participants were purposively selected to include women departmental heads and section supervisors. Twenty four (24) participants were drawn from seven (7) north coast classified hotels and (19) nineteen participants from 7 south

coast classified hotels. A total of (43) forty three female managers and supervisors participated in the focus group discussions. The criterion for the selection of these line managers and supervisors was that they are second in seniority immediately after the general managers in the selected hotels.

3.6.2.1 Selection of Focus Groups participants

(i). North Coast Hotels

Table 3.3 below presents the total number of participants recruited from the classified North Coast hotels.

Table 3.3: Total number of participants recruited for the FGD from the classified North Coast hotels

	Position in Employment	Number of participants
1	General Manager	1
2	Human Resource Manager	3
3	Accommodations Manager	2
4	Food and Beverage Manager	2
5	Assistant Front Office Manager	1
6	Resident Manager	1
7	Executive Housekeeper	2
8	Banqueting Manager	3
9	Guest Relations Manager	2
10	Restaurant Supervisors	2
11	Assistant Housekeeper	3
12	Floor supervisors	2
	Total	24

The selected participants were divided in to two focus groups as follows: eight (8) Managers and four (4) supervisors participated in focus discussion in GROUP A, while the other nine (9) managers and three (3) supervisors participated in focus discussion GROUP B. Table 3.4 below presents the number of participants in Group A.

Table 3.4 Group A Focus Group participants (North Coast hotels)

	Position in Employment	Number of participants
1	Human Resource Manager	1
2	Accommodations Manager	1
3	Food and Beverage Manager	1
4	Assistant Front Office Manager	1
5	Resident Manager	1
6	Executive Housekeeper	1
7	Banqueting Manager	1
8	Guest Relations Manager	1
9	Restaurant Supervisors	1
10	Assistant Housekeeper	2
11	Floor supervisors	1
	Total	12

Table 3.5 Group B Focus Group Discussion participants (North Coast hotels)

	Position in Employment	Number of participants
1	General Manager	1
2	Human Resource Manager	2
3	Accommodations Manager	1
4	Food and Beverage Manager	1
5	Assistant Front Office Manager	0
6	Resident Manager	0
7	Executive Housekeeper	1
8	Banqueting Manager	2
9	Guest Relations Manager	1
10	Restaurant Supervisors	1
11	Assistant Housekeeper	1
12	Floor Supervisors	1
	Total	12

(ii). The South Coast Focus Groups

At the south coast the (17) seventeen participants were divided in to two focus groups as follows: Five (5) Managers and four (4) supervisors participated in focus discussion in GROUP A. While the other five (5) managers and five (5) supervisors participated in focus discussion GROUP B. Table 3.6 below presents the number of participants in Group A.

Table 3.6 Total number of participants recruited from the classified South Coast hotels

S/N	Position in Employment	Number of participants
1	Assistant General Manager	1
2	Human Resource Manager	4
4	Food and Beverage Manager	3
5	Front Office supervisor	2
6	Housekeeper	2
7	Banqueting Manager	1
8	Guest Relations Manager	1
9	Restaurant Supervisors	1
10	Assistant Housekeepers	2
11	Floor supervisors	2
	Total	19

Table 3.7: Group A FGD participants (South Coast classified hotels)

	Position in Employment	Number of participants
1	Assistant General Manager	1
2	Human Resource Manager	2
4	Food and Beverage Manager	1
5	Front Office supervisor	1
6	Housekeeper	1
7	Banqueting Manager	0
8	Guest Relations Manager	1
9	Restaurant Supervisors	0
10	Assistant Housekeepers	1
11	Floor supervisors	1
	Total	9

Table 3.8: Group B FGD participants (South Coast classified hotels)

S/N	Position in Employment	Number of participants
1	Assistant General Manager	0
2	Human Resource Manager	2
4	Food and Beverage Manager	2
5	Front Office supervisor	1
6	Housekeeper	1
7	Banqueting Manager	1
8	Guest Relations Manager	0
9	Restaurant Supervisors	1
10	Assistant Housekeepers	1
11	Floor supervisors	1
	Total	10

Each group was moderated by a director while the notes were taken by a secretary selected by the group. The objective of the focus group discussion was to examine the factors challenging women upwards mobility in the hospitality industry in Kenya. Discussion in the groups were guided by an objective and based on a topic guide (Appendix 7.2).

3.6.3 Personal Interview

Personal structured interviews were held with selected hotel owners operating establishments at the coast region of Kenya. The respondents were purposively selected to include hotel owners operating chain hotels at the coast. The purpose of the interviews was to obtain supplementary information concerning the factors that affect women career progression and the woman's place in the hospitality industry (Appendix 7.3). The information gathered during the personal interviews was of great value in interpreting results.

3.7 Pre- testing

The purpose of the pre- test was to determine the reliability of the research instruments. A convenience sample of 8 hotels that represented 15% of the total classified hotels in the coast region was purposely selected. The pre-test sample was not part of the study sample and minor revisions to the instrument were made following the pre-test. Responses were voluntary and anonymous where 100% of the hotel general managers responded to the questionnaire. Collected data were checked for outliers and missing data. Analysis of the pre-test data improved the validity and reliability of the research instruments.

3.8 Reliability and Validity of Research Instrument.

To establish reliability of the instruments to the specific situation the coefficient of internal consistency-the split-half reliability method was used. The questionnaire was administered to the pilot group, and then the scores were ranked. The scores were then divided into two comparable halves, the Spearman-Brown Proficiency Formula (r split-half) was used to correlate the two, and a Split-Half estimate of 0.913 was established.

This did not vary depending on whether the instruments were collected immediately, or left behind and collected later. Any instrument with a Split-Half estimate between 0.8 and 1.0 is accepted as reliable enough according to Gay, (1992). The instruments were then accepted and administered to the respondents. The instrument was then given to hospitality faculty to establish face validity, identify problems, and obtain suggestions. Minor revisions were made based on the suggestions. The pre-test helped in enhancing the validity and reliability of the instruments and improved the questionnaire in both consistency and clarity.

3.9 Data Collection Procedure

Data collection took a three-pronged approach. Firstly, questionnaires were administered to hotel general managers in the selected hotels, secondly a focus group discussion was held in two separate locations and thirdly personal interviews were held with selected hotel chain owners operating hotel business at the coast to obtain supplementary information concerning the factors that affect women career progression in the hospitality industry in the coast region of Kenya.

3.10 Data Analysis

The purpose of this study was to determine the factors that affect women career progression in the hospitality industry in the coastal region of Kenya. Prior to analysis, data was systematically organized, coded in a manner that facilitated analysis. The first step in the analysis was descriptive analysis where measures of central tendency (Means, and percentages) were used to describe the perception of the hotel GMs concerning the factors that affect women career progression in the hospitality industry in the coast region of Kenya. Content data Analysis was used to analyze FGD data, Personal interview data and data from the open ended question, Pearson's Correlation analysis to determine the strength and degree of relationships between variables while multiple regression analysis was used to determine whether the independent variables in this study predict the dependent variable.

Content analysis is defined as “any technique for making inferences by systematically and objectively identifying specified characteristics of messages” Kumar, (2005) and Gall and Bogg, (2003) suggested that in content analysis a coding system should be employed to categorize information and then a frequency count be conducted for the occurrences of each category before interpretation is done.

Based on the above considerations content analysis was used for analysis of focus group discussions, personal interviews data and open ended question. Responses were classified by themes and attributes of the messages from each participant and a frequency count was performed to summarize the findings. Correlation, a technique for investigating the relationship between two quantitative variables where Pearson's correlation coefficient (r) is a measure of the strength of the association between the two variables.

In this study The Pearson correlation analysis was used to measure the relationship between the factors that affect women career progression in the hospitality industry in Kenya and how strongly the pairs of variables were related. Multiple regression analysis is a method of data analysis that may be appropriate whenever a quantitative variable (the dependent or criterion variable) is to be examined in relationship to any other factors (expressed as independent or predictor variables). (Cohen, Cohen, West, & Aiken, 2003).

In this study multiple regressions was used to examine the relationship between the Social- cultural and organizational factors, Job related characteristics, work and family conflict factors, work and gender discrimination and their effects of women career progression. Then determine the magnitude contribution of each independent variable on dependent variable. Below is a summary of the methods of data analysis used for each objective and the justification for its use.

Table 3. 9. Summary of the methods of data analysis

Objective	Method of Analysis	Where used and Justification
1	Descriptive Analysis	To describe the perceived factors affecting women career progression
2	Descriptive Analysis	To describe the perception of the GMs on career progression indicators
3,4,5 and 6	Descriptive Analysis	To describe the perception of the GMs on the indented factors affecting women career progression
3,4,5 and 6	Content data Analysis	To analyze FGD data, Personal interview data and data from the open ended question.
3,4,5 and 6	Pearson's Correlation analysis	To determine the strength and degree of relationships between variables.
3,4,5 and 6	Multiple regression Analysis	To determine whether the independent variables in this study predict the dependent variable. Then determine the magnitude contribution of each independent variable on dependent variable.

3.11 Logistical and ethical Considerations

Prior to commencing the study research authorization was obtained from the Board of Postgraduate studies of Kenyatta University. Ethical clearance was sought from the hotel authorities for permission to conduct the study. Respondents were informed of the purpose of the study. The information gathered was treated with confidence and was for academic research only.

3.12 Conceptual Framework

Fig 3.1 below presents the conceptual framework for this study

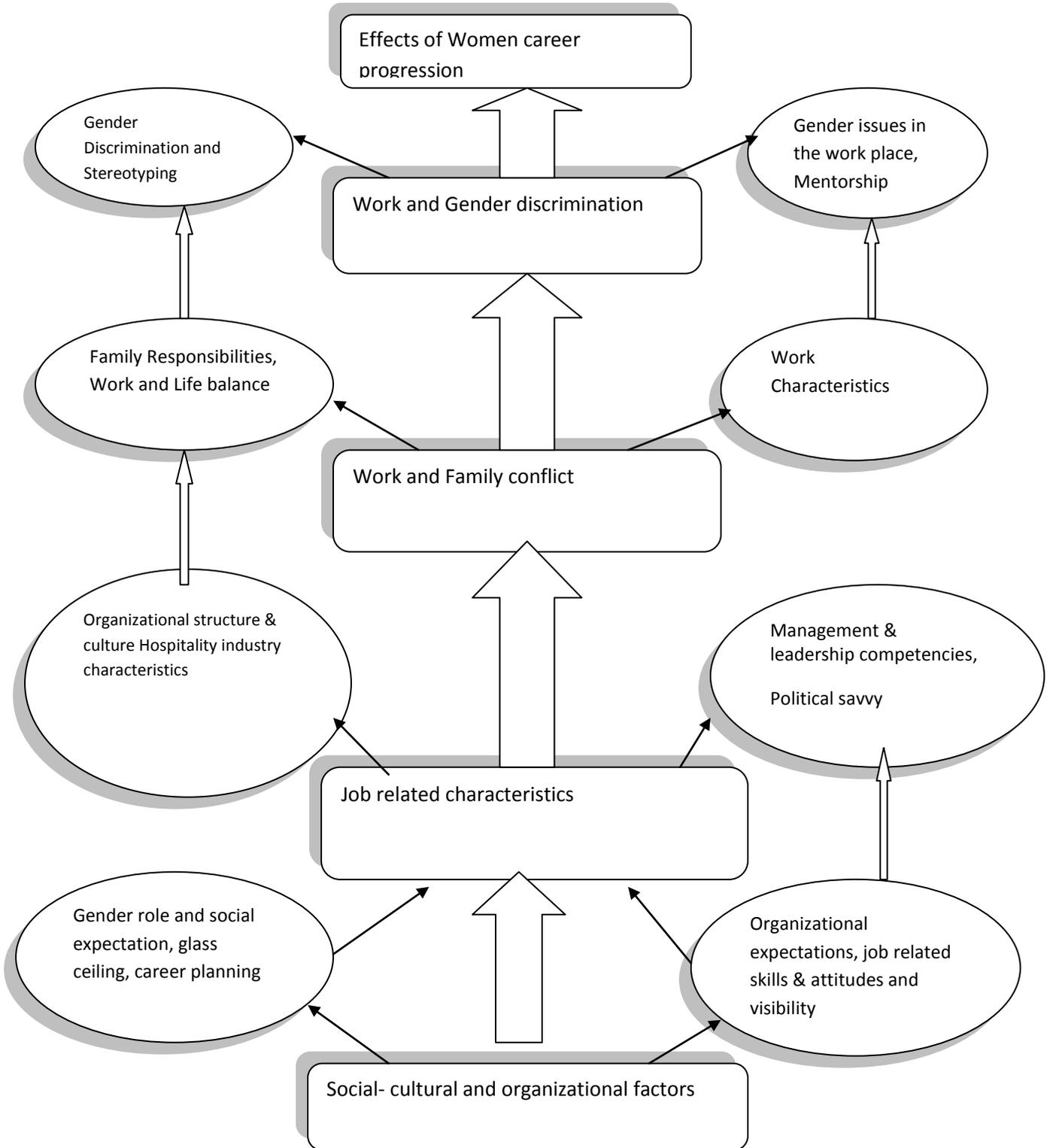


Fig 3.1 Conceptual Framework
 Source: Author construct

Fig 3.1 above presents the conceptual framework of this study it gives a concise description of the phenomena under study and shows a diagrammatic illustration of the major variables of the study. It shows the perceived factors that may affect women career progression and their relationships. The framework has five levels and includes the socio-cultural and organizational factors, Job related characteristics, work and family conflicts, work and gender discrimination and the outcomes.

Social- cultural factors may affect women career progression in the hospitality industry. The gender role and social expectation is that the woman's place in the society is that of a mother and household keeper and not in the competitive world. The gender socialization is therefore thought to affect women in their pursuit to higher levels of engagements. Organizational expectations relate to the skills, competencies and attitudes required for job performance. In the hospitality context organizational expectations predominantly relate to individual performance, skill development and acquisition of political nous.

Job related characteristics relate to organizational culture and structure and these are factors that may affect women career progression while work and family conflict is "a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. The hospitality work role is quite demanding because of the irregular and unpredictable work schedules, while on the other hand women are expected to shoulder family responsibilities. The outcomes in the framework are the effects of women career progression.

To date this situation has not changed much in spite of the number of measures taken by the government through legislation and policy as Kirai, & Elegwa, (2012) observes that women joining the workforce have met a lot of resistance. The underlying reasons are

thought to be due to a mixture of organizational culture, work related characteristics, and gendered discourses. The researcher conceptualized in this study that to mitigate the factors challenging women upwards mobility in the hospitality industry, there must be a deliberate move by the hotels, the women employees and the government in achieving women's empowerment by enabling them to achieve equal control over the factors of production and participate equally in the development process.

3.13 Measurement of variables

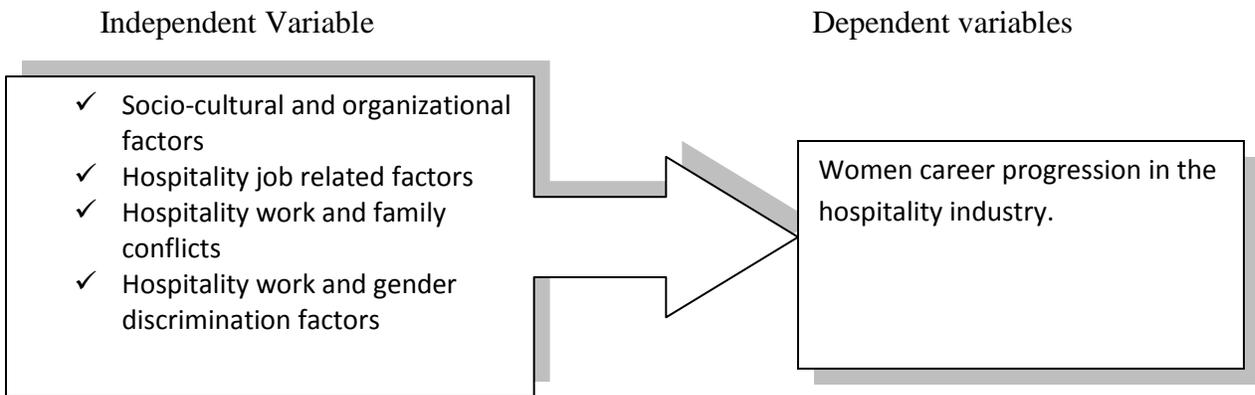


Figure 3.2 Independent and dependent variables of this study

Figure 3.2 above presents the independent and dependent variables of this study. This study attempted to determine whether the independent variables together predicted the dependent variable and the magnitude contribution of each of the independent variables on dependent variable. The regression analysis showed the factors that highly affected the women career progression in the hospitality industry.

CHAPTER FOUR FINDINGS AND DISCUSSION

4.0. Introduction

The purpose of this study was to determine the factors that affect women's career progression in the hospitality industry in the Coast region of Kenya and to investigate the hotel GM's perceptions on such factors. This chapter presents an overview of the study, the research findings, discussions and interpretations of the results.

4.1. Overview of the Study

This study was a descriptive study that captured perceptions of hotel general managers regarding the factors that affect women career progression in the hospitality industry in Kenya. The study was conducted at the Coastal region of Kenya and the population for this study comprised 66 classified hotel general managers, departmental heads and supervisors and hotel owners operating hotel businesses at the coast region of Kenya.

The study employed stratified random sampling technique to obtain the 60% of the classified hotels in the coast region of Kenya. The sample size for this study was therefore forty (37) men and (3) women general managers, forty three (43) female hotel managers and supervisors and three (3) chain hotel owners. All drawn from the classified hotels at the coast region of Kenya.

Two different focus group discussions were held at two different hotels. The hotels for the FGDs were purposively sampled to include hotels at the north coast and the south coast of the region. The Focus Group Discussion participants were purposively selected to include women departmental heads and section supervisors. Twenty four (24) participants were drawn from seven (7) north coast classified hotels and (19) nineteen

participants from 7 south coast classified hotels. A total of (43) forty three female managers and supervisors participated in the focus group discussions.

Prior to analysis the data was examined for accuracy, consistence and outliers. One questionnaire had not been returned by the respondent and therefore thirty nine (39) questionnaires were left for analysis giving a response rate of 97.5%. The focus group discussion participants had 100% attendance and the three hotel chain owners were interviewed as scheduled.

Both qualitative and quantitative statistics were used to analyze study results. Frequencies, percentages, means and standard deviations were used to describe results. Content analysis was used to analyze focus group discussions, open ended questions and personal interviews data. Pearson correlation analysis was used to determine inter-relationships between variables while Multiple Regression analysis was utilized for measurement of independent and dependent variables. The study identified four factors that affect women career progression in the hospitality industry in Kenya.

4.2 The Demographic and Socio-economic characteristics of the hotel GMs

This study was guided by research objectives and sought to answer specific research questions as indicated in chapter one. The demographic data were summarized and presented in this section.

4.2.1 Age and Gender of the Hotel General Managers

The Figs. 4.2.1 and Fig. 4.2.2 show the distribution of hotel general manager's age and gender. N = 39.

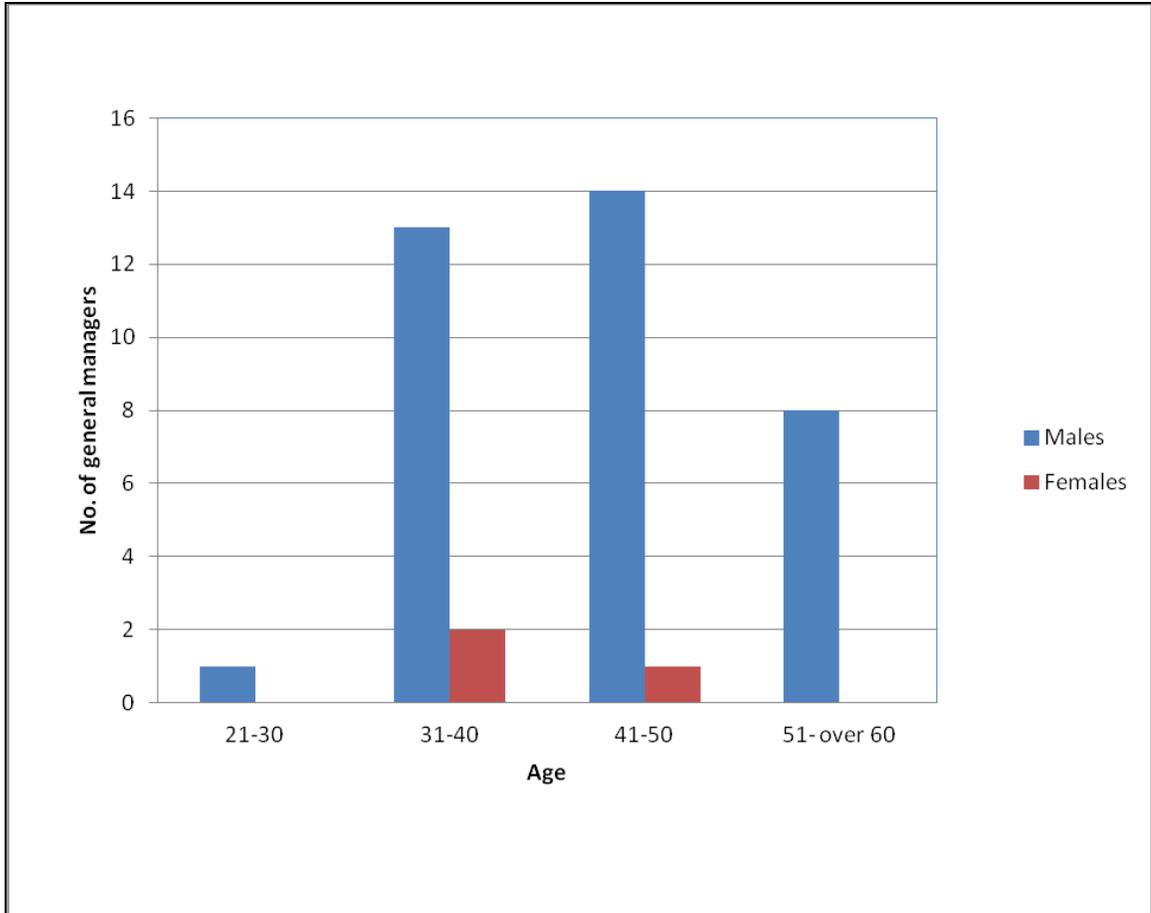


Figure 4.2.1: Gender of the Hotel General Managers

From Fig. 4.2.1 above, it can be observed that an overwhelming majority of the general managers were males (92.3%), while females only constituted (7.7%). This was an indication that women are under-represented at the managerial level in the hospitality industry in Kenya. Findings showed that 41% of the respondents were 40 years and below while 59 % were 41years and above. Majority of the hotel general managers were aged between 31 to 50 years (97.0%). Age and gender of the respondents were crucial for determining the general managers' perception on women career progression in the hospitality industry in Kenya.

4.2.3 Marital Status of the Hotel General Managers

The distribution of the hotel general managers according to their marital status is presented in Table 4.2.3 below.

Table 4.2.3: Marital Status of the Hotel General Managers N = 39

Marital Status	Male		Female		Total	
	(f)	%	(f)	%	N	%
Married	27	75.0	1	33.3	28	71.8
Never Married	9	25.0	2	66.7	11	28.2
Total	36	100.0	3	100.0	39	100.0

Table 4.2.3 shows that although majority of the hotel general managers were married (71.8%) when the marital status is compared on the basis of gender, out of the three female managers, only one was married. This may imply that family responsibilities may be a hindrance to women upward mobility in hotel management.

Findings from this study are similar to findings from Ng and Pine, (2003) who also found this situation as a typical picture for the hospitality industry in Hong Kong where most of women who get to the top are either single (no family) or divorced.

Dessler, (2008) found that the standard and most cost-effective employee for companies has traditionally been male because men's family or personal lives do not impinge on their work. Clearly, men generally find it easier than women to combine family and work because they rely heavily on women to shoulder family and domestic responsibilities.

4.2.4 Level of Education and Professional Qualifications of the Hotel GMs

The level of education of the respondents and their professional qualification are summarized and presented in Table 4.2.4a and Fig.4.2.4b below.

Table 4.2.4a: Level of Education Attained by the Hotel General Managers N = 39

Level of education	N	%
O' Level	22	56.4
A' Level	1	2.6
Bachelors Degree	12	30.8
Masters Degree	4	10.3
Total	39	100%

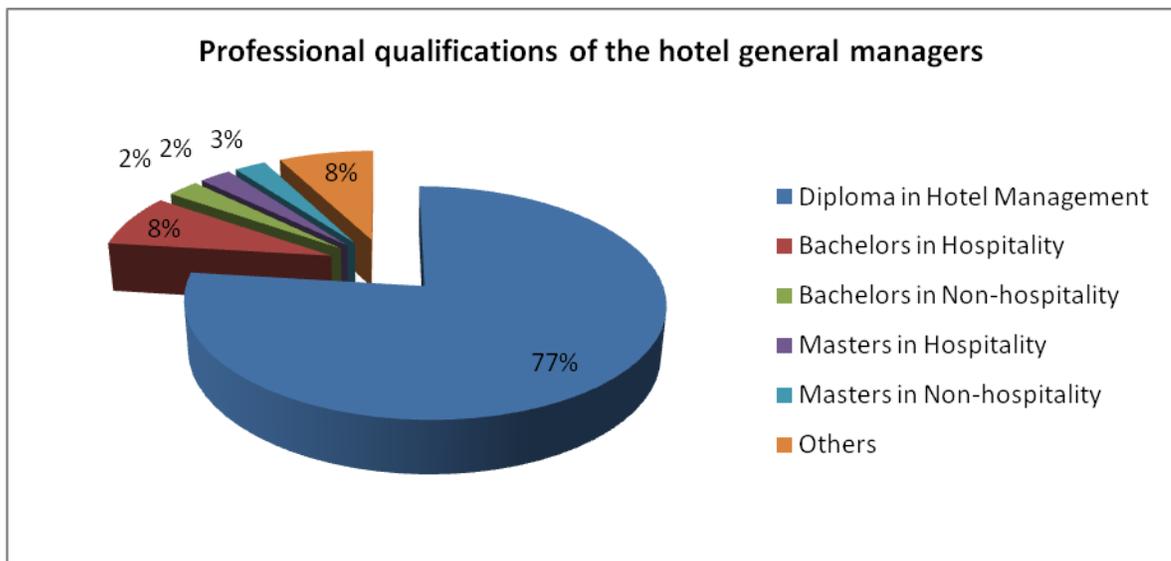


Fig 4.2.4: Professional Qualifications Attained by the Hotel General Managers- N = 39.

Fig. 4.2.4 above indicates that the highest number of the respondents 76.9% had diploma in hotel management, 7.7% a Bachelors in Hospitality management. Majority 56.4% of

the respondents were 'O'-Levels and 30.8% had a Bachelors degree. Out of the 30.8 % of the respondents with a Bachelors degree, only 7.7% had Bachelors in hospitality management and 2.6 % (all male) had a Masters degree in hospitality management.

The results of this study therefore indicate that the hospitality industry's top level management in the coast region of Kenya are holders of diploma in hotel management and majority of those with masters degrees are men, an indication that there could be some constrains to women academic and career progression in the hospitality industry.

4.2.5 Length of Service with Current Employer and Total Work Experience.

The length of service with current employer and total work experience of the hotel general managers are presented in Table 4.2.5a and 4.2.5b.

Table 4.2.5a: Length of Service with Current Employer N = 39.

Length of service (years)	Male (frequency)		Female (frequency)		Total %
1-5	10	(25.64%)	2	(5.12%)	30.76
6-10	18	(46.15%)	1	(2.56%)	48.72%
11-15	4	(10.25%)	0	(0%)	10.26
16-20	4	(10.25%)	0	(0%)	10.26
Total	36		3		100.0

The findings in Tables 4.2.5a and 4.2.5b show that majority of hotel general managers had worked with their current employer for 6-10 years (48.72%). In her study Ng & Pine, (2003) found that in the hospitality industry people don't stay in the job for long they are often on the move within a couple of years. In this study, majority had a total work experience of between 11 and 15 years (10.26%) (Table 4.2.5b). The longest

serving employee (Male) had a total work experience of between 31-35 years as shown in table 4.2.5 (b) below.

Table 4.2.5(b): Total Work Experience of the Hotel General Managers N =39

Total work experience (in yrs)	n	Male(frequency)	Female (frequency)	%
5-10	8	7	1	20.5
11-15	13	11	2	33.3
16-20	10	10	0	25.6
21-25	7	7	0	17.9
26-30	0	0	0	0.0
31-35	1	1	0	2.6
Total		36	3	100.0

Majority of the women hotel general managers had work experience spanning over 14 years. This implies that despite all the forces constraining women from career progression, they still have many years of experience in the hospitality industry.

4.2.6 Total earnings for hotel General Managers

The salary scale of the respondents disaggregated by gender is shown in table 4.2.6 below.

Table 4.2.6 Total earnings for hotel general managers N = 39

Salary Scale (Kshs)	Male	Female
51,000-100,000	3	0
101,000-200,000	20	0
201,000-300,000	12	2
301,000-400,000	2	0
Undisclosed	2	1
TOTAL	36	3

Table 4.2.6 shows the varied nature of the total earning of the general managers in the hotel industry with 63.89% of the general managers earning between Kshs. 51,000 and Kshs.200, 000. Only two of the hotel general managers did not disclose their income groups. Majority of the hotel managers about (56 %) earn a salary ranging from Kshs.

101,000 to Kshs. 200,000. Two out of the three women in this study earned about Kshs. 201,000 and Kshs. 300,000, an indicator that if the women progressed in their careers in the hospitality industry, they would earn more than their male counterparts.

4.3 Perception of hotel GMs on Hospitality Career Progression Indicators

For this study career progression was the dependant variable. The career progression variables were obtained from the perception of the hotel general managers on what they considered to be indicators of progression in hospitality career. The study sought to know what the hotel general managers considered to be indicators of women career progression in the hospitality industry and the following factors were identified.

- (i) Promotion to GM (Y1)
- (ii) Increased job responsibilities (Y2)
- (iii) Professional growth. (Y3)
- (iv) Readiness to relocate (Y4)
- (v) Increased earnings (Y5)
- (vi) Attainment of set goals (Y6)
- (vii) In charge of large workforce (Y7)

The respondents were required to rank their perception on what they considered indicators of women career progression in the hospitality industry on the likert scale ranging from: *Extremely important =1 to Extremely not important = 5*. The demographic and socio-economic factors were considered important for this study because they seemed to have an influence on the perception of the general managers on what they considered as indicators of career progression in the hospitality industry.

4.3.1 Age and Perception of hotel GMs on hospitality career progression indicators

It is thought that age as a factor influences perception on issues. This study used the age of the hotel GMs to find out what they thought was the hospitality career indicators.

Table 4.3.1: Age and the perception of hotel GMs career progression indicators N= 39.

Age	n	Likert scale							Average Ranking
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	
21-30	1	1.00	1.00	3.00	2.00	2.00	1.00	3.00	1.71 E. important
31-40	15	1.27	1.40	2.27	1.47	1.33	1.47	3.27	1.49 important
41-50	15	2.00	1.40	2.27	1.60	1.67	2.60	3.47	2.14 important
51- 60	8	2.25	1.50	2.38	1.63	1.63	2.75	4.00	2.37 Important
Average		1.63	1.65	2.73	1.67	1.65	1.95	3.4	1.93 E. important

Table 4.3.1 above indicates that all the hotel general managers ranked the career progression indicators extremely important with an average perception rank of (1.93). However there were differences in the perception ranking of the individual factors by the respondents. Despite the hotel GMs age brackets the career progression indicators were rated important in the following order: Increased job responsibilities, promotion to GM and above, increased earnings, readiness to relocate and attainment of set goals.

4.3.2 Marital status and Perception of hotel GMs on hospitality career progression indicators

The hotel general manager's perception on the hospitality career progression indicators may have been influenced by their marital status. Table 4.3.2 below presents results on perception of hotel general managers on career progression indicators in relation to their marital status.

Table 4.3.2: Marital status and Perception of hotel GMs on hospitality career progression indicators N = 39

Marital Status	N	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Average ranks
Married	28	1.75	1.46	1.96	1.64	2.04	1.43	3.25	1.93 E. Important
Never Married	11	1.36	1.73	1.64	1.27	1.64	1.09	3.09	1.69 E. Important
Average		1.56	1.60	1.80	1.46	1.84	1.26	3.17	1.81 E. Important

The married GMs (n=28) perceived all the indicators as extremely important with a mean rating of (1.93) except being in charge of large workforce (3.25) which was perceived as somehow important for career progression (Table 4.3.2). The GMs who had never married had a mean perception of (1.69) rating all career progression indicators as extremely important except being in charge of large workforce that was rated as somehow important (3.09) for women career progression. In order of importance the career progression indicators were rated as important in the follows: Attainment of set goals, readiness to relocate, promotion to GM, increased job responsibilities, professional growth and increased earnings.

4.3.3 Level of education and Professional Qualifications and the Perception of hotel GMs on career progression indicators.

The level of education and professional qualification of the hotel GMs may have influenced their perception on what they considered as career progression indicators. Table 4.3.3(a) and Table 4.3.3 (b) below presents the findings of the Level of education and professional qualifications and the Perception of hotel GMs on career progression indicators.

Table 4.3.3 (a) Level of education and Perception of hotel GMs on hospitality career progression indicators N= 39

Level of Education	N	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Average Ranking
O' Level	22	1.45	1.82	1.95	1.82	1.91	1.41	3.27	1.95 E. Important
A' Level	1	1.00	1.00	1.00	2.00	1.00	1.00	3.00	1.43 E. Important
Bachelors Degree	12	1.50	1.58	1.75	1.67	1.25	1.67	3.33	1.82 E. Important
Masters Degree	4	1.00	2.00	1.25	1.50	1.50	1.50	2.50	1.60 E. Important
Average		1.24	1.60	1.49	1.75	1.42	1.40	3.03	1.45 E. Important

Those managers with 'O' level of education (n= 22) rated all indicators as extremely important except being in charge of a large workforce that was rated as somehow important (3.27) for career progression. A' Level hotel GMs perceived all indicators as extremely important (1.00) except readiness to relocate (2.00) important and being in charge of large workforce was perceived as somehow important (3.00) indicators for career progression (Table 4.3.3(a). Bachelors Degree level of education hotel general managers rated all the indicators as extremely important career progression indicators except being in charge of large workforce that was rated as somehow important (3.00).

Those general managers holding a masters degree rated all indicators extremely important for women career progression except increased job responsibilities (2.00) and being in charge of large workforce (2.50) both rated important. The average perception of the hotel GMs on career progression indicators ranked in the following order: Promotion to GM and above, attainment of set goals, increased earnings, professional growth and increased job responsibilities.

Table 4.3.3(b) Professional qualification and the Perception of hotel GMs on hospitality career progression indicators. N = 39

Professional Qualification	N	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Average Ranking
Dip-HM	30	1.00	1.00	1.50	1.75	1.00	1.50	3.24	1.57 E. Important
Bachelors (hosp)	3	1.00	1.00	2.00	1.33	1.33	1.67	4.00	1.76 E. Important
Bachelors (non) hospitality	1	2.00	1.00	1.00	2.00	1.00	2.00	4.00	2.00 Important
Masters Hospitality	1	1.00	1.00	2.00	2.00	1.00	1.00	1.00	1.29 E. Important
Masters-Non hospitality	1	1.00	2.00	2.00	3.00	2.00	1.00	3.00	2.00 Important
Other	3	1.67	1.33	2.00	3.00	2.00	1.00	3.00	2.00 Important
Average		1.45	1.39	1.92	2.34	1.57	1.51	3.04	1.74 E. Important

Results indicate that the perception of the hotel GMs varied from one factor to another and was thought to have been influenced by their Professional qualification. GMs with a Diploma in Hospitality Management (N= 30) rated all the indicators as extremely important for women career progression except for being in charge of large workforce.

The bachelor of hospitality GMs perceived all the indicators as extremely important for women career progression except professional growth (2.00) important and being in charge of large workforce (4.00) not important (See table 4.3.4).

The bachelor non- hospitality educational level managers perceived increased job responsibilities, professional growth, and increased earnings, as extremely important indicator for women career progression. Promotion to GM, readiness to relocate and attainment of set goals were perceived as important indicators for women career progression with an average perception of (2.00) (see table 4.3.3). The other respondents who are not hospitality trained rated promotion to GM, increased job responsibilities

extremely important. All other indicators were rated important except readiness to relocate and being in charge of large workforce (3.00) (somehow important).

4.3.4 Length of service and Perception of hotel GMs on career progression indicators.

This study endeavoured to find out the perception of the hotel general managers on predictors for women hospitality career progression in relation to the length of service with their current employer. Table 4.3.4 below presents the findings length of service and perception of hotel GMs on career progression indicators.

Table 4.3.4: Length of service and perception of hotel GMs on career progression indicators. N = 39

Length of service (years)	N	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Average Ranking
1-5	12	1.25	1.75	1.58	1.67	1.67	1.17	3.25	1.76 E. important
6-10	19	2.00	1.25	2.00	1.75	2.25	1.25	3.00	1.92 E. important
11-15	4	1.50	1.00	3.00	1.25	2.00	2.00	3.75	2.07 important
16-20	4	2.00	1.25	2.00	1.75	2.25	1.25	2.95	1.92 E. important
Average	39	1.54	1.54	2.13	1.63	1.94	1.66	3.24	1.91 E. important

Results from table 4.3.4 above shows significant variation in perception depending on the general manager's length of service with that hotel. Those GMs who had worked with the current employer for 1-5 (n= 12) years rated attainment of set goals (1.17), Promotion to GM (1.25), and career training (1.58) as extremely important career progression indicators. The managers who had worked for the current employer for between 6-10 years (N=19) perceived increased job responsibilities (1.25), attainment of set goals (1.25) readiness to relocate (1.75) as extremely important while Promotion to GM (2.00) and professional growth (2.00) were perceived as important indicators for hospitality career progression.

Those who had served for 11-15 years (n= 4) rated increased job responsibilities, readiness to relocate and promotion to GM extremely important indicators while increased earnings and attainment of set goals were rated important indicators of women career progression in the hospitality industry (see table 4.3.5). Those GMs who had served the current hotel for 16 -20 years perceived increased job responsibilities (1.25) and attainment of set goals (1.25) as extremely important indicators for women career progression in the hospitality industry with an average ranking of (1.92).

The length of service had varied perception levels between individual general managers however it was noted that whether the general managers had served for 1-5 years or 16-20 years they all perceived promotion to GM, increased job responsibilities, readiness to relocate, increased earnings and attainment of set goals as important career variables that indicate career progression in the hospitality industry.

4.3.5 Hospitality work experience and the perception of hotel GMs on women career progression indicators.

The hotel GMs in this study had hospitality work experience spanning between 5 years to 30 years. The study used the work experience gained by these GMs in the industry to measure their perception on what factors they considered as indicative that women were progressing in their hospitality careers. Table 4.3.5 presents the findings on the perception of hotel GMs on women career progression indicators in relation to their hospitality work experience.

Table 4.3.5: Hospitality work experience and the perception of hotel GMs on women career progression indicators N = 39

Work experience	N	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Average Ranking
5-10	8	1.38	1.63	1.63	1.38	1.78	2.38	2.63	1.83 E.important
11-15	13	1.62	1.38	2.31	1.77	1.85	1.00	3.46	1.92 E.important
16-20	10	1.40	1.80	2.30	1.90	1.60	1.60	3.00	1.94 E.important
21-25	7	1.00	1.00	1.71	1.86	1.00	1.43	3.29	1.61 E.important
26-30	1	1.00	1.00	2.00	1.86	1.00	3.00	1.00	1.55 E.important
Average		1.28	1.32	1.99	1.75	1.45	1.88	2.68	1.76 E.important

Results showed little variation in perception depending on the general manager's hospitality industry experience. The GMs who had worked for between 5- 10 years rated all the indicators extremely important while attainment of set goals and being in charge of a large workforce were both rated important for career progression. Those GMs who had worked for between 11-15 years (N=13) rated attainment of set goals increased job responsibilities, Promotion to GM and increased earnings as extremely important indicators for career progression.

GMs who had hospitality industry experience for between 16-20 years rated promotion to GM (1.40) increased earnings (1.60) and attainment of set goals (1.60) as extremely important indicators for hospitality career progression with an average rating of (1.92). Those general managers with hospitality industry experience ranging from 21-25 years and 31-35 years had similar perception on promotion to GM (1.00), increased job responsibilities (1.00) and increased earnings (1.00) as extremely important indicator for hospitality career progression.

Both the groups perceived readiness to relocate (1.68) as extremely important indicator for hospitality career progression. The average perception of the hotel GMs in relation to work experience on career progression indicators ranked in the following order: Promotion to GM, increased job responsibilities, increased earnings, readiness to relocate, and attainment of set goals.

4.3.6 Income and perception of hotel GMs on hospitality career progression indicators.

This study used the hotel GMs income brackets to measure their perception on hospitality career progression indicators. Table 4.3.6 below presents the results of the GMs perception on hospitality career progression indicators in relation to their income.

Table 4.3.6: Income and perception of hotel GMs on hospitality career progression indicators N = 39

Income level (Kshs)	n	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Average Ranking
51,000-100,000	3	1.00	2.00	2.33	2.00	1.00	1.00	2.33	1.66 E Important
101,000-200,000	20	1.50	1.30	2.75	1.25	1.45	1.40	3.00	1.80 E Important
201,000-300,000	12	1.67	1.42	1.67	1.67	1.00	1.33	3.33	1.73 E Important
301,000-400,000	2	1.00	2.00	2.00	2.50	1.00	1.50	3.50	1.92 E Important
Undisclosed	2	1.00	1.50	2.00	1.00	1.00	1.00	4.00	1.64 E Important
Average		1.29	1.65	2.15	1.68	1.09	1.25	3.23	1.75 E Important

On average the results showed that all the general managers at different income levels perceived that increased earnings, attainment of set goals, promotion to the position of a GM, increased job responsibilities and readiness to relocate as important career progression indicators for the hospitality industry.

4.3.7 General perception of hotel GMs on hospitality career progression indicators.

This study sought to investigate the GMs general perception of hospitality career progression indicators in order to draw conclusions. Table 4.3.7 below presents the results of the general perception of the GMs on hospitality career progression indicators.

Table 4.3.7 General perception of the hotel GMs on hospitality career progression indicators. N = 39

Factors	Likert scale					Average rank
	1	2	3	4	5	
Promotion to GM	17	15	7	0	0	1.74 E.important
Increased job responsibilities	26	10	3	0	0	1.41 E. important
Professional growth.	6	14	18	0	0	2.26 Important
Readiness to relocate	20	16	3	0	0	1.56 E. Important
Increased earnings	22	13	4	0	0	1.54 E. Important
Attainment of set goals	13	10	13	3	0	2.15 Important
In charge of large workforce	1	2	13	23	0	3.59 Somehow important

It can be seen from the data in Table 4.3.7 above that the hotel GMs had varied perception levels. In order of importance the career progression indicators were rated in the following order: increased job responsibilities (1.41) increased earnings (1.54) employee's readiness to relocate (1.56) and promotion to the post of GM (1.74). These findings imply that that hospitality career progression means that the employee will have several job responsibilities that will increase his/her earnings.

The female employee wishing to progress in her career should be ready to relocate to other hotel facilities or move around in different departments within the hotel to gain knowledge and experience. Finally, she should be on the alert for promotion opportunities to the position of GM. These finding are in agreement with studies by Ladkin, (2002) that found that any hotel employee with career ambition or strategies to become a GM, should always be ready to relocate to other hotel facilities, "moving

around to gain knowledge and experience”, should multi task and have long-term career goals.

4.3.8 Interrelationships between hospitality career progression indicators

This study sought to find out whether there were relationships between the hospitality career progression indicators in order to draw conclusion and inferences. Pearson’s correlation was used to determine the relationship between the hospitality career progression indicators. Table 4.3.8 below presents the findings from the analysis.

Table 4.3.8: Correlation Analysis for the hospitality career progression indicators.

		Promotion to GM and above	Increased job responsibilities	Professional growth	Readiness to relocate	Increased earning	Attainment of set goals	In charge of a large workforce
Promotion to GM and above	Pearson Correlation	1	.875**	.538	.971(**)	.953(*)	.821	-.517
	Sig. (2-tailed)	.	.052	.349	.006	.012	.089	.372
	N	5	5	5	5	5	5	5
I Increased job responsibilities	Pearson Correlation	.875**	1	.150	.924(*)	.979(**)	.659	-.501
	Sig. (2-tailed)	.052	.	.810**	.025	.004	.226	.390
	N	5	5	5	5	5	5	5
Professional growth.	Pearson Correlation	.538	.150	1	.327	.287	.797	-.087
	Sig. (2-tailed)	.349	.810**	.	.591	.640	.107	.889
	N	5	5	5	5	5	5	5
Readiness to relocate	Pearson Correlation	.971(**)	.924(*)	.327	1	.981(**)	.682	-.562
	Sig. (2-tailed)	.006	.025	.591	.	.003	.205	.324
	N	5	5	5	5	5	5	5
Increased earning	Pearson Correlation	.953(*)	.979(**)	.287	.981(**)	1	.718	-.535
	Sig. (2-tailed)	.012	.004	.640	.003	.	.172	.352
	N	5	5	5	5	5	5	5
Attainment of set goals	Pearson Correlation	.821	.659	.797	.682	.718	1	-.139
	Sig. (2-tailed)	.089	.226	.107	.205	.172	.	.823
	N	5	5	5	5	5	5	5
In charge of a large workforce	Pearson Correlation	-.517	-.501	-.087	-.562	-.535	-.139	1
	Sig. (2-tailed)	.372	.390	.889	.324	.352	.823	.
	N	5	5	5	5	5	5	5

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Result from the Pearson's Correlation analysis (Table 4.3.8 above) indicate that promotion to GM had significant positive relationship with readiness to relocate (linear regression $r = 0.971$, $p < 0.01$) implying that readiness to relocate was considered an important indicator for promotion to the position of a hotel GM. In literature Armstrong & Murlins, (2004) observed that recognition is necessary in career advancement and may be achieved by relocation and accepting challenging assignments which stretch and compliment one's knowledge and then learn as much as one could.

A strong positive relationship was noted between increased earnings and readiness to relocate (linear regression, $r = 0.981$, $p < 0.01$) an indication that readiness to relocate to other hotel facilities results in increased earnings which the hotel GMs considered a major career progression indicator. These findings are similar to Ladkin and Juwaheer, (2000) who found the most important personal strategies used in career progression were: "moving around to gain knowledge and experience", "continuing to take courses and improve on education and skills" and "being prepared to work abroad.

Promotion to GM and increased earnings were significantly correlated, (linear regression, $r = 0.953$, $p < 0.01$) implying that when an employee is promoted to a general manager's position her earnings would increase and therefore will have progressed in her hospitality career. Increased job responsibilities were significantly correlated with Promotion to GM (linear regression $r = 0.875$, $p < 0.01$) indicating that taking up extra responsibilities in the hotel may lead promotion to GM.

Professional growth was significantly correlated with increased job responsibilities (linear regression $r = 0.810$, $p < 0.01$). The implication of this result is that increased job responsibilities were as a result of professional growth which is important for career

progression in the hospitality industry in Kenya. These relationships imply that to progress in hospitality career one must be ready to geographically relocate from one hotel facility to another in order to gain experience. Once the female attain relevant career growth and she is able to shoulder increased job responsibilities then promoted to the position of GM.

In order of importance the hospitality career progression indicators were perceived as:

Increased job responsibilities, increased earnings, readiness to relocate, professional training and promotion to the post of GM. These findings reveal that career progression is a combination of factors that culminate in the eventual appointment/promotion to the position of the hotel general manager.

Li, Tse, & Xie, (2007) argued that the post of general manager (GM) is the most important position in the hotel industry. He/ She is the chief executive officer of a hotel establishment and as such, his or her decision-making has a direct and significant influence at all levels. Additionally Akrivos, Ladkin, & Reklitis, (2007) found that the post of GM has top management status and carries substantial operational responsibility for all divisions of the company and for strategic decision-making.

Studies have shown that many hotel employees and students majoring in hotel management aspire to the position of GM. Kandola, (2004) observed that education is a major factor that influences the recruitment and upward mobility of women, to positions of top management and decision-making. In sum, the results of previous studies have generated similar results.

4.4 Factors that affect Women's Career Progression in the hospitality industry

This study identified and classified the factors that affect women's career progression in the hospitality industry into four categories, namely;

- (i) Socio-cultural and organizational factors
- (ii) Job related characteristics
- (iii) Work and family conflicts
- (iv) Work and gender discrimination

It was also noted that these factors are intertwined and affect each other to some extent, making the factors affecting women career progression complex and difficult to single out any individual factor. They work in harmony and in a complex manner to affect the upward mobility of women in the hospitality industry in Kenya. Some of the factors belonged to more than one category due to the nature of the factors in influencing each other. However, the factors were rated in accordance with the perception of the hotel general managers and deduction made on the factors that strongly affected women career progression in the hospitality industry.

4.4.1. Socio-cultural and organizational factors that affect women's career progression in the hospitality industry in Kenya.

These are the factors affecting women's career progression based on the structure and culture of the hotel management system and the socio-cultural factors inherent the hotel general manager. The respondents identified the following socio-cultural and organizational factors as important in affecting women progression in the hospitality industry.

- (i) Personality (V1)

- (ii) Attitude towards work (V2)
- (iii) Support and guidance from a mentor (V3)
- (iv) Educational qualifications (V4)
- (v) Career goals (V5)
- (vi) Old boy/ network (V6)
- (vii) Luck (V7)

Studies by Green & Cassell, (1996); Akrivos, Ladkin, & Reklitis, (2007) and Williamson, (2008) found that there are a number of key career socio-cultural and organizational factors affecting women employed in hotels. These authors cited organizational culture, lack of educational qualifications, negative attitude towards work, mentoring relationships, the necessity for long hours, career decisions, glass ceiling and geographical mobility. The identified factors in the current study are similar to the ones in the above studies with the exception of glass ceiling and geographical mobility. Previous studies did not consider luck and personality as important factors.

Content analysis was performed on the data from the focus group discussion and the personal interviews from the hotel chain owners. Gall and Bogg, (2003) suggested that a coding system should be employed to categorize information and then a frequency count be conducted for the occurrences of each category before interpretation is done. Based on the above considerations, the personal interview responses and the focus group discussion data were analyzed for each group. Responses were classified by themes and attributes of the messages from each participant and a frequency count was performed to summarize the results.

Findings from personal interviews indicated that personality, hard work, problem solving skills, networking, career goals, educational and professional skills and attitude towards work as the most important socio- cultural and organizational factors that may facilitate and lack of the same may constrain women career progression in the hospitality industry.

One hotel owner said “.....*The hotel industry demands are very high, the guest’s demands are enormous; we need a general manager who is focused, ready to put in lots of hard work and has a positive attitude towards work and people*”. *Personality and hard work is key in hotel management....*” (Hotel owner C).

The hotel chain owners emphasized that women are the majority in the housekeeping, human resource managers, assistant managers and supervisors. “*I think that is where they fit best*” said one hotel chain owner. Although male and female managers have equal and similar management competence, communication skills, equal training qualifications, the hotel organizational culture may not favour women.

The hospitality industry works in a complex manner and that one must do specific chores within a time limit to maximize gains because the industry depends on seasons. These issues were mostly emphasised by the interviewees. One hotel chain owner stressed that “...*hotel business demands for heavy initial capital investment and the returns will depend on the quality of the general manager to turn around the resources to realise*

profits and other gains from the business” he emphasized’ when you go wrong on the GM then your hotel is done’(Hotel owner A,).

The FGDs focused on socio- cultural factors, essential competencies, skills and behaviours required for promotion in the hospitality industry. Four major themes and characteristics were identified from the discussions. Over 22% addressed the importance of organizational leadership style. They said the leadership culture in the hotels limit women from progressing because a notion has been created that women cannot devote their full attention to work.

But then, said one female departmental manager, if women wanted to be trusted with hotel business then they should build their credibility, prove that they can perform outstandingly and can work hard. It was noted that it was impressive that the few women in leadership positions in other organizations in this country perform quite well... *“Change the culture and give women in the hospitality industry a chance”* (Woman F&B manager, north coast).

Thirty percent (FGD) suggested that business management skills should be introduced during training. It was also said that women should be proactive and privately take other relevant courses after hotel management training. Thirty two percent of the (FGD) mentioned career goals and said women should be encouraged to plan their lives and career early in life. It was noted that career planning should be included in high school curriculum and more specifically in form two. ‘Women need to understand the realities of the industry quite early in life so as to formulate career goals and plan their lives.

There was agreement that a woman can be a successful career person and also raise a “lovely” family if they planned early. Then 15 % (FGD) believed attitude towards work was a very important ingredient in career progression. Women need to create positive attitude towards work, be assertive and believe in themselves “...*a positive attitude and determination will take women places*” (*Female front office manager, south coast*).

Studies by Mainiero (1994) and Chew & Zhu (2002) and Kandola, (2004) identified a number of key success factors for women who have broken the glass ceiling. The factors predominantly relate to individual performance, soft skills, attitude towards work and skill development. Kandola, (2004) held that education is considered by many as a vital determinant of success. These arguments from the FGD imply that if women planned their careers adequately, had the relevant qualifications and possessed the important traits and competencies they would break the glass ceiling and progress in their careers in the hospitality industry.

The identified socio- cultural and organizational factors (page 93) were subjected to the hotel GMs perception measurements and results showed distinct variation in perception rankings. The demographic and socio-economic characteristics of the respondents seemed to have an influence in the perception ranking of the socio-cultural and organizational factors affecting women career progression in the hospitality industry.

The respondents were required to rank their perception on the socio-cultural and organizational factors on the likert scale as *extremely important =1 to extremely not important =5* for women career progression

4.4.2. The Age and perception of the hotel GMs on the socio-cultural and organizational factors.

Table 4.4.2 below presents the results of Age and perception of the hotel GMs on the socio-cultural and organizational factors affecting women career progression in the hospitality industry.

Table 4.4.2: Age and the perception of hotel GMs on the socio-cultural and organizational factors N = 39.

Age	N	Likert scale							Average Ranking
		V1	V2	V3	V4	V5	V6	V7	
21-30	1	1.00	1.00	2.00	1.00	1.00	2.00	3.00	1.57 E. Important
31-40	15	2.30	1.67	2.67	1.80	1.73	2.33	3.47	2.28 Important
41-50	15	2.00	1.53	2.33	2.20	1.67	2.40	3.27	2.20 Important
51-< 60	8	2.37	1.63	2.50	2.13	1.38	3.13	3.63	2.40 Important
Average		1.82	1.45	2.37	1.78	1.44	2.47	2.84	2.11 important

Results indicate that the all the hotel GMs irrespective of their ages rated the socio-cultural factors as important in affecting women career progression. However there were differences in the perception ranking of the individual factors by the hotel general managers in different age brackets. There seemed to be a disagreement between those GMs aged 21-30 and those aged 41-50 that educational qualifications was extremely important for career progression.

Those GMs aged between 51 and 60 rated attitude towards work and career goals as extremely important factors for career progression but rated all other factors as important or somehow important for career progression. The socio-cultural and organizational factors were therefore ranked in order of importance in affecting women career

progression as follows: career goals, attitude towards work educational qualifications and personality while all other factors were rated important to career progression.

There were both similarities and differences between the current findings and those of Ng and Pine (2003) in a study of perceptions of gender and career development issues in hotel management in Hong Kong. The study found the first, second, third and fourth rankings were: attitudes towards work, effective communication skills, problem solving skills and hard work while problem solving and effective communication skills were missing in the Kenyan case.

4.4.3. Marital status and the perception of the hotel general managers on the socio-cultural and organizational factors

The hotel GMs marital status was used to investigate their perception on the socio-cultural and organizational factors that affect women career progression. Table 4.4.3 below presents the results of marital status and perception of the hotel GMs on the socio-cultural and organizational factors.

Table 4.4.3: Marital status and perception of hotel general managers on the socio-cultural and organizational factors N = 39

Marital Status	N	V1	V2	V3	V4	V5	V6	V7	Average ranks
Married	28	2.03	1.54	2.11	2.07	1.64	2.54	3.32	2.17 Important
Never Married	11	2.36	1.73	2.82	1.89	1.55	2.55	3.09	2.28 Important
Average		2.19	1.63	2.46	1.98	1.59	2.54	3.20	2.22 important

Results from table 4.4.3 above indicate that the hotel GMs marital status did not affect their perception to a large extent. However, whether married or not married the GMs perceived the socio-cultural and organizational factors as important (Mean 2.22) in

affecting women career progression. Those hotel GMs who were married (n=28) rated attitude towards work, career goals extremely important while personality, educational qualifications and support and guidance from a mentor were rated as important in affecting women career progression.

The never married hotel GMs rated career goals, attitude towards work and educational qualifications as extremely important factors for career progression. There were significant variations in perception ranking depending on the GMs marital status. The married hotel GMs ranked attitude towards work, career goals as extremely important, educational qualifications rated as important while those never married rated career goals as extremely important followed by attitude towards work rated as important in that order. The above argument may imply that those unmarried found career development a priority for progression then marriage comes second.

The socio-cultural and organizational factors were therefore ranked in order of importance in affecting women career progression as follows, attitude towards work, career goals, educational qualifications and personality. These findings contradict Wentling, (2003) who undertook a study on the perceptions regarding the barriers that have inhibited advancement for working women. Respondents cited both organizational barriers and individual barriers. Results showed poor career planning; inadequate skill preparation; lack of organizational political savvy as the most important barriers to women career progression.

4.4.4. Level of education and perception of the GMs on the socio-cultural and organizational factors.

The level of education of any person is perceived to be a strong factor in influencing perception on different issues. The hotel GMs level of education was used to measure their perception on the socio-cultural and organizational factors affecting women career progression in the hospitality industry. Table 4.4.4 presents the findings on the perception socio-cultural and organizational factors in relation to GMs level of education.

Table 4.4.4: Level of education and professional qualifications and perception on the socio-cultural and organizational factors N = 39

Level of Education	N	V1	V2	V3	V4	V5	V6	V7	Average Ranking
O' Level	22	2.23	1.59	2.23	2.09	1.77	2.59	3.45	2.28 Important
A' Level	1	3.00	1.00	4.00	2.00	1.00	3.00	4.00	2.57 Important
Bachelors Degree	12	2.25	1.75	2.25	2.00	1.42	2.42	3.33	2.20 Important
Masters Degree	4	1.75	1.25	2.50	1.50	1.50	3.00	2.75	2.03 Important
Average		2.30	1.39	2.74	1.89	1.42	2.75	3.38	2.27 important

The identified socio- cultural and organizational factors were subjected to perception measurements depending on the GMs level of education and distinct variations in perception rankings were noted. Attitude towards work ranked highly, while luck ranked as the least factor in affecting women career progression. In their study Mann, & Seacord, (2003) argued that better educated workers have greater potential because they have increased their human capital investment by extending their credentials. In order of importance the factors were ranked as attitude towards work, career goals and educational qualifications, while personality and support and guidance from a mentor were rated as important.

In all the categories luck was perceived to have the least effect. This observation implied that progression in the hospitality industry does not depend on luck it is actually earned. Findings from Ackah, & Heaton, (2003) showed that having a charismatic personality and a positive attitude towards work were strategies that women executives believed are important for advancement in the hospitality industry. Garavan, O'Brien & O'Hanlon, (2006) asserted that most top executive jobs need a very high level of qualification; thus only women who have the qualifications can apply in the first place. The findings from the current study showed that a positive attitude towards work was a very key factor in career progression. Findings from Ackah, & Heaton, (2003) had similar results.

4.4.5 Length of service and perception of the hotel general managers on the socio-cultural and organizational factors.

Length of service in this study implied the time period the respondent had worked for the current employer. This factor was used to find out the perception of the hotel general managers on the socio-cultural and organizational factors. Table 4.4.5 below presents the findings of the perception of the hotel general managers on the socio-cultural and organizational factors in regard to the length of service in the hotel they are working for.

Table 4.4.5: Length of service and perception on the socio-cultural factors N = 39

Length of service (years)	N	V1	V2	V3	V4	V5	V6	V7	Average Ranking
1-5	12	2.08	1.67	2.00	1.83	1.33	2.33	3.17	2.06 Important
6-10	19	2.05	1.58	2.53	2.05	1.79	2.74	3.42	2.31 Important
11-15	4	1.25	1.75	1.75	2.00	2.00	2.00	3.50	2.04 Important
16-20	4	2.75	1.25	2.75	2.25	1.25	2.75	3.50	2.36 Important
Average		2.03	1.56	2.26	2.03	1.59	2.46	3.39	2.19 important

Despite the length of service the average ranking of perception of the hotel GMs ranged from 2.04 to 2.36 with an average ranking of 'important'(see table 4.4.5) in affecting women career progression in the hospitality industry. However there were variations in perception on individual factors as indicated in table 4.4.5 above.

In spite of the length of service the average perception of the hotel GMs ranked as attitude towards work, career goals, educational qualifications and personality as important factors affecting women career progression in the hospitality industry. The results of the current study are consistent with research done by (Vinnicombe and Colwill, 1997) in regard to positive attitude which led to good performance. Pine and Ng (2002) in Zhong (2006) recommends that women must stand out through hard work and being good at what they do.

4.4.6. Income and perception of the hotel general managers on the socio-cultural and organizational factors

Money is traditionally believed to influence an individual thinking and perception on different issues. The GMs income bracket was used to investigate their perception on the socio-cultural and organizational factors affecting women career progression in the hospitality industry. Table 4.4.6 below presents the findings of the GMs perception of the socio-cultural factors on the basis of their income levels.

Table 4.4.6: Income and perception of the hotel general managers on the socio-cultural and organizational factors N = 39.

Salary Scale	n	V1	V2	V3	V4	V5	V6	V7	Average Ranking
51,000-100,000	3	1.67	1.33	2.33	1.67	2.00	2.67	2.33	2.00 important
101,000-200,000	20	2.20	1.75	2.35	2.15	1.65	2.10	3.60	2.25 important
201,000-300,000	12	2.25	1.50	2.17	2.00	1.42	2.67	3.42	2.20 important
301,000-400,000	2	2.50	1.00	2.50	2.00	1.50	3.00	2.50	2.14 important
Undisclosed	2	2.50	1.50	3.00	1.50	2.00	2.50	3.00	2.28 important
Average		2.22	1.41	2.45	1.86	1.08	2.58	2.97	2.17 important

The perception of the hotel general managers seemed to have been influenced by income as the perception rankings varied significantly between the factors as indicated in table 4.3.6 above. The respondents who did not disclose their earnings rated attitude towards work and educational qualifications as extremely important factors, rated career goals, old boy network and personality as important while support and guidance from a mentor and luck were rated somehow important. On average the hotel GMs perception ranked the factors in the following order: career goals, attitude towards work, educational qualifications, personality, old boy network

Several studies have shown that networking is an important enabler to career development. Maxfield, (2005) observed that networks lead to career success while Heaton (2003) found that men used networks to obtain promotions. Previous studies by Aycan (2004) found that women who had made it to top management in Turkey had access to networks. In the current study the general managers who earned between KSh. 101,000 – 200,000(N=20) believed old boy networks were important for career progression may be from their own experiences. The current study found that despite the

level of income the managers rated highly attitude towards work, educational qualifications, career goals and old boy network as important in facilitating women career progression in hospitality.

4.4.7 The general perception of the hotel GMs on the socio-cultural and organizational factors

Table 4.4.7 below presents the general perception of the hotel general managers concerning the socio-cultural and organizational factors affecting women career progression in the hospitality industry.

Table 4.4.7: The general perception on the socio-cultural and organizational factors

Factors	Likert scale					Average Ranking
	1	2	3	4	5	
Personality	7	17	15	0	0	2.20 Important
Attitude towards work	19	17	3	0	0	1.59 extremely Important
Support and guidance from a mentor	6	19	10	4	0	2.31 Important
Educational qualifications	6	25	7	0	1	2.10 Important
Career goals	19	17	2	1	0	1.62 extremely Important
Old boy/Old girl network	7	9	20	1	2	2.54 important
Luck	3	4	10	20	2	3.36 somehow Important

From table 4.4.7 above, it can be concluded that attitude towards work ranked highly in the perception level of the hotel general managers followed by career goals, educational qualifications, personality and support and guidance from a mentor. These findings implied that a hotel GM should have a positive attitude towards work, he/she must have the relevant educational qualifications, should have a pleasant personality and should accept being groomed by a mentor to achieve the competences required to run a hotel.

This perception ranking emphasised the need to develop positive attitude towards work and plan career goals early in life because the industry requires a committed person who is ready to devote his/her energies to the hotel work. This fact was also asserted by Robbins, and DeCenzo (2007) who observed that joining a mentor's network is central to career progression and this is possibly why those mentored tend to do well in their organizations.

4.4.8. The interrelationships between the hotel GMs' general perception on the socio-cultural and organizational factors

The perception of the managers towards factors affecting women progression can be affected by other perceptions, thus leading to a complex web of relationships between the perception rankings. Table 4.4.8 below presents the Pearson's Correlation analysis of the perception of the hotel GMs between the socio-cultural and organizational factors.

Factors		V1	V2	V3	V4	V5	V6	V7
V1	Pearson Correlation	1	.979**	.727	.807	.965	.320	-.578
	Sig. (2-tailed)	.	.004	.164	.099	.008	.600	.307
	N	5	5	5	5	5	5	5
V2	Pearson Correlation	.979**	1	.598	.713	.997	.146	-.596
	Sig. (2-tailed)	.004	.	.287	.177	.000	.815	.289
	N	5	5	5	5	5	5	5
V3	Pearson Correlation	.727	.598	1	.956**	.579	.514	-.167
	Sig. (2-tailed)	.164	.287	.	.011	.306	.376	.788
	N	5	5	5	5	5	5	5
V4	Pearson Correlation	.807	.713	.956**	1	.986**	.353	-.392
	Sig. (2-tailed)	.099	.177	.011	.	.189	.560	.514
	N	5	5	5	5	5	5	5
V5	Pearson Correlation	.965	.997	.579	.986**	1	.080	-.563
	Sig. (2-tailed)	.008	.000	.306	.189	.	.898*	.323
	N	5	5	5	5	5	5	5
V6	Pearson Correlation	.320	.146	.514	.353	.080	1	-.124
	Sig. (2-tailed)	.600	.815	.376	.560	.898*	.	.843
	N	5	5	5	5	5	5	5
V7	Pearson Correlation	-.578	-.596	-.167	-.392	-.563	-.124	1
	Sig. (2-tailed)	.307	.289	.788	.514	.323	.843	.
	N	5	5	5	5	5	5	5

** Correlation is significant at $p= 0.01$ (2 –tailed)

*correlation significant at $p= 0.05$ (1 tailed)

Findings from the correlation analysis indicate that attitude towards work had significant positive relationship with personality (linear regression $r = 0.979$, $p < 0.01$) implying that a GM with a positive attitude towards work will also have a positive personality and hence progress in her hospitality career.

A significant positive relationship was found between educational qualification and support and guidance from a mentor, (linear regression $r = 0.956$, $p < 0.01$) these findings implied that those general managers who had received support and guidance from a mentor also had attained relevant educational qualifications. A possible explanation for the positive relationship between educational qualifications and support and guidance from a mentor is that once the women attain the relevant hospitality education and then guided by a mentor, there is a possibility that she will progress in hospitality career.

In literature studies on behavior at work give examples of role modeling when employees learn own behavior from watching the action of others (Goulet, 1997) while Kandola, (2004) observed that education is a major factor that influences the recruitment and upward mobility of women, to positions of top management and decision-making. The social expectation of women may lead to inadequate career planning and hence the inability to progress in their careers.

Result also indicate that career goals had significant positive relationship with educational qualifications (linear regression, $r = 0.986$, $p < 0.01$) implying that those women aspiring to the position of a hotel GM should firstly set their career goals early in life then attain relevant educational qualifications. Becker, (1975) argues that The Human Capital Theory suggests that those with a larger investment in themselves have

greater career opportunities and are therefore efficiently sorted into higher paying jobs. Garavan, *et al.* (2006) asserted that most top executive jobs need a very high level of qualification; thus only women who have the qualifications can apply in the first place.

The perception of the hotel general managers on the socio-cultural and organizational factors affecting women career progression and their interrelationships guided the study to four socio- cultural and organizational factors that have strong effects on women career progression in the hospitality industry in the coast region of Kenya.

4.5. Hospitality Job Related characteristics

The respondents in this study identified several hospitality job related characteristics that affect women career progression in the hospitality industry as follows:

- (i) Effective communication skills (J1)
- (ii) Hard work and dedication to work (J2)
- (iii) Hospitality Industry Characteristics (J3)
- (iv) Personal sacrifice at the work place (J4)
- (v) Problem solving skills at the work place (J5)
- (vi) Supportive systems in the workplace (J6)
- (vii) Opportunities for progression (J7)

Previous studies have shown that success in the hospitality industry demands long hours and requires a great deal of crisis management, effective communication skills and problem solving skills (Barrows, 1999 and Ng, & Pine, 2003). Knowles, (1998) asserted that all activities in hotels must be coordinated to ensure that they contribute to the overall needs of the guests and to the net profitability of the hotel. In hotels, the General Manager is the executive person responsible for the overall operation of a hotel

establishment. These findings imply that for a hotel GM to be successful in hotel management she must portray the hospitality job related characteristics.

Data from the personal interviews and the FGDs were analyzed by content analysis which is defined as “any technique for making inferences by systematically and objectively identifying specified characteristics of messages” Kumar, (2005) defined content analysis as textual analysis that involves comparing, contrasting, and categorizing a corpus of data to test hypothesis. Based on the above considerations, again the focus group discussion data and the personal interview responses were analyzed for each group.

Responses were classified by themes and attributes of the messages from each participant and a frequency count was performed to summarize the findings. Results from the personal interviews with the hotel chain owners showed that the criterion for appointed/promotion to the prestigious post of a general manager were that one should have outstanding leadership skills, effective communication skills, hardworking and dedicated to work.

The person must have physical fitness, problem solving skills, ability to take geographic assignments, positive attitude toward work, job knowledge and ability to network. He/she should have relevant education and training qualifications and availability at the workplace was said to be crucial. The interviewees reiterated that hotel business is very sensitive and fragile; a general manager is the person who directs the work in the hotel and therefore has to spend many hours within the hotel and this may call for personal sacrifice and dedication.

One hotel owner commented that *‘although the male and female managers have the same management training and competences there are certain characteristics unique to hotel business that call for long hours of work and physical presence of the manager within the facility’*(Hotel chain owner C) while another hotel owner said “*...men are available even at odd hours.*” “*Imagine! Its 2 a.m. would you call a married woman who has young children to go and solve a crisis in the hotel?* (Hotel chain owner A).

Secondly, said the hotel owners “there is a requirement for physical movement within the hotel and it is thought that females are physically fragile and therefore easily gets tired unlike men who have masculine strength and ability to withstand harsh conditions. These remarks sounded very familiar with findings by (Buick & Thomas, 2001) who found the hospitality industry is characterized by long hours of work.

The findings from this study are consistent with the findings of studies by Tziner, Meir, & Segal, (2002) that showed that physically, women are weaker than men and hence not able to cope with stressful physical movements. The most striking observation to emerge from the interview was the possibility of bias against hiring/promoting women who may not be capable of conforming to the ‘image’ of a manager who will put the needs of the organization before his/her family. A similar bias was revealed in a research by Adfero, (2007) who found that on recruitment, most qualified women tend to be placed in jobs that have a lower value in terms of skill requirements and remuneration.

They find themselves in what are considered “non-strategic” jobs, rather than in line and management jobs leading to higher positions”. Buick and Thomas (2001) found the

biological foundation and nature of women, limits their capacity to climb a higher position because there are certain work practices in the hospitality industry that “actively deter females from participating in senior management”.

Networking was found to be a vital component of hospitality work. Men are usually very good at networking. One hotel chain owner said ‘. ... *Men’s networks may not be convenient for married women. “Bwanake huyu bibi atafikiria nakusema vipi?”*’ hotel chain owner A) (Translated “what will the husband to this lady think and say?). Women were encouraged to form their own networks.

The implication of these findings is that ‘The Old boys’ network’ strongly affected hiring/promotion practices within the hospitality organizations. The findings of the current study are similar to Burke & McKeen (1994) who found that female managers were less integrated with important organizational networks that influence promotional decisions within the organization while O’Leary & Ickovics (1992) and Ackah and Heaton (2003) hold that networking is essential for success in any senior career.

The interviewees were of the opinion that women should accept geographical assignments. Transfers to other hotel properties may facilitate career progression as this provides the employee with a wider perspective of the industry. This observation by the hotel chain owners was consistent with studies by Armstrong & Murlins (2004) who found that recognition is necessary in career advancement which could be achieved by accepting challenging assignments that stretch and compliment one’s knowledge and then learn as much as one could.

One interviewee stated that hotel owners, generally male, expected hotel GMs to be male, and this was put forward as another reason why there were few female GMs hence insufficient hospitality female role models and mentors. The findings from the personal interviews implied that social norms, cultural stereotypes and male bias in hotels provide the "invisible foundation" for organizational decisions about which jobs are suitable for certain types of workers.

These findings are similar to Arokiasamy, (2007) who observed that certain male dominated institutions have developed a male culture and traditions which are exclusive of women and protect against female intrusion.

Four themes were identified from the findings from the focus group discussions (FGDs). About (30%) said that personal sacrifice in the workplace is always regarded as a sign of commitment to work. It involves going an extra mile in performance levels and thus sacrificing your other personal matters to attend to work issues. Studies by (Maxwell, 1997, and cited by Zhong, (2006) suggested "the personal cost to highly successful female managers in forfeiting a wider life outside work is evidently high, if of course, a more routine home life is desirable for them".

Thirty two percent of the FGD participants addressed the hotel organizational culture and was found to be a very important factor in determining career success. It was found to be prohibitive. 18% addressed cultural stereotypes and social attitudes that determine how the hotel organizational structure work and which jobs and positions belong to which group of employees. About 20 % said women should brace themselves and take challenging and unusual tasks. It was acknowledged that accepting challenging

assignments and increased workload increased visibility which is vital for career progression.

The groups also noted that taking geographical assignments was determined by what stage the female employee was in both life and career cycle. One FGD participant (Rooms division) said “.... *Hotel management is not digging or cultivating all that it requires is skill, intelligence and qualifications of which most women have. We are well able to take those challenging assignments...*” (Female supervisor south coast group A).

According to Maxifield, (2005) Super’s theory has greatly influenced how we look at career practices. Understanding the ages and related stages of career development could assists employers to identify where employees are in their career development continuum and suggest appropriate career related goals and activities. Cox & Cooper (1988) and Dessler, (2008) found that women who had succeeded in their careers had been given challenge early in their career and that gave them opportunity to prove their abilities.

Finally 18% of the participants addressed networking and mentorship. A female manager (F/B, FGD south coast group) said “*women should learn how to talk sports, play golf, etc)....., that men ‘bond’ during golf, sports, political discussions and may unintentionally exclude women from the bonding experience. Promotions and new assignments may be discussed during these ‘bonding’ times where women may be absent.* O’Leary & Ickovics (1992) and Ackah and Heaton (2003) held that networking was essential for success in any senior career and that its important characteristics include

informal interactions involving favours, deals, persuasion and connection to influential people.

One female manager (Executive housekeeper FGD north coast group B,) said, '..... *I think it is very unfair to discuss promotion issues outside the work place. These men have wivesam sure they would not expect them to be playing golf when children have to be assisted with homework....*' another female manager (Assistant G.M, FGD south coast group A) said: '*We need more females in management so that they can serve as role models to those females coming in the industry*'.

The findings from the FGDs are similar to Ackah & Heaton (2003) who suggested that networks provided women with the context where they can learn by observing role models and being mentored. The discussion groups agreed that finding a mentor or role model would help. "*I think seeing women in the executive positions will inspire other women to continue.*" (Female F&B manager North coast group A). These findings implied that the organizational culture in hotels is a major cause for lack of female role models and mentors hence affects women career progression in the hospitality industry in the coast region of Kenya.

This study rated the identified hospitality job related factors in accordance with the perceptions of the hotel general managers and interpretations made on the hospitality job related factors that strongly affected women career progression in the hospitality industry. The respondents were required to rank their perception on the hospitality job related

factors on the likert scale ranking scales from: *extremely important = 1 to extremely not important =5* to women career progression in the hospitality industry.

4.5.1 Age and perception of the hotel GMs on hospitality job related factors

Age has been observed to have considerable effect on perception on any issue. The hospitality job related characteristics were subjected to perception measurements and findings indicate that the perception of the hotel general managers varied considerably depending on their age. Table 4.5.1 below presents the perception of the hotel GMs on the job related factors in relation to their ages.

Table 4.5.1: Age and perception of the hotel GMs on the job related factors N= 39.

Age	N	Likert scale							Average Ranking
		J1	J2	J3	J4	J5	J6	J7	
21-30	1	1.00	1.00	3.00	3.00	1.00	2.00	3.00	2.00 Important
31-40	15	1.20	1.20	1.80	1.93	1.07	2.27	1.93	1.63 E. Important
41-50	15	1.07	1.22	1.60	1.80	1.33	2.60	2.13	1.68 E. Important
51-< 60	8	1.00	1.00	2.00	1.75	1.00	2.88	2.88	1.79 E. Important
Average		1.07	1.11	2.12	2.12	1.10	2.44	2.49	1.79 E. important

All the General Managers despite their ages had an average perception ranking of 'Extremely important' (1.79) in affecting women career progression in the hospitality industry (Table 4.5.1). However, variation in perception was noted according to age difference. This study classified the factors in order of importance as follows: Effective communication skills, Problem solving skills, hard work and dedication to work, hospitality industry characteristics and personal sacrifice.

The findings from the current study are both similar and also contradict Burke & Vinnicombe, (2006) in a study on personality and career development, found the following to be important traits for hospitality managers: hard work, skills and intelligence are important, such as communication skills, leadership skills, interpersonal skills and problem solving skills. The current study did not consider interpersonal skills as important while previous study did not perceive hospitality industry characteristics and personal sacrifice as important job related factors that may affect women career progression. There were also differences in the order of importance for both studies. These findings imply that personal traits and skills are more important in facilitating career progression rather than the systems. A hotel GM has a lot to do with communication and problem solving hence the skill.

4.5.2: Marital status and perception of the hotel general managers on the job related factors

A person's marital status influences the way they perceive issues. This study used hotel GMs marital status to find out their perception on hospitality job related factors. Table 4.5.2 below presents the findings of the GMs perception of the hotel general managers on the job related factors in relation to their marital status.

Table 4.5.2: Marital status and perception of the hotel GMs on the hospitality job related characteristics N= 39

Marital Status	N	J1	J2	J3	J4	J5	J6	J7	Average ranks
Married	28	1.44	1.18	4.09	1.93	1.14	2.54	2.21	2.08 Important
Never Married	11	1.00	1.18	1.82	1.91	1.18	2.45	2.27	1.69 E Important
Average		1.22	1.18	2.95	1.92	1.61	2.49	2.24	1.89 E. important

Results from table 4.5.2 indicate that although the married and the never married hotel GMs rated the hospitality job related characteristics as extremely important (1.89) for women career progression there were variations in perception of individual factors. There was a significant agreement by married and never married that hard work and dedication in the workplace was extremely important for women career progression (1.18). Interestingly a significant disagreement was noted between the married and the unmarried on hospitality industry characteristics (4.09) and (1.82) respectively.

The married GMs believed that problem solving skills at the work place was extremely important with a perception ranking of 1.14 while the never married managers also perceived effective communication skills (1.00) and problem solving at the workplace 1.18 as extremely important to women career progression. These findings imply that a woman who is hard working and possesses effective communication prowess and has the ability to solve problems has very high chances in progressing in her career in the hospitality industry.

4.5.3. Level of education and perception of the hotel GMs on the hospitality job related characteristics.

Education influences perception on issues. In this study the level of education and professional qualification of the hotel GMs seemed to influence their perception on hospitality job related factors. Table 4.5.3 (a) below presents the findings of the GMs perception on the hospitality job related characteristics in relation to their level of education.

Table 4.5.3 (a): Level of education and perception of the hotel GMs on the hospitality job related characteristics N = 39

Level of Education	N	J1	J2	J3	J4	J5	J6	J7	Average Ranking
O' Level	22	1.09	1.23	1.91	1.91	1.23	2.55	2.23	1.74 E Important
A' Level	1	1.00	1.00	1.00	1.00	1.00	5.00	2.00	1.71 E. Important
Bachelors Degree	12	1.67	1.67	1.58	1.91	1.08	2.50	2.08	1.79 E. Important
Masters Degree	4	1.00	1.00	2.00	2.25	1.00	1.75	2.75	1.68 E. Important
Average		1.91	1.23	1.77	1.77	1.08	2.95	2.27	1.73 E. Important

The mean perception of the hotel GM was (1.73) (extremely important) implying that despite the hotel GMs level of education they all perceived problem solving skills in the workplace, hard work and dedication to work, hospitality industry characteristics and personal sacrifice important hospitality job related characteristics required for women career progression. Almost all the hotel GMs in this study perceived that supportive system at the workplace and opportunities for progression as the least important factor affecting career progression (Table 4.5.3 (a)).

A survey of Perceptions of discrimination among Women Managers in hospitality organizations by Gregg & Johnson (1990) found that the women felt that they had to work hard and the traits required for upward mobility included communication skills, trust, and perseverance. The findings of the current study imply that personal characteristics and hard work are very important for women career progression in hospitality industry in Kenya.

Table 4.5.3 (b): Professional qualification and perception of the hotel GMs on the hospitality job related characteristics N = 39

Professional qualification	N	J1	J2	J3	J4	J5	J6	J7	Average Ranking
Masters (Hospitality and Non-Hospitality)	1	1.00	1.00	2.00	3.00	1.00	3.00	2.00	1.86 E.Important
	1	1.00	1.00	4.00	1.00	1.00	2.00	5.00	2.14 Important
Bachelors (Hospitality)	4	1.00	1.00	2.25	2.75	1.00	2.00	2.00	1.71 E.Important
Diploma (Hospitality)	30	1.10	1.20	1.67	1.90	1.17	2.53	2.27	1.69 E.Important
Others	3	1.33	1.33	1.69	1.00	1.33	3.00	1.33	1.57 E.Important
Average		1.08	1.10	2.32	1.93	1.10	2.50	2.52	1.79 E.important)

Table 4.5.3 (b) above shows that professional qualifications of the hotel GMs may have influenced their perception towards the hospitality job related characteristics. Results indicate that all the hotel GMs despite their professional qualification rated effective communication skills, hard work and dedication to work and problem solving skills as extremely important factors.

All other factors were rated as important and somehow important except for Masters Non-hospitality who perceived hospitality industry characteristics (4.00) not important and opportunities for progression (5.00) extremely not important. The hospitality job characteristics were classified in order of importance as follows: effective communication skills, hard work and dedication to work, Problem solving skills, personal sacrifice at the work place, hospitality industry characteristics and supportive systems in the workplace. These findings implied that despite the fact that there are chances for progression and the industry systems may be supportive; the issues of career progression will depend on individual initiatives and skills. Systems alone cannot help women to progress in their careers.

4.5.4: Length of service and perception of the hotel GMs on the hospitality job related characteristics.

This study investigated the perception of the hotel general managers on the hospitality job related characteristics in relation to the length of service with their current hotels.

Table 4.5.4 below presents the finding of length of service and perception of the hotel general managers on the hospitality job related characteristics.

Table 4.5.4: Length of service and perception of the hotel GMs on the hospitality job related characteristics N = 39.

Length of service (years)	N	J1	J2	J3	J4	J5	J6	J7	Average Ranking
1-5	12	1.08	1.08	1.67	2.00	1.08	2.67	2.17	1.68 E.Important
6-10	19	1.11	1.26	1.74	1.95	1.25	2.16	2.05	1.65 E. Important
11-15	4	1.00	1.00	2.00	2.25	1.00	2.50	2.75	1.79 E.Important
16-20	4	1.25	1.25	2.25	1.25	1.25	3.75	2.75	1.96 E.Important
Averages		1.11	1.14	1.91	1.86	1.15	2.77	2.43	1.77 E. important

Length of service with a particular organization may influence an employee's perception on several issues. This study endeavoured to find out the perception of the general managers on the job related characteristics in relation to their length of service with their current employer and results are presented in table 4.5.4 above. Findings showed significant variation in perception depending on the general manager's length of service with the hotel

A notable finding from the hotel GMs who had served the current hotel for 16-20 years perceived supportive systems for promotion and mobility as somehow important probably from their experience that they had been with the same hotel and had attained the hotel GM's status. Despite the length of service by the respondents and the varied perception levels between individual job related characteristics.

All the hotel GMs perceived communication skills, hard work and dedication, and problem solving skills as extremely important job related characteristics for women career progression in the hospitality industry. The findings from the current study are similar in content to studies by Vinnicombe and Colwill, (1997) where results indicated that successful women attributed their career success to hard work, personality traits and positive attitude towards work which led to good performance.

4.5.5. Income and perception of the hotel general managers on the hospitality job related characteristics.

The salary scale of hotel GMs seemed to influence their perception on hospitality job related characteristics as presented in table 4.5.5 below.

Table 4.5.5: Income and perception of the hotel GMs on the hospitality job related characteristics N = 39

Salary Scale (Kshs)	N	J1	J2	J3	J4	J5	J6	J7	Average Ranking
51,000-100,000	3	1.33	1.33	1.67	1.33	1.33	3.33	1.67	1.71 E. Important
101,000-200,000	20	1.15	1.15	1.70	1.95	1.15	2.05	2.35	1.64 E. Important
201,000-300,000	12	1.00	1.67	1.83	2.08	1.67	3.17	2.25	1.95 E. Important
301,000-400,000	2	1.00	1.00	2.50	2.00	1.00	2.00	2.00	1.64 E. Important
Undisclosed	2	1.00	1.50	1.50	1.50	1.00	2.50	2.00	1.57 E. Important
Average		1.09	1.33	1.84	1.77	1.23	2.61	2.05	1.70 E. Important

Results showed that the hotel GMs rated all factors as extremely important to career progression in hospitality industry in the coast region of Kenya (table 4.5.5) above. On average the respondents rated the factors in the following order: effective communication skills, problem solving skills at the work place, hard work and dedication to work, personal sacrifice at the work place and hospitality industry characteristics. In literature several authors have observed that effective communication skills, hard work and dedication and problem solving skills are crucial in career progression.

4.5.6 The general perception of the hotel GMs on the hospitality job related characteristics.

Table 4.5.6 below shows the general perception of the general managers on the hospitality job related characteristics affecting women career progression in the hospitality industry.

Table 4.5.6: The general perception of the hotel GMs on the hospitality job related characteristics.

Factors	Likert scale					Average Ranking
	1	2	3	4	5	
Effective communication skills	35	4	0	0	0	1.10 E.Important
Hard work and dedication to work	32	7	0	0	0	1.18 E. Important
Job characteristics	17	16	4	1	1	1.79 E.Important
Personal sacrifice at the work place	15	13	10	4	0	1.93E. Important
Problem solving at the work place	35	2	2	0	0	1.15 E. Important
Supportive systems in the workplace	7	14	13	1	5	2.51 important
Opportunities for progression	10	16	10	0	3	2.23 important

From table 4.5.6 above it can be concluded that personal traits such effective communication skills, problem solving skills in the work place and hard work and dedication at work with perception levels of (1.10), (1.15) and (1.18) respectively are extremely important factors that affect women career progression in the hospitality industry. Findings from this study implied that the work and responsibilities of a hotel GM are demanding and that certain skills, traits and personality are required for one to be successful.

These findings contradicted studies by Aycan, (2004) where it was found that the key success factors for women in hospitality management in Turkey included effective communication skills, hard work and positive attitude and visibility but did not perceive job characteristics, personal sacrifice at the work place as key success factors for women

in hospitality management that was found to be key career progression factors in the Kenyan situation.

4.5.7. Interrelationships between the Hospitality Job Related Characteristics.

This study sought to establish whether there were any significant relationships between the hospitality job related characteristics. Table 4.5.7 below presents the findings of the Pearson Correlation analysis for hospitality Job related characteristics.

Table 4.5.7: Pearson Correlation matrix for hospitality Job related characteristics factors

Factors	Correlation coefficient	J1	J2	J3	J4	J5	J6	J7
J1	Pearson Correlation	1	0.994(**)	0.721	0.645	0.996(**)	-.033	.283
	Sig. (2-tailed)	.	0.001	0.170	0.240	.000	.958	.645
	N	5	5	5	5	5	5	5
J2	Pearson Correlation	0.994(**)	1	0.789	0.697	0.982(**)	.033	.363
	Sig. (2-tailed)	0.001	.	0.113	0.191	.003	.958	.548
	N	5	5	5	5	5	5	5
J3	Pearson Correlation	0.721	0.789	1	0.899(*)	.675	.505	.808
	Sig. (2-tailed)	0.170	0.113	.	0.038	.211	.385	.098
	N	5	5	5	5	5	5	5
J4	Pearson Correlation	0.645	0.697	0.899(*)	1	0.634	.701	.878
	Sig. (2-tailed)	0.240	0.191	0.038	.	.251	.188	.050
	N	5	5	5	5	5	5	5
J5	Pearson Correlation	0.996(**)	0.982(**)	0.675	0.634	1	-.039	.253
	Sig. (2-tailed)	0.000	0.003	0.211	0.251	.	0.950(**)	.681
	N	5	5	5	5	5	5	5
J6	Pearson Correlation	-.033	0.033	0.505	0.701	-.039	1	.914(**)
	Sig. (2-tailed)	0.958	0.958	0.385	0.188	0.950(**)	.	.030
	N	5	5	5	5	5	5	5
J7	Pearson Correlation	0.283	0.363	0.808	0.878	.253	.914(**)	1
	Sig. (2-tailed)	.645	.548	0.098	0.050	.681	.030	.
	N	5	5	5	5	5	5	5

Note

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The Pearson's correlation analysis on table 4.5.7 above shows that effective communication skills had significant positive relationship with hard work and dedication at workplace (linear regression, $r = 0.994$, $p < 0.01$) implying that hard work and effective communication are important for hospitality job related characteristics in Kenya.

Findings indicate that hospitality industry characteristics had significant positive relationship with personal sacrifice (linear regression, $r = 0.899$, $p < 0.05$) implying that for a woman manager to weather the hospitality industry characteristics personal sacrifice is a requirement hence the relationship.

These findings are relate to findings by Adfero (2007 and Zhong, (2006) where results showed that hospitality industry's organizational structure restricts women career development and especially the job characteristics that call for irregular work hours and the social attitudes about women capabilities in managing hospitality business.

Problem solving skills had significant positive relationship with effective communication skills (linear regression, $r = 0.996$, $p < 0.01$) implying that for a female employee to progress in the industry they need to be effective communicators and effective at problem solving. A decision made by a GM in a hotel may built or break the organization. Studies have argued that the post of general manager (GM) is the most important position in the hotel industry business (Li, Tse, & Xie, 2007).

These relationships implied that the hospitality job related factors that influence the women career progression depend on each other such that in the absence of any one of them then the other factors have equal influence in the career progression of women in

the industry. This also applies to those job related factors that have least effect on career progression in the hospitality industry.

This study therefore identified effective communication skills, hard work and dedication at work place and problem solving skills Job characteristics and knowledge and personal sacrifice as important hospitality job related characteristics affecting women career progression. The findings from the current study are similar to research done by Vinnicombe & Colwill, (1997) that showed that many successful women attributed their career success to hard work, personal sacrifice and management skills which led to good performance. A slight difference was noted in the order of factor importance.

4.6. Work and family conflict factors

Despite the rapid growth in women's involvement in the hospitality workforce, it appears that little has changed for women in terms of their family commitments. Aycan, (2002) observed that women still perform most of the household tasks in their families and that many managers strive to simultaneously perform two demanding roles. One role frequently involves a sole or shared responsibility for managing a family while the other role involves successfully performing managerial tasks on the job.

This study sought to hear from the hotel GMs of their views concerning work and family conflicts that may act as barriers to women career progression in the hospitality industry. They identified some factors related to work and family conflicts that are thought to affect women's career progression in the hospitality industry. The respondents identified the following factors;

- (i) Child care responsibilities F1

- (ii) Marital status (Single or Married) F2
- (iii) Conflict with family responsibilities F3
- (iv) Being a single parent F4

The hotel general managers perceived Child care responsibilities as one of the major barriers to career progression perhaps because women are expected to be caregivers and therefore childcare responsibilities may hinder performance and hence career progression. Marital status was perceived as major barrier to career progression probably because socio- cultural attitudes and the traditional gender role of women.

Conflict with family responsibilities were perceived as a barrier to career progression probably because women are expected to be full-time mother and wife, while being a single parent was perceived a barrier to career progression in the hospitality industry in Kenya. These findings closely relate to previous studies on work and family conflict. Ismael and Arakiosamy, (2007) found that the main reason for work and family conflict was because women's family responsibilities, maternity, child rearing and general household tasks..

Content analysis was performed on the data from the focus group discussion (FGDs) and the personal interviews from the hotel chain owners. Gall et al. (2003) suggested that in content analysis a coding system should be employed to categorize information and then a frequency count be conducted for the occurrences of each category before interpretation is done.

Responses were classified by attributes of the messages from each participant and a frequency count was performed to summarize the findings. From the responses of the hotel chain owners six terms were identified: conflict with family responsibilities, poor

career planning, lack of old boy network, inadequate job knowledge, child care responsibilities and being a single parent as the most important work and family conflicts factors that affect women career progression.

The findings from personal interviews indicated that conflict with family responsibilities were perceived to interfere with women work performance in hotels. Women will most of the time (especially women with young children) put their families first. *'...this is women's nature you cannot change it'*. (Hotel chain owner, north coast) The requirement for long working hours was also considered as a barrier for married women.

Socially women are expected to take care of their families and attend to home chores. The two domains will naturally conflict and one 'master' will be disadvantaged. The interviewees suggested that women who aspire to become hotel GMs should plan for their career early in life. The comments from these interviews are similar to Zhong, (2006) who found the long working hours a significant barrier to seeking promotions for many women in the hospitality industry as this may conflict with family responsibilities.

No major themes were identified from the analysis of the focus group discussion data concerning work and family conflicts. The participants identified the gender role; male bias and stereotyping; family and work conflict and insufficient career planning, as the most important work and family conflicts factors that affect women career progression in the hospitality industry.

The gender role and social expectations were perceived by the focus group discussion participants as a hindrance to career progression. *'You're running basically two full time jobs: you're expected to be full time hotel general manager, which is incredibly time*

consuming and the rest of your time is taken up by household tasks'. (Assistant GM, group A south coast).

Several authors have focused on the increased work-family conflict which is related to increased job burnout and may result in job and family distress (Greenglass & Burke, 1988) argued that work-family conflict is “a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect.

The focus group discussions seemed to disagree with the hotel chain owners concerning childcare responsibilities and marital status. It was argued that marital status was not a major hindrance to job performance as the ‘current crop’ of husbands was very supportive to their wives because of the economic status. *‘We all need to bring food on the table’.* (Front office supervisor, group A south coast).

The FGD participants felt that childcare responsibilities are not a barrier to career progression because of the day care facilities and the technology of the mobile phones. *‘This is simply male bias and stereotyping’ I think people especially male just ‘imagine’ women managers cannot perform in the hotels ‘We can’ declared one female (F&B manager, group A south coast).*

The results obtained from the focus group discussions in the current study are consistent with studies by Budhwar, Saini, & Bhatnagar, (2005) that showed one of the reasons that women do not get promoted to powerful professional positions is because stereotypes in the workplace which results in “serious challenges to women’s career advancement.” In view of the above statements this study subjected the perception of the hotel GMs on work and family conflicts in relation to their socio-economic and demographic factors

using Likert scale ranking methods with: *A major barrier*= 1 to *Not a major barrier* = 5 to women career progression.

4.6.1. Age and the perception of the hotel general managers on work and family conflict factors

Thirty nine hotel GMs responded to this study and their perception indicated that generally work and family conflicts factors were barriers to women career progression however each factor had unique effects to the career progression. Table 4.6.1 below shows the findings from Age and the perception of the hotel general manager on work and family conflicts factors.

Table 4.6.1: Age and the perception of the hotel general manager on Work and family conflicts factors N = 39

Age	N	F1	F2	F3	F4	Average rank
21-30	1	1.80	2.00	2.00	1.50	1.83 A major barrier
31-40	15	2.20	2.07	2.07	3.53	2.47 A barrier
41-50	15	2.20	2.07	1.80	3.60	2.42 A barrier
51-over 60	8	4.02	3.50	2.50	3.50	3.38 Somehow a barrier
Average		2.61	2.41	2.09	3.16	2.57 A barrier)

Results showed varied perception levels on each of the work and family conflict factors depending on age. It was noted with concern that those general managers aged 31-40 years did not consider childcare responsibilities and being a single parent as barriers while the only respondent aged 21-30 years did perceive the same as barriers to career progression. These results contradict studies by Zhong, (2006) that found that women are

struggling to reach the top in the hospitality industry because of juggling work and family commitments.

The explanation for this kind of perception could be that the managers aged 21-30 years are starting family life, they are also in a different stage in their career cycle and so to them every factor could be a barrier. On average the respondents despite their ages perceived conflict with family responsibilities, marital status and child care responsibilities as barriers to women hospitality career progression.

4.6.2: Marital status and the perception of the hotel general managers on Work and family conflict factors.

Marital status of any person influences their perception on issues. This study used marital status of the hotel GMs to investigate their perception on work and family conflicts factors. Table 4.6.2 presents the finding on marital status and the perception of the hotel general managers on work and family conflicts factors.

Table 4.6.2: Marital status and the perception of the hotel general managers on Work and family conflict factors N = 39

Marital status	N	F1	F2	F3	F4	Average rank
Married	28	2.29	3.57	2.07	3.29	2.81 A barrier
Never married	11	2.36	3.36	2.00	2.91	2.66 A barrier
Average		2.33	3.47	2.04	3.10	2.74 A barrier

Findings from table 4.6.2 indicate that all the hotel general managers in this study (Single or married) perceived marital status as the least factor. Again results indicate that majority (71.8%) of the hotel general managers in the current study was married and this may imply marriage is not a barrier when it comes to career progression. However, when

the marital status is compared on the basis of gender, out of the three female managers, only one hotel GM was married.

These results are in conflict with the results from the FGDs (women line managers and supervisors) who indicated that being married was a barrier to carrier progression. This may be interpreted that although the majority of the male GMs perceived marital status as not a barrier the females thought marital status was a barrier probably because they are the ones who shoulder the family responsibilities.

These findings are similar to Burgess, (2003) who found that the traditional role of women in the society as mother and wife is another situational reason on why they consists lower senior managerial positions. Maxwell, (1997) observed that most of the women who get to the top inhospitality career are either single (no family) or divorced. These findings implied that family responsibilities as well as stereotyping are a hindrance to women upward mobility in hotel management.

4.6.3: Educational levels and professional qualifications and the perception of the hotel general manager on Work and family conflict factors

Educational level and professional qualification are key at influencing how people think and the ability to handle responsibilities at the work place. Table 4.6.3 (a) presents the findings on educational level and the perception of the hotel general manager on work and family conflicts factors.

Table 4.6.3 (a): Educational level and the perception of the hotel GMs on Work and family conflict factors N = 39

Level of education	N	F1	F2	F3	F4	Average rank
O' level	22	2.32	3.54	2.05	1.58	2.37 A barrier
A' level	1	3.00	3.00	2.00	4.00	3.00 Somehow a barrier
Bachelors degree	12	2.25	3.42	1.92	3.08	2.67 A barrier
Masters degree	4	2.25	3.75	2.50	3.75	3.06 Somehow a barrier
Average		2.45	3.40	2.11	3.10	2.78 A. barrier)

The education level and professional qualifications of the hotel general managers engaged in this study elicited varied perception levels concerning the work and family conflicts factors towards women career progression in the hospitality industry. The hotel GMs of O'Level of education (n =22) rated being a single parent as a major barrier (1.58), child care responsibilities and conflict with family responsibilities were found to be a barrier while Marital status (Single or Married) was rated as somehow a barrier (3.54) to hospitality women career progression.

On average the respondents rated work and family conflicts factors in the following order: Conflict with family responsibilities, marital status and child care responsibilities. It can be concluded that across the educational level, conflict with family responsibilities (2.04 to 2.50) are factors that to large extent believed to affect women career progression in the hospitality industry. The results of this study are therefore consistent with a study by Zhong, (2006) who found that long working hours is perceived as significant barrier to seeking promotions for many women in the hospitality industry as this may conflict with family responsibilities.

Table 4.6.3(b) below presents the findings of perception of Work and family conflicts factors in relation to the professional qualification of the hotel GMs.

Table 4.6.3 (b) Professional qualification and the perception of the hotel GMs on Work and family conflict factors N = 39

Professional qualifications	N	F1	F2	F3	F4	Average rank
Master in Hosp./Non Hosp.	2	2.50	3.00	1.00	4.00	2.62 A barrier
Bachelors Hosp.	4	2.50	3.25	1.75	3.75	2.81 A barrier
Dip Hosp.	30	2.23	3.27	2.10	3.40	2.75 A barrier
Others	3	2.67	3.37	2.33	3.00	2.84 A barrier
Average		2.47	3.22	1.79	3.54	2.76 A barrier

Results from Table 4.6.3 (b) above indicates all the hotel GMs despite their professional qualifications rated child care responsibilities a barrier while being a single parent and marital status (Single or Married) was rated somehow a barrier to carrier progression. On average the work and family conflicts factors were perceived as barriers hospitality women career in the order shown below: Conflict with family responsibilities, child care responsibilities, marital status and being a single parent.

4.6.4: Length of service and the perception of the hotel GMs on Work and family conflict factors

The general managers who have been with one employer for considerable period of time can evaluate the factors that affect their career progression and productivity at the work place. Therefore length of service is thought to have influenced the perception of the general managers on factors that affect women career progression in the industry. Table 4.6.4 below presents the findings of length of service and the perception of the hotel GMs on work and family conflict factors.

Table 4.6.4: Length of service and the perception of the hotel GMs on Work and family conflict factors N = 39

Length of service	N	F1	F2	F3	F4	Average rank	
1-5	12	2.17	3.00	2.17	3.42	2.69	A barrier
6-10	19	2.32	3.63	2.00	3.63	2.90	A barrier
11-15	4	2.25	2.50	1.75	3.25	2.44	A barrier
16-20	4	2.75	3.25	2.25	3.50	2.94	A barrier
Average		2.37	3.09	2.04	3.45	2.74	A barrier

From table 4.6.4 above generally the managers perceived the work and family conflict factors as a barrier, to women career progression. The GMs who had worked for the same employer for between 1-5 years and 6-10 years (n=12) and (n= 19) respectively rated child care responsibilities and conflict with family responsibilities as barriers to women career progression. At the same time the two groups rated marital status and being a single parent somehow a barrier.

Those GMs who had served for 11-15 years rated conflict with family responsibilities a major barrier while child care responsibilities and marital status were rated as barriers to career progression. The managers who had served for 16 - 20 years rated child care responsibilities and conflict with family responsibilities (2.75) and (2.25) respectively as barriers to career progression. The findings from the perception of work and conflict factors in relation to the GMs Length of service are consistent with Studies by (Bierema & Opengart 2002) who identified the gender role and social expectations, women's primary care-giving and homemaking responsibilities, as some of the factors that affect women's career development.

4.6.5 Total work experience and the perception of the hotel GMs on the Work and family conflict factors

The total work experience of the GMs was thought to be important in determining the perception of the hotel GMs on the work and family conflicts factors. The results are presented in Table 4.6.5 below.

Table 4.6.5: Total work experience and the perception of the hotel GMs on Work and family conflict factors N = 39

Work experience	N	F1	F2	F3	F4	Average rank
5-10	8	2.00	2.88	1.88	3.25	2.50 A barrier
11-15	13	2.46	3.69	1.92	3.69	2.94 A barrier
16-20	10	2.10	3.40	2.10	3.50	2.78 A barrier
21-25	7	2.57	2.86	2.00	3.57	2.75 A barrier)
26-30	0	-	-	-	-	-
31-35	1	3.00	3.00	5.00	3.00	3.50 (Somehow a barrier)
Average		2.02	2.63	2.15	2.89	

The hotel GMs with a work experience of between 5 – 10 years and 11 – 15 years considered conflict with family responsibilities (1.88) and (1.92) as a major barrier respectively while child care responsibilities and marital status were rated a barrier to career progression. Managers who had served for 21- 25 perceived all the work and family conflict factors as barriers except for being a single parent (3.57) somehow a barrier to women career progression.

The respondents with the highest experience (31-35 years) perceived that the work and family conflict factors were somehow a barrier to not a major barrier with a perception rank of between 3.00 to 5.00 (Table 4.6.5). On average the hotel GMs perception ranked the work and family conflicts factors as indicated below: child care responsibilities, conflict with family responsibilities, marital status and being a single parent.

The findings of the current study are similar to a study by Smith, Smith, & Verner, (2006) that identified the difficulties women face in climbing to the top management positions, including the old boy network, work family conflict, and poor childcare support. The current study did not consider the old boy network as a major barrier to women career progression.

4.6.6.: Income levels and the perception of the hotel GMs on Work and family conflict factors.

The income of the hotel GMs was again thought important for determining their perception on work and family conflicts factors. Table 4.6.6 below presents the results on perception of the hotel general manager on work and family conflicts factors.

Table 4.6.6: Income levels and the perception of the hotel GM son Work and family conflict factors N = 39

Salary Scale (Kshs)	N	F1	F2	F3	F4	Average Ranking
51,000-100,000	3	2.67	3.67	2.00	3.67	3.00 Somehow a barrier
101,000-200,000	20	2.30	3.25	1.85	3.65	2.76 A barrier
201,00-300,000	12	2.33	3.33	2.42	3.33	2.85 A barrier
301,000-400,000	2	1.50	2.00	1.00	3.33	1.95 A barrier
Undisclosed	2	2.50	4.00	3.00	3.50	3.25 Somehow a barrier
Average		2.26	3.25	2.05	3.49	2.74 A barrier

From table 4.6.6 above it can be deduced that GMs on varied salary scales have varied opinion and perceptions on the work and family conflict factors. In the order of importance the hotel general managers and despite their salary scales ranked the work and family conflict factors as follows: conflict with family responsibilities, child care responsibilities, marital status and being a single parent.

4.6.7: General perception of the hotel GMs on the Work and family conflicts factors

The study endeavored to find out the general perception of the hotel GMs in order to draw conclusions concerning which work and family conflicts factors mostly affected women career progression. Results are presented in table 4.6.7 below.

Table 4.6.7: General perception of the hotel general managers on work and family conflict factors

Factors	Likert scale					Average rank
	1	2	3	4	5	
Child care responsibility	8	25	4	0	2	2.05 A barrier
Being Married	2	6	12	17	2	3.28 Somehow a barrier
Conflict with family responsibilities	0	4	13	20	2	2.50 A barrier
Being single parent	2	23	14	0	0	3.82 Somehow a barrier

Results indicate that the general perception of the hotel GMs was that conflict with family responsibilities and child care responsibilities were the main factors that are likely to affect women career progression in the hospitality industry with perception ranks of 2.50 and 2.05 respectively (table 4.6.7). The study findings showed that there was agreement between the hotel owners, the hotel general managers and the focus group discussion participants that work and family conflicts factors were barriers except for marital status that was considered somehow a barrier to women career progression in the hospitality industry in coast region of Kenya.

Dessiler, (2008) observed that men generally find it easier than women to combine family and work because they rely heavily on women to shoulder family and domestic responsibilities. Donald Super's theory of *self-concept* argued that people play different roles throughout their lives including the role of "worker" a "wife" a "mother"...."Job

satisfaction increases when a person's self-concept includes a view of the working-self as being integrated with their other life roles. The above findings are thought to be occasioned by the gender socialization on who should take which gender role in the family.

4.6.8. Interrelationships between the work and family conflict factors

This study sought to establish whether there were interrelations between the work and family conflict factors in order to draw conclusion and inferences. Results of the Pearson's Correlation Analysis are presented in table 4.6.8 below.

Table 4.6.8: The Pearson's Correlation Matrix between the work and family conflict factors

Factor		F1	F2	F3	F4
F1	Pearson Correlation	1	-.326	-.436	.827
	Sig. (2-tailed)	.	.592	.462	.084
	N	5	5	5	5
F2	Pearson Correlation	-.326	1	0.991(**)	.021
	Sig. (2-tailed)	.592	.	.001	.973
	N	5	5	5	5
F3	Pearson Correlation	-.436	0.991(**)	1	-.087
	Sig. (2-tailed)	.462	.001	.	0.890**
	N	5	5	5	5
F4	Pearson Correlation	.827	.021	-.087	1
	Sig. (2-tailed)	.084	.973	0.890**	.
	N	5	5	5	5

Note

** Correlation is significant at the 0.01 level (2-tailed).

Findings from the correlation analysis (Table 4.6.8) indicate that conflict with family responsibilities had significant positive relationship with being a single parent (linear regression $r = 0.890$, $p < 0.01$) implying that their familial responsibilities serve as limitation for their professional growth and especially for a single parent. The findings from the current study are similar to findings by Burgess, (2003) that showed the traditional role of women in the society as mother and wife is the situational reason on why they consists lower senior managerial positions.

At the same time marital status had significant positive relationship with conflict with family responsibilities (linear regression $r = 0.991$, $p < 0.01$) the implication for such findings is that marital status for the women and the ensuing family responsibilities may affect job performance. In literature according to Robbins & DeCenzo, (2007) generally, because women are expected to be full-time mother and wife, they are persuaded to work in part-time jobs due to some other responsibilities such as domestic and the like.

The gender role and social expectation affects women career progression. Findings from table 4.6.8 above shows that those factors that have been rated highly as affecting women progression are interrelated. This implies that in the absence of any one of them, the other factors will equally affect the women progression in the hospitality industry. This study revealed that conflict with family responsibilities is a stronger factor in affecting women career progression than child care responsibilities and being a single parent. Marital status was the least barrier among the work and family conflict factors.

Interestingly the findings from the current study are similar to several other studies on the factors affecting women employees. Studies by Zikic , Novicevic, Harvey, & Breland (2006); Zhong, (2006) and Connie & Glaser (2008) identified some of the difficulties

women face in climbing to the top management positions including work and family conflicts, familial responsibilities, gender roles and gender discrimination.

4.7. Work and Gender Discrimination in the workplace

Gender discrimination has attracted the attention of the world community, thus the need to provide an environment that will facilitate gender equity at the work place. These are thorny issues that have affected women for many years, limiting them to access various support mechanism for their progression in life.

The respondents in this study identified six work and gender discrimination related factors that have relevance in affecting women career progression in the hospitality industry. These factors were identified as

- (i) Sexual Harassment (W1)
- (ii) Lack of equity in education and training (W2)
- (iii) Discrimination in promotion (W3)
- (iv) Discrimination on pay (W4)
- (v) Inadequate female role models (W5)
- (vi) Inadequate mentoring and networking(W6)

Respondents in this study identified sexual harassment, lack of equity in education and training, discrimination in promotion, discrimination on pay. The hospitality industry was thought to have inadequate female role models and at the same time inadequate mentors and lacks networking opportunities for females. The above findings are almost similar to findings from a study that involved a representative sample of the U.S. hospitality industry.

Woods (2006) observed that 40% of the women reported that “gender discrimination is related to promotion and nearly 38% thought it related to salaries”. Data supports the argument that substantial levels of sexual discrimination exist in the industry. Another problem is that gender discrimination would also result to job discrimination as evident in the hospitality industry.

Content analysis was performed on the data from the focus group discussion and the personal interviews from the hotel chain owners by systematically and objectively identifying specified characteristics of messages before interpretation is done.

From the findings of the personal interviews held with the hotel chain owner’s four major messages were identified. Lack of training was addressed as a major barrier to career progression, “.....*hotel managers need to update themselves with the current industry trends. Women should be ready to attend refresher courses and even other available training... “let the women managers take the challenge” (Hotel chain owner, north coast).*

The hotel owners addressed the issue of inadequate female role models in the hospitality industry and lack of visibility. The inadequacy of female role models was thought to have been occasioned by the limited number of female managers in the industry. Previous studies by Ng, & Pine, (2003) found that the limited number of female role models in the hospitality industry may be a contributing factor to the slow movement of women to top positions.

The strength of the networks was commented on frequently by the interviewees. It was described as a common attitude among many of the male hotel managers particularly at

senior levels of management. It was noted with concern that women are poor in networking.

Lack of networking and visibility were identified as a barrier to women career progression. One hotel chain owner had this to say during the interview..... *“Women often don't recognize the importance of increasing their visibility at work. They think if they do a good job, they'll be recognized and rewarded for their efforts. The workplace reality remains: It's not only what you do that counts, but who knows what you do.”*(Hotel chain owner, north coast).

The hotel chain owners insisted that family responsibilities were a barrier to the women appointment to the top level management. The woman who aspires to be appointed to the position of a general manager should shed some of the family responsibilities, create positive attitude, make time for management courses, make herself visible and focused. The interviewees reiterated that in hotels the GM holds the authority to select and promote staff to higher positions and that his/her decisions are upheld by hotel owners

Findings from the focus group discussions revealed that inadequate female role models, the gender role, stereotyping and male bias were the most important barriers to women career progression. These findings suggested that females were more aware of some special barriers than were males. The findings from the current study showed that although the hotel general managers (Men (96%) did not consider ‘male bias’ as a very important barrier the females in the focus group discussion did.

The hotel general managers perceived ‘child care responsibilities’ as a barrier to career progression while the focus group participants did not. This raises questions as to why females in the focus group discussions and hotel general managers disagreed about this

factor. The possible explanation for this scenario is perhaps females viewed this factor as lesser barrier than males from their own experiences.

One female FGD participant said“.....*it is interesting to work in the hospitality industry. The general managers are the judge and the jury when it comes to promotion issues. Promotions are done according to what the general managers (almost all male) perceive as loyalty and competence. (Banqueting manager, group B north coast).*Another respondent commented“*Most women in this industry get stuck in jobs that involve human resources or public relations.....posts that rarely lead to the top.*

A female Assistant Front office manager had this to say....”*I have been an assistant front office manager for the last 31years in the hotel I work for”. What would you call that? (Assistant front office manager, group B north coast).* The focus group discussions felt that women were discriminated in the hotels in appointments, training opportunities and promotions. These findings implied that the hiring and promotion practices for hotels are biased towards male gender.

Chew and Zhu (2002) observed that functional theory helps to explain why there is discrimination of women in the workplace and why it has lasted as long as it has. According to functional theory, society is based on stability and the cooperation of its parts to maintain that stability. Because of the longstanding tradition of women staying home while their husbands go to work, women fell into the role in society of the domesticated housekeeper. The findings of this study showed that the presence of more

covert forms of gender discrimination within the hospitality industry was consistent with previous research.

Based on the findings from the personal interviews and the FGDs this research was geared to finding out if the perception of the hotel GMs was influenced by their socio-economic and demographic factors. The identified work and gender discrimination factors (page 152) were therefore subjected to perception measurement using the likert scale ranking described below: *A major barrier = 1 to Not a major barrier =5* to women career progression.

4.7.1 Age and the perception of the hotel general managers on work and gender discrimination factors.

As earlier stated in this study age is thought to influence perception. This study investigated the perception of the hotel GMs in relation to their age. Table 4.7.1 below presents the findings of age and the perception of the hotel general managers on work and gender discrimination factors.

Table 4.7.1: Age and the perception of the hotel general managers on work and gender discrimination factors N= 39

Age	N	W1	W2	W3	W4	W5	W6	Average Ranking
21-30	1	4.00	2.00	2.00	4.00	3.00	2.00	2.57 A barrier
31-40	15	2.93	3.00	2.00	4.00	2.40	2.73	2.84 A barrier
41-50	15	3.27	3.13	2.07	3.86	2.60	2.40	2.88 A barrier
51-60	8	3.13	3.50	2.75	4.00	3.38	3.00	3.29 Somehow a barrier
Average		3.33	2.91	2.21	3.97	2.85	2.53	2.96 A barrier

Table 4.7.1 above shows the perception of the hotel general managers on the various work and gender discrimination factors which may be influenced by age. Generally the average perception was (2.96). However, the managers had individual differences in perception on each of the factors. In order of importance the work and gender discrimination factors were ranked in the following order: Discrimination in promotion, inadequate mentoring and networking, inadequate female role models and lack of equity in education and training.

Kang & Rowley, (2005) observed that those individuals who occupy the top positions have a stake in maintaining traditional rules and procedures related to hiring, promotion, seniority, and other personnel practices, that work to their advantage and exclude others. Studies have identified some of the factors which have been suggested as leading to women's career advancement include mentoring, training and development, career planning, individual characteristics, and hard work (Burke, *et al* 2006; and Ismail & Arokiasamy, 2007) among others. The findings from the current study revealed that there is lack of female employee mentorship in the hospitality industry in the coast region of Kenya probably due to the limited number of female hotel GMs. Studies Ng and Pine (2003 and Zhong (2006) showed that in many cases the reasons why most women graduates left the hospitality industry was due to gender discrimination or sexual harassment.

4.7.2 Marital status and the perception of the hotel general managers on work and gender discrimination factors.

Marital status of an individual influences their perception on issues. This study used the hotel GMs marital status to find out their perception work and gender discrimination issues in the workplace and result presented in Table 4.7.2 below.

Table 4.7.2: Marital status and the perception of the hotel general managers on work and gender discrimination issues N = 39

Marital status	N	W1	W2	W3	W4	W5	W6	Average Ranking
Married	28	3.07	3.18	2.21	4.00	2.61	2.71	3.07 Somehow a barrier
Never Married	11	3.27	3.00	2.09	3.55	2.91	2.45	2.88 a barrier
Average		3.17	3.09	2.15	3.77	2.76	2.58	2.97 a barrier

From table 4.7.2 above it can be observed that Sexual Harassment, Lack of equity in education and training was rated as somehow a barrier by both the married and never married hotel GMs. All the hotel GMs irrespective of their marital status rated discrimination in promotion, inadequate female role models and inadequate mentoring and networking as a barrier to women career progression.

A slight argument was noted as the married hotel GMs rated discrimination on pay (4.00) not a barrier while the never married rated this same factor (3.55) somehow a barrier to women career progression. However, the average perception on all factors for the married or never married was ranked in the following order: discrimination in promotion, inadequate female role models and inadequate mentoring and networking. The continued low representation of women general managers in the hospitality industry is thought to be as a result of not having women role models.

4.7.3 Educational levels and professional qualification and the perception of the hotel general managers on work and gender discrimination issues

This study sought to find out whether educational qualifications had influenced the perception of the hotel general managers concerning work and gender discrimination factors. Results of are presented in table 4.7.3(a) below.

Table 4.7.3 (a): Education levels and the perception of the hotel general managers on work and gender discrimination issues N = 39

Education qualification	N	W1	W2	W3	W4	W5	W6	Average Ranking
O' Level	22	3.09	3.41	2.32	3.91	2.91	2.77	3.06 Somehow a barrier
A' Level	1	2.00	2.00	2.00	4.00	3.00	2.00	2.50 A barrier
Bachelors	12	3.17	2.83	2.00	3.75	2.58	2.58	2.82 A barrier
Masters	4	3.50	2.75	2.00	4.00	2.75	2.25	2.88 A barrier
Average		2.94	2.74	2.08	3.91	2.81	2.4	2.81 A barrier

Table 4.7.3 (a) shows that on average the general managers perceived the factors as a barrier with a mean perception rank (2.82). Notwithstanding the levels of education, the hotel GMs ranked the factors in the following order: Discrimination in promotion, inadequate mentoring and networking, lack of equity in education and training and inadequate female role models. Woods and Cavanaugh (1994) also found that more than 80 percent of men and women perceive gender discrimination and sexual harassment in the workplace as an ongoing problem. Zhong, (2006) found that discrimination on pay, and promotion were barriers to women progression in the hospitality industry.

People with different educational and professional qualifications have different perceptions and arguments on issues. It was therefore thought that the general manager's professional qualifications influenced their perception concerning work and gender discrimination issues affecting women career progression. Table 4.7.3 (b) presents the

findings from professional qualification and the perception of hotel general managers on work and gender discrimination issues.

Table 4.7.3 (b) Professional qualification and the perception of hotel general managers on work and gender discrimination factors N = 39

Professional Qualification	N	W1	W2	W3	W4	W5	W6	Average Ranking
Dip-HM	30	3.03	3.10	2.17	3.83	2.73	2.53	2.90 a barrier
Bachelors	4	3.25	3.00	2.00	3.00	2.25	2.75	2.71 a barrier
Masters (hospitality)	1	1.50	1.50	1.00	2.00	1.50	1.00	1.41 A major barrier
Masters (non-hospitality)	1	2.00	1.50	1.00	2.00	2.00	2.00	10.5 1.17 A major barrier
Other	3	3.67	3.67	2.17	4.00	2.33	3.33	3.20 Somehow a barrier
Average		2.69	2.55	1.66	2.96	2.16	2.32	3.00 Somehow a barrier

Table 4.7.3 (b) above shows that at all levels of professional qualifications, the hotel GMs perceived discrimination in promotion as a barrier to women career progression with perception rank ranging from (2.00 to 2.17). However at individual professional levels the respondents had varied perceptions.

Hospitality diploma holders (76.9%) believed that discrimination in promotion and inadequate mentoring were the barriers while hospitality Bachelors degree holders thought discrimination in promotion and inadequate female role models were the barriers to women career progression. Sexual harassment, lack of equity in training and discrimination on pay are factors that were perceived as somehow a barrier and therefore affects women career progression in the hospitality industry.

4.7.4 Length of service and the perception of the hotel general managers on work and gender discrimination factors.

This study considered the length of service of an employee as an important factor that may influence perception on work and gender discrimination issues affecting women career progression in the hospitality industry. Table 4.7.4 below presents the findings of length of service and the perception of the hotel general managers on work and gender discrimination issues.

Table 4.7.4 Length of service and the perception of the hotel general managers on work and gender discrimination factors N=39

Length of service	N	W1	W2	W3	W4	W5	W6	Average Ranking
1-5	12	3.17	3.00	2.25	3.83	2.50	3.00	2.96 A barrier
6-10	19	3.05	3.11	2.16	3.84	2.84	2.58	2.93 A barrier
11-15	4	3.25	3.50	1.75	4.00	2.25	2.00	2.79 A barrier
16-20	4	3.25	3.25	2.50	4.00	3.00	2.50	3.08 Somehow a barrier
Average		3.18	3.21	2.16	3.91	2.64	2.52	2.94 Somehow a barrier

It was noted that despite the general managers length of service in their current hotels, the perception on all the factors was considered as somehow a barrier with perception ranking of (2.79) to (3.08) (Table 4.7.4). However, there was a general perception among the various lengths in service periods that discrimination in promotion affects women career progression with perception rank ranging from (1.75) for those who had 11-15 years of service to (2.25) for those who had worked for 1-5 years.

Discrimination on pay and sexual harassment were considered somehow a barrier (3.83) and (3.17) for those who had worked for 1-5 years to 4.00 and 3.25 for those with 15-20 years of service respectively. From these findings this study deduced therefore that

discrimination on promotion stands as the most important barrier affecting women career progression in the hospitality industry.

4.7.5 Work experience and the perception of the hotel general managers on work and gender discrimination factors.

Experience is the “best teacher” so goes the adage. Experience influences perception over a time period and therefore an important factor for consideration in perception level measurements. This study therefore used work experience of the hotel GMs to find out their perception on work and gender discrimination factors. The results are presented in table 4.7.5 below.

Table 4.7.5: Work experience and the perception of the hotel general managers on work and gender discrimination factors N= 39

Work experience	N	W1	W2	W3	W4	W5	W6	Average Ranking	
5-10	8	3.50	2.88	2.13	3.63	3.38	2.75	2.97	A barrier
11-15	13	2.85	3.00	2.00	3.85	2.62	2.54	2.81	A barrier
16-20	10	3.10	3.00	2.00	3.90	2.60	2.50	2.85	A barrier
21-25	7	3.71	4.29	3.14	4.71	2.29	3.29	3.48	Somehow a barrier
31-35	1	3.00	5.00	5.00	5.00	2.00	4.00	4.00	Not a barrier
Average		3.23	1.95	2.85	3.21	2.58	3.02	3.23	

Table 4.7.5 above presents the variations in perception based on experiences of the hotel general managers. Generally all the managers at different levels of experience perceived the work and gender discrimination factors as somehow a barrier but considered lack of equity in education and training and inadequate female role models as barriers to women career progression. On average the GMs ranked the barriers to women hospitality career

in the following order: Lack of equity in education and training, discrimination on pay, discrimination on promotion, and inadequate mentoring and networking.

4.7.6 Income levels and the perception of the hotel general managers on work and gender discrimination

Money influences perception and therefore this study considered the general managers income levels in measuring their perception concerning work and gender discrimination issues and the results are presented in table 4.7.6 below.

Table 4.7.6: Income levels and the perception of the hotel GMs on work and gender discrimination factors N= 39

Salary scale (Kshs.)	N	W1	W2	W3	W4	W5	W6	Average Ranking	
51,000-100,000	3	3.33	2.67	2.33	4.00	3.33	2.33	2.99	A barrier
101,000-200,000	20	3.20	3.35	2.25	3.95	2.55	2.70	3.00	Somehow a barrier
201,000-300,000	12	2.75	2.83	2.17	3.67	2.58	2.75	2.79	A barrier
301,000-400,000	2	4.50	3.50	1.50	4.00	4.50	1.50	3.25	Somehow a barrier
Undisclosed	2	3.00	3.00	2.00	4.00	2.00	3.00	2.83	A barrier
Average		3.36	3.07	2.05	3.92	2.99	2.46	2.97	A barrier

In all the salary scales, the hotel GMs perceived discrimination in promotion as the major barrier to women career progression with ranks ranging from (1.50) to (2.00). Walsh & Borkowski, (2006) and Robbins & DeCenzo (2007) found that joining a mentor's network and developing one's own is central to advancement and this is possibly why those mentored tend to do well in their organizations. On average the hotel GMs ranked the barriers in the following order: discrimination in promotion, inadequate mentoring and networking, and inadequate female role models.

4.7.7. General perception of the hotel general managers on work and gender discrimination factors.

Table 4.7.7 presents the results of general perception of the hotel general managers on work and gender discrimination factors.

Table 4.7.7: General perception of the GMs on work and gender discrimination factors

Factors	Likert scale					Average rank
	1	2	3	4	5	
Sexual Harassment (W1)	0	8	19	11	1	3.13 Somehow a barrier
Lack of equity in training (W2)	2	6	17	13	1	3.13 Somehow a barrier
Discrimination in promotion (W3)	3	28	7	0	1	2.18 A barrier
Discrimination on pay (W4)	1	1	1	35	1	3.87 Somehow a barrier
Inadequate female role models (W5)	5	13	12	7	2	2.69 A barrier
Inadequate mentoring and coaching (W6)	1	17	16	5	0	2.64 A barrier

From table 4.7.7 above it can be deduced that discrimination in promotion which was supported by the majority of the respondents was found to be a barrier to women career progression in the hospitality industry. These findings implied that women are constrained in their upward mobility in terms of promotion. Studies on gender discrimination in the workplace have attributed the vice to stereotypes. Research indicates that most people are not aware of how stereotyping automatically influences their thinking and, therefore, believe that their perceptions are based on objective observations.”

Zhong, (2006) observed that gender stereotyping in the workplace often leads to discrimination which has many severe consequences ranging from unequal pay for

women for equal work, to the lack of promotions, to sexual harassment. This study therefore observes that functional theory and conflict theory explains why discrimination on promotion is major barrier in the hospitality industry in the coast region of Kenya.

4.7.8 Interrelationships between the work and gender discrimination factors

This study sought to establish whether there were interrelations between work and gender discrimination factors in order to draw conclusion and make inferences from the findings.

Results of the Pearson's Correlation analysis are presented in table 4.7.8 below.

Table 4.7.8: Correlation coefficient matrix between the work and gender discrimination factors

Factors	Correlation coefficients	W1	W2	W3	W4	W5	W6
W1	Pearson Correlation	1	.969(**)	.149	.230	.736	.750
	Sig. (2-tailed)	.	.006	.811	.710	.157	.145
	N	5	5	5	5	5	5
W2	Pearson Correlation	.969(**)	1	-.031	.417	.621	.600
	Sig. (2-tailed)	.006	.	.960**	.485	.263	.285
	N	5	5	5	5	5	5
W3	Pearson Correlation	.149	-.031	1	-.376	.744	.756
	Sig. (2-tailed)	.811	.960**	.	.533	.150	.139
	N	5	5	5	5	5	5
W4	Pearson Correlation	.230	.417	-.376	1	-.096	-.192
	Sig. (2-tailed)	.710	.485	.533	.	.878	.757
	N	5	5	5	5	5	5
W5	Pearson Correlation	.736	.621	.744	-.096	1	.978(**)
	Sig. (2-tailed)	.157	.263	.150	.878	.	.004
	N	5	5	5	5	5	5
W6	Pearson Correlation	.750	.600	.756	-.192	.978(**)	1
	Sig. (2-tailed)	.145	.285	.139	.757	.004	.
	N	5	5	5	5	5	5

** Correlation is significant at the 0.01 level (2-tailed).

Sexual harassment had significant positive relationship with lack of equity in training, (linear regression $r = 0.969$, $p < 0.01$) implying that due to sexual harassment in the hotel industry female employees resign from employment and therefore miss the opportunity for training. These findings are similar to Woods and Cavanaugh (1994) who observed that the reasons why most women graduates left the hospitality industry was due to gender discrimination or sexual harassment.

Inadequate female role model had significant positive relationship with inadequate mentoring (linear regression $r = 0.978$, $p < 0.01$) implying that due to limited female role models in the hospitality industry in Kenya the female employees in the hospitality career may not significantly progress as they lack role modeling.

Studies conducted in Tanzania showed that women who do not network remain vulnerable and liable to being rendered invisible and never remembered when promotions were being discussed (Adler and Izraeli, 1994). Studies elsewhere have shown that networks provide women with the context where they can learn by observing role models and being mentored (Aycan, 2004).

Lack of equity in training had significant positive relationship with discrimination in promotion (linear regression, $r = 0.960$, $p < 0.01$) the findings have the implication that the female employees who lack the necessary professional training will simply face discrimination when it comes to job promotion. These findings relate to studies by Zhong, (2006) who found that gender stereotyping in the workplace often leads to discrimination which has many severe consequences ranging from unequal pay for women for equal work, to the lack of promotions, to sexual harassment.

4.8 The general perception of the hotel GMs on the factors affecting women career progression in the hospitality industry in Kenya.

From the above discussion, the hotel general managers seem to have different perception levels on different category of factors. It can also be concluded that, individually the perception of the general managers' are influenced by their socio-economic and demographic factors. When all the four categories of the factors were subjected to the perception level measurement the hotel GMs depicted significant variations in their perception.

Table 4.8 below presents the results of the hotel GM's general perception concerning the factors affecting women career progression in the hospitality industry in Kenya. Results indicate that job related factors (1.61) as the ones that mostly affected women career progression, followed by socio-cultural and organizational factors (2.25), work and gender discrimination (2.91) then work and family conflict factors (2.94).

Table 4.8: General perception of the hotel general manager on the factors affecting women career progression in the coast region of Kenya.

Factors	Average rank in Likert scale
Socio-cultural and organizational factors	2.25
Hospitality Job related factors	1.61
Work and gender discrimination factors	2.91
work and family conflict factors	2.94

4.9 Interrelationships between the factors affecting women career progression in the coast region of Kenya.

This study sought to establish whether there were interrelations between the factors affecting women career progression in the coast region of Kenya in order to draw conclusion and make inferences from the findings. Results of the Pearson's Correlation analysis are presented in table 4.9 below.

Table 4.9: Interrelationships between the factors affecting women career progression in coast region of Kenya.

Factor		F1	F2	F3	F4
F1	Pearson Correlation	1	-.326	-.436	.827
	Sig. (2-tailed)	.	.592	.462	.084
	N	5	5	5	5
F2	Pearson Correlation	-.326	1	.991(**)	.021
	Sig. (2-tailed)	.592	.	.001	.973**
	N	5	5	5	5
F3	Pearson Correlation	-.436	.991(**)	1	-.087
	Sig. (2-tailed)	.462	.001	.	.890
	N	5	5	5	5
F4	Pearson Correlation	.827	.021	-.087	1
	Sig. (2-tailed)	.084	.973**	.890	.
	N	5	5	5	5

** Correlation is significant at the 0.01 level (2-tailed).

Hospitality Job related characteristics had significant positive relationship with work and gender discrimination (linear regression $r = 0.991$, $p < 0.01$) implying that the hospitality related characteristics and especially the notion that women may not devote their full

time energy may result in discrimination in hiring/ promotions. Connie & Glaser (2008) and Zhong, (2006) identified some of the difficulties women face in climbing to the top management positions, including organizational culture, work and family conflict, job related characteristics, gender roles and gender discrimination. Findings from the current study relate to previous studies.

Socio-cultural and organizational factors had significant positive relationship with work and family conflicts factors (linear regression, $r = 0.973$ $p < 0.01$). These findings imply that it is difficult to meet organizational needs and still satisfy family needs. Maxwell, (1997) observed that the typical picture of the hospitality industry is that most of those who get to the top are either single (no family) or divorced.

Research by Robbins (2001); Ackah & Heaton (2003) and Career Services, (2007) concentrated on masculine organizational culture as an explanation for the glass-ceiling phenomenon, that is, an organizational culture may form a barrier for women's careers progression. Mann, (2003) also observed that women find it more difficult to combine and balance career goals and family needs because success in the hospitality industry usually involves long hours of work and frequent geographical moves.

4.10 Regression analysis of perception on the factors affecting women career progression in the Hospitality industry in the coast region of Kenya.

Multiple regression is a method of data analysis that may be appropriate whenever a quantitative variable (the dependent or criterion variable) is to be examined in relationship to any other factors. (Cohen, Cohen, West, & Aiken, 2003). In the current study multiple regression analysis was used to determine whether the socio-cultural and organizational factors, Job related characteristics, work and family conflicts and work and gender discrimination (independent variables) together predict hospitality women career progression (dependent variable).

Table 4.10 below summarizes the GMs perception analysis results.

Table4.10: The perception of the hotel GMs on the factors affecting the women career progression in the Hospitality industry in the coast region of Kenya.

Y (Perception)	V ₁ Socio-cultural factors	J ₂ Job related characteristics	F ₃ Work and family conflicts	W ₄ Work and gender discrimination
2.03	2.42	1.77	2.52	2.58
1.81	2.23	1.89	2.73	2.98
1.70	2.27	1.72	2.78	2.82
1.88	2.27	1.79	2.75	3.01
1.95	2.19	1.77	2.74	2.94
1.78	2.50	1.72	2.19	3.22
1.76	2.68	1.70	2.76	2.97

The hotel GMs perceptions on table 4.10 above were subjected to regression analysis to establish the contribution of each variable to the hotel GMs perception on the effects of women career progression in the hospitality industry.

Table 4.11 below shows the model summary of the coefficients of determination.

Table 4.11: Model Summary of the coefficients of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.672(a)	.452	-.644	.14821	.452	.412	4	2	.796

a) Predictors: (Constant), CULTURE, JOB, FAMILY, GENDER

b) Dependent Variable: CAREER PROGRESSION

Key: Socio-cultural and organizational factors, Hospitality Job related characteristics, Work and family conflicts and Work and gender discrimination.

Table 4.11 above shows the model summary of the coefficients of determination implying that the perception of the general manager concerning the factors that affect hospitality women career progression is explained by -64.4% of the variance ($R_{adj} = -0.644$). The remaining portion of the perception is determined by other factors. This implies that hospitality women career progression is to a large extent affected by Socio-cultural and organizational factors, Job related characteristics, Work and family conflicts and Work and gender discrimination factors.

Table4.12: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)	2.784	3.261		.854	.483	-11.246	16.813			
	CULTURE	-.083	.455	-.128	-.183	.871	-2.041	1.874	-.233	-.129	-.096
	JOB	.495	1.207	.274	.410	.721	-4.700	5.691	.291	.279	.215
	FAMILY	-.212	.316	-.398	-.673	.570	-1.570	1.146	-.082	-.430	-.352
	GENDER	-.360	.329	-.610	-1.097	.387	-1.775	1.054	-.509	-.613	-.574

At 0.05 confidence level the constant value in the regression model ranges from -11.25 to 16.81. To take the upper boundary, the perception model can be expressed as

$$Y = 16.81 + 1.87V_1 + 5.69J_2 + 1.15F_3 + 1.05W_4$$

Where: Y = Perception of the hotel general managers

V_1 = Socio-cultural and organizational factors

J_2 = Job related factors

F_3 = Work and family conflicts

W_4 = work and gender discrimination

The regression model shows the different levels at which each factor affects the women in career progression. The job related factors accounted for about 56.9% (coefficient of 5.69), Work and gender discrimination accounted for 10.5% (coefficient of 1.05), Socio-cultural and organizational factors accounted for 18.7 % (coefficient of 1.87) while work and family conflict factors accounted for 11.5% (coefficient of 1.15) in affecting women career progression in the hospitality industry .

Based on the results of the regression analysis the study concluded that among the many factors that affect women career progression in the hospitality industry job related factors was found to be significant in affecting women career progression, Socio-cultural and organizational factors work and gender discrimination and the least was work and family conflicts factors. These results therefore suggest that beliefs and attitudes held by the hotels, including women not being viewed as leaders, as well as contextual features, such as organizational culture and structure are the principal factors that impact on women's career progression.

4.11 Recommendations that may enhance women career progression in the hospitality industry in the coast region of Kenya

Respondents were asked their opinion on what the hospitality industry could do to help reduce the barriers to women's career progression that may exist in the hospitality industry. Four major themes were identified from the hotel managers' responses. Thirty percent of the respondents addressed the importance of leadership skills; the hotel GMs suggested that more emphasis and extra leadership role exercises should be included in curricula during training while supervisory training programs should be conducted by individual hotels.

Thirteen percent of the managers suggested revealing the constraints, gender issues and other relevant issues, such as sexual harassment, long working hours, and the political environment women face in the industry. It was suggested that women should be given "a realistic view of the expectations and demands of the industry. Twenty five percent of the managers addressed the importance of mentorship in the industry.

The hotel GMs suggested that forums should be provided with female executives in other industries to learn how they had advanced and balanced career and family and to increase gender awareness in the hotels. Women should participate in social and professional events, should be active in professional associations and develop powerful allies.

Thirty two percent of the respondents addressed equity in promotion. They were on the opinion that promotion should be done on merit and that legislation should be followed to give equal opportunities to both genders. Kenya being a signatory to various gender conventions and declarations, including the 1979 Convention on Elimination of all Forms of Discrimination Against Women, the 1980 Copenhagen World Conference that stressed the need for women to participate in the development process as both experts and beneficiaries, and the 1995 Beijing Platform for Actions where affirmative action was identified as an indispensable strategy for gender mainstreaming.

Suggestions were given ‘send women to extra management training programs and give them administrative responsibilities.’ The interviewees in this study recommended that hospitality women career obstacles/barriers need to be exposed while at training therefore, hospitality trainers are encouraged to continue to build their female students’ confidence by exposure and mentoring by successful women leaders in the hospitality industry in Kenya and direct attention to barriers that confront females in their professional life.

The hotel chain owners recommended that women should adopt proper division of labour within their families, and put in time and hard work for the hotel responsibilities. The FGDs recommended that women should understand that their promotion to top

managerial levels is crucial in enabling them to participate in decision making and in influencing policy so that the industry becomes more gender sensitive. Promotions and selections in hotels should be conducted in a transparent manner to allow qualified females to apply.

CHAPTER FIVE SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The purpose of this study was to determine the factors that affect women career progression in the hospitality industry in the coast region of Kenya and the hotel's general managers' perception on such factors. This chapter presents summary of the results, conclusions, recommendations and suggestions for further research.

5.1 Summary

This study identified four factors that were perceived to affect women's career progression in the hospitality industry in the coast region of Kenya. These factors included socio-cultural and organizational factors, hospitality job related factors, work and family conflict factors and work and gender discrimination factors. This study noted that these factors were intertwined and affects each other to some extent, making the factors affecting women career progression complex and difficult to single out any individual factor.

The factors work in harmony and in a complex manner to affect the upward mobility of women in the hospitality industry in Kenya. Some of the factors belonged to more than one category due to the nature of the factors in influencing each other. However, the factors were rated in accordance with the perception of the hotel general managers and deduction made on the factors that strongly affected women career progression in the hospitality industry in the coast region of Kenya.

The findings on socio-cultural and organizational factors indicated that attitude towards work ranked highly in the perception level of the hotel general managers followed by career goals, educational qualifications, personality and support and guidance from a

mentor. These findings implied that a hotel GM should have a positive attitude towards work, she must have the relevant educational qualifications, should have a pleasant personality and should accept being groomed by a mentor to achieve the competences required to run a hotel. This perception ranking emphasised the need to develop positive attitude towards work and plan career goals early in life because the industry requires a committed person who is ready to devote her energies to the hotel work.

Findings from the correlation analysis indicated that attitude towards work had significant positive relationship with personality (linear regression $r = 0.979$, $p < 0.01$) implying that a GM with a positive attitude towards work will also have a positive personality and hence progress in her hospitality career. A significant positive relationship was found between educational qualification and support and guidance from a mentor, (linear regression $r = 0.956$, $p < 0.01$) implying that those general managers who had received support and guidance from a mentor also had attained relevant educational qualifications.

Career goals had significant positive relationship with educational qualifications (linear regression, $r = 0.986$, $p < 0.01$) implying that those women aspiring to the position of a hotel GM should firstly set their career goals early in life then attain relevant educational qualifications. This study identified effective communication skills, hard work and dedication at work place and problem solving skills job characteristics and personal sacrifice as important hospitality job related factors affecting women career progression.

The Pearson's correlation analysis showed that effective communication skills had significant positive relationship with hard work and dedication at workplace (linear regression, $r = 0.994$, $p < 0.01$) implying that hard work and effective communication are important for hospitality job related characteristics in Kenya. Hospitality industry characteristics had significant positive relationship with personal sacrifice (linear regression, $r = 0.899$, $p < 0.05$) implying that for a woman manager to weather the hospitality industry characteristics personal sacrifice is a requirement hence the relationship.

Problem solving skills had significant positive relationship with effective communication skills (linear regression, $r = 0.996$, $p < 0.01$) implying that for a female employee to progress in the industry they need to be effective communicators and effective at problem solving

Results indicate that the general perception of the hotel GMs was that conflict with family responsibilities and child care responsibilities were the main factors that are likely to affect women career progression in the hospitality industry.

The study findings showed that there was agreement between the hotel owners, the hotel general managers and the focus group discussion participants that work and family conflicts factors were barriers except for marital status that was considered somehow a barrier to women career progression in the hospitality industry in coast region of Kenya. Findings from the correlation analysis indicate that conflict with family responsibilities had significant positive relationship with being a single parent (linear regression $r =$

0.890, $p < 0.01$) implying that their familial responsibilities serve as limitation for their professional growth and especially for a single parent.

At the same time marital status had significant positive relationship with conflict with family responsibilities (linear regression $r = 0.991$, $p < 0.01$) the implication for such findings is that marital status for the women and the ensuing family responsibilities may affect job performance.

Gender discrimination has attracted the attention of the world community, thus the need to provide an environment that will facilitate gender equity at the work place. Respondents in this study identified sexual harassment, lack of equity in education and training, discrimination in promotion, discrimination on pay, inadequate female role models and inadequate mentoring and networking as important work and gender discrimination factors.

Findings indicated that discrimination in promotion which was supported by the majority of the respondents was found to be a barrier to women career progression in the hospitality industry in the coast region of Kenya. These findings implied that women are constrained in their upward mobility in terms of promotion. Studies on gender discrimination in the workplace have attributed the vice to stereotypes. Findings from the correlation analysis showed that Sexual harassment had significant positive relationship with lack of equity in training, (linear regression $r = 0.969$, $p < 0.01$) implying that due to sexual harassment in the hotel industry female employees resign from employment and therefore miss the opportunity for training.

Inadequate female role model had significant positive relationship with inadequate mentoring (linear regression $r = 0.978$, $p < 0.01$) implying that due to limited female role models in the hospitality industry in Kenya the female employees in the hospitality career may not significantly progress as they lack role modeling. Lack of equity in training had significant positive relationship with discrimination in promotion (linear regression, $r = 0.960$, $p < 0.01$) the findings have the implication that the female employees who lack the necessary professional training will simply face discrimination when it comes to job promotion.

This study sought to establish whether there were interrelations between the factors affecting women career progression in the coast region of Kenya in order to draw conclusion and make inferences from the findings. Findings showed that hospitality job related characteristics had significant positive relationship with work and gender discrimination (linear regression $r = 0.991$, $p < 0.01$) implying that the hospitality job related factors and especially the notion that women may not devote their full time energy may result in discrimination in hiring/ promotions.

Socio-cultural and organizational factors had significant positive relationship with work and family conflicts factors (linear regression, $r = 0.973$ $p < 0.01$). These findings imply that it is difficult to meet organizational needs and still satisfy family needs. In this study multiple regression analysis was used to determine whether the socio-cultural and organizational factors, job related characteristics, work and family conflicts and work and gender discrimination (independent variables) together predict hospitality women career progression (dependent variable). The perception model was expressed as

$$Y = 16.81 + 1.87V_1 + 5.69J_2 + 1.15F_3 + 1.05W_4$$

The regression model shows the different levels at which each factor affects the women in career progression. The job related factors accounted for about 56.9% (coefficient of 5.69), Work and gender discrimination accounted for 10.5% (coefficient of 1.05), Socio-cultural and organizational factors accounted for 18.7 % (coefficient of 1.87) while work and family conflict factors accounted for 11.5% (coefficient of 1.15) in affecting women career progression in the hospitality industry .

5.3 Conclusions

This study demonstrates that women in hospitality sector in the coast region of Kenya face specific constraints and hence several conclusions were drawn from the findings of this study. First, the perception of the hotel GMs was influenced by their socio-economic and demographic factors. However, when all the four categories of the factors were subjected to the perception level measurement, the hotel general managers depicted significant variations in their perception.

On the basis of these findings the study therefore concludes that the low representation of female hotel GMs in the hotels at the coast region of Kenya is occasioned by factors beyond the women's control. Second, there are stereotyped and biased views of both the hotel GMs and the hotel chain owners which are based on masculine senior management cultures for hospitality management. It is therefore concluded that the hospitality sector in the coast region of Kenya lacks objective selection and promotion practices and relies on networks for executive search. The perception of the hotel GMs reflects the hospitality industry organizational culture and as such determines if the hospitality career is regarded as inclusive or exclusive of female employees.

5.4 Recommendations

5.4.1 Recommendations for Policy

At the hotel level, corporate policy and senior executive commitment are seen as key factors in formulating strategies to facilitate women's career progression to management and executive positions. This study therefore recommends the following:

1. Top management vacant posts in hotels should be openly advertised for to give qualified candidates equal chances to apply for them, hotel personnel development programs should provide equal opportunities to all employees on gender neutral basis.
2. The hospitality industry should foster the creation of a more equitable organizational culture as suggested by the women departmental managers in this study.
3. Kenya being a signatory to various international gender conventions and declarations, including the 1979 Convention on Elimination of all Forms of Discrimination against Women at the same time The Constitution Kenya, (2010) prohibits all manner of gender discrimination in the workplace. This study recommends that interventions need to be designed and put in place that would increase women's participation in hotel management and decision making.
4. Increasing gender awareness: This should be developed at the workplace through meetings, workshops and seminars for hotel managers.

5.4.2 Recommendations for Practice

The findings of this study have a number of important recommendations for practice

1. Women employees must be alert for training opportunities and to be ready to undertaking challenging and geographical assignments to qualify them to be promoted to top managerial levels.

2. Proper division of labour within families should be adopted to release some of the domestic duties and familial responsibilities that hold women employees.
3. Women should try to enhance their visibility by joining professional associations, and although it is recommended that women should be admitted to men's formal and informal networks, women should form their own networks.
4. Women need to appreciate that their promotion to top managerial levels in the hospitality sector is crucial in enabling them to participate in decision making and in influencing policy so that the industry becomes more gender sensitive.

5.4.3 Recommendations for Further Research

It is recommended that further research be undertaken in the following areas:

1. A study on the impact of gender-based behavioral dynamics on low women representation on executive levels of the hospitality industry in Kenya
2. A study to investigate the relationship between Gender and Hotel Cultures in Kenya.
3. An investigation of whether it takes a lot more than business skills to make it to the top in hospitality management?

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7.0 APPENDICES

7.1 Questionnaire for Hotel General Managers

HOTEL GENERAL MANAGERS PERCEPTION OF FACTORS RELATED TO WOMEN CAREER PROGRESSION IN THE HOSPITALITY INDUSTRY AT THE COAST REGION OF KENYA.

Thank you for the willingness to participate in this research.

This study is part of my PhD work and will investigate your perceptions of factors that affect women career progression in the hospitality industry in the coast region of Kenya. Please complete all items to reflect your opinion and perceptions. The information gathered will be treated with confidence and will be used for academic research only.

Sincerely,

Alice Mueni Nzioka

Department of Hospitality Management

Kenyatta University.

Study instructions:

This survey is divided into six sections

Section 1- Socio- Demographic Information

Section 2 -Career Progression indicators

Section 3- Socio-Cultural and Organizational Factors

Section 4- Job Related Characteristics

Section 5-Work and family conflicts

Section 6 -Work and Gender Discrimination

Section 7 - Open- ended question.

Please follow the instructions given on each of the seven sections.

Section 1: Socio- Demographic Information.

Instructions: Please take a moment to respond (√) to all items in this section.

The following questions are for classification purposes only and all answers are confidential.

1. What is your gender?

1= Female () 2=Male ()

2. Your age?

3. What is your marital status?

Never married1	Married 2	Separated /divorced 3	other 4
1	2	3	4 [please specify]
()	()	()	()

4. What is the highest level of education have you completed?

Bachelors Degree = 1	Masters Degree= 2	Doctorate=3	Other = 4
1	2	3	4 [Please specify]
()	()	()	()

5. What is the highest level of professional education have you completed?

Hotel management diploma 1 non-hospitality Diploma 2 Bachelors hospitality degree						
Bachelors non-hospitality degree 4		Masters Hospitality Degree 5		Masters non hospitality degree 6 other 7.		
1	2	3	4	5	6	7
()	()	()	()	()	()	()

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7. How many years have you worked for your current employer?

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8. How many years of total hospitality industry experience do you have?

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9. Please indicate your current earnings in KSh. (Please indicate in ranges)

051,000- 100,000	()
101,000- 200,000	()
301,000- 400,000	()
401,000- 500,000	()
501,000- 600,000	()
601,000 - 700,000	()

Section 2 –Hospitality Career Progression Indicators

Please tick (√) the number that reflects your opinion concerning the factors that indicate Career progression in the hospitality industry in Kenya.

S/N	Indicators	Likert scale				
10	Promotion to the position of GM and above	1	2	3	4	5
11	Increased job responsibilities	1	2	3	4	5
12	Career training	1	2	3	4	5
13	Readiness to geographically relocate	1	2	3	4	5
14	Increased earnings	1	2	3	4	5
15	Attainment of set career goals	1	2	3	4	5
16	In charge of a large work force	1	2	3	4	5

Section 3: Socio-Cultural and Organizational Factors

Please tick (√) the number that reflects your opinion concerning the Socio-Cultural and Organizational Factors that may affect women's career progression in the hospitality industry in Kenya.

S/N	Factors	Likert Scale					
17	Hard work		1	2	3	4	5
18	Attitude towards work		1	2	3	4	5
19	Effective communication skills		1	2	3	4	5
20	Old boy network		1	2	3	4	5
21	Personal sacrifice		1	2	3	4	5
22	Personality		1	2	3	4	5
23	Job knowledge		1	2	3	4	5
24	Support & guidance from a mentor.		1	2	3	4	5
25	Educational qualifications		1	2	3	4	5
26	Opportunities		1	2	3	4	5
27	Luck		1	2	3	4	5

28	Career goals		1	2	3	4	5
29	Mobility		1	2	3	4	5
30	Network opportunities		1	2	3	4	5
31	Support systems at work		1	2	3	4	5

Section 4: Hospitality Job Related Characteristics

Please tick (√) the number that reflects your opinion concerning Hospitality Job Related Characteristics Factors that may affect women's career progression in the hospitality industry in Kenya.

S/N	Factors	Likert scale				
32	Hard work and dedication to work	1	2	3	4	5
33	Job characteristics and knowledge	1	2	3	4	5
34	Effective communication skills	1	2	3	4	5
35	Educational qualifications	1	2	3	4	5
36	Opportunities for progression	1	2	3	4	5
37	Supportive systems for promotion and mobility	1	2	3	4	5
38	Personal sacrifice at the work place	1	2	3	4	5
39	Business Management skills	1	2	3	4	5
40	Problem solving at the work place	1	2	3	4	5
41	Interpersonal skills	1	2	3	4	5
42	Competitiveness	1	2	3	4	5
43	Career planning	1	2	3	4	5
44	Lack of role models	1	2	3	4	5
45	Irregular work hours	1	2	3	4	5
46	Lack of mentoring/couching	1	2	3	4	5

Section 5: Hospitality Work and Family Conflicts Factors

Please tick (√) the number that reflects your opinion concerning Hospitality Work and family conflicts factors that may affect women's career progression in the hospitality industry in Kenya.

S/N	Factors	Likert scale				
47	Conflicts with family responsibilities	1	2	3	4	5
48	Job characteristics	1	2	3	4	5
49	Child care responsibilities	1	2	3	4	5
50	Being a single parent	1	2	3	4	5
51	Marital status	1	2	3	4	5
52	Supportive systems for promotion and mobility	1	2	3	4	5
53	Personal sacrifice at the work place	1	2	3	4	5
54	Cultural belief	1	2	3	4	5
55	Visibility	1	2	3	4	5
56	Gender role	1	2	3	4	5
57	Irregular work hours	1	2	3	4	5
58	Difficulty in establishing credibility	1	2	3	4	5

Section 6: Work and Gender Discrimination

Please tick (√) the number that reflects your opinion concerning Hospitality Work and family conflicts factors that may affect women's career progression in the hospitality industry in Kenya.

S/N	Factors	Likert scale				
59	Lack of equity in training	1	2	3	4	5
60	Inadequate female role models	1	2	3	4	5
61	Sexual Harassment	1	2	3	4	5
62	Discrimination in promotion	1	2	3	4	5
63	Discrimination on pay	1	2	3	4	5

64	Gender stereotyping	1	2	3	4	5
65	Inadequate mentoring and coaching	1	2	3	4	5
66	The glass ceiling	1	2	3	4	5
67	Social expectations	1	2	3	4	5
68	Career patterns	1	2	3	4	5
69	Gender differences	1	2	3	4	5
70	Organizational culture	1	2	3	4	5

Section 7 Open -ended Question.

Instructions: Please give your recommendations on what the industry could do to help reduce the barriers to women's career progression that may exist in the hospitality industry?

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7.2

TRANSMITTAL LETTER

Alice M. Nzioka
Department of Hospitality Management
Kenyatta University
Nairobi

Dear participant

My name is Alice M. Nzioka a doctoral student in the department of hospitality management at Kenyatta University. Presently, I am in the process of collecting data for my thesis.

Titled: Hotel General Managers Perception of factors related to Women Career Progression in the Hospitality Industry at the Coast Region of Kenya.

This letter is sent to request your professional assistance in responding to the attached questionnaire. I obtained your contacts from Madam Millicent Odhiambo the Executive Officer for the Kenya Association of Hotel Keepers and Caterers.

The purpose of this study is to determine your perceptions on the factors that affect women career progression in the hospitality industry.

Your participation in this survey is very important to the success of this study, and your contribution is greatly appreciated. Thank you in advance for your participation.

Sincerely,

Mrs. Alice Mueni Nzioka
Doctoral student
Department of Hospitality Management
Kenyatta University

7.3 RESPONDENT CONSENT FORM

Alice M. Nzioka
Department of Hospitality Management
Kenyatta University
Nairobi

HOTEL GENERAL MANAGERS PERCEPTION OF FACTORS RELATED TO WOMEN CAREER PROGRESSION IN THE HOSPITALITY INDUSTRY AT THE COAST REGION OF KENYA.

This study has been authorized by the Kenyatta University Graduate School. It will investigate your perceptions of factors related to women career progression in the hospitality industry at the Coast region of Kenya. Your responses will be anonymous. The data collected will be used for academic research only. In no way will any individual be identifiable in the study.

KINDLY APPEND YOUR SIGNATURE BELOW TO SIGNIFY CONSENT

NAME.....

SINATURE.....

DATE.....

Thank you for your cooperation

Sincerely,

Mrs. Alice Mueni Nzioka
Doctoral student
Department of Hospitality Management
Kenyatta University

7.4 Women Hotel Managers and Supervisors Focus Group Discussion [FGD] Schedule Guide

The objective of the focus group discussion was to examine the factors challenging women mobility upwards in the hospitality industry in Kenya.

The schedule below was intended to serve as a guide for the Focus Group Discussions

A. Socio- cultural and organizational factors

1. What are the essential competencies, skills and behaviours required for promotion in the hospitality industry in Kenya?
2. In your opinion what are the social-cultural and organizational factors affecting women career progression in the in the hospitality industry in Kenya?

B. Job Related characteristics that may affect women career progression

1. What significant job related obstacles challenge your mobility upwards in the hospitality industry in Kenya?
2. Are women often aware of the strategic importance of the decisions they make related to their career.

C. Work and family conflicts

What family responsibilities affect your work as a manager or supervisor?

D. Work and Gender discrimination

1. In which areas do women face gender discrimination and sexual harassment in the hotels?
2. Give your comments on employee networks in hotels

E. Recommendations and suggestions

1. What do you think the hospitality industry could do to help reduce the barriers to women's career progression that may exist in the hospitality industry?

7.5 Personal Interview Schedule for Hotel Owners

Objective of the interview

To investigate the factors that affects women career progression and the measures and criteria for promotion up the hierarchy in the hospitality industry in Kenya.

The questions/ statements below ware intended to serve as a guide for the interview schedule

A. Socio- cultural and organizational factors that may affect women career progression

1. Briefly explain the major objectives for running hotel business.
2. Give the positive and negative social-cultural and organizational factors affecting women career progression in the in the hospitality industry in Kenya.
3. According to the available statistics men are the majority among hotel general managers in the coast region. Where are the women?

B. Job Related characteristics that may affect women career progression

1. What is the criterion for appointment or promotion to the post of a general manager in the hotel industry?
2. In your opinion do female managers have the same management competence as their male counterparts?
3. Are there sufficient role models and mentors in the hospitality industry?
4. Do you think female employees in the hotel industry would be willing to take heavy assignments and work at different geographic locations?

C. Work and family conflicts

1. How do women family responsibilities affect their job performance?
2. In your opinion does the gender role and social expectations of women affect their work in the hotels?

D. Work and Gender discrimination

1. In hotels who has the authority to select and promote staff to higher positions.
2. Do you think women are discriminated against when the hotels are either appointing or promoting staff?
3. Briefly explain the importance of networks for senior hotel employees.

E. Recommendations

1. What recommendations would you offer to the female employees in the hospitality industry that could help reduce the barriers to women's career progression that may exist?

7.6. The Hotel and Restaurants (Hotel Classification of Hotels and Restaurants) Regulations, 1988.

Gazette Notice No 5693

In exercise of the powers conferred by regulations 2 and 7 of the Hotels and Restaurant (classifications of Hotels and Restaurants) regulations, 1988, The Hotel and Restaurant Authority classifies then hotels and restaurants listed in the schedule in the manner specified in the schedule:

List of Va cational Hotels by Classification June, 2007

	Name of Hotel	Address	Location	Beds	Stars
	FIVE STARS				
1	Hemming Ways	P.O. Box 267, Watamu	Malindi	154	Five
2	The white sands Hotel	P.O. Box90173, Mombasa	Mombasa	716	Five
3	Sun N' SandBeach Resort	P.O. Box2, Kikambala	Kilifi	600	Five
	Total		3	1,470	
	FOUR STARS				
4	Travelers Beach Hotel	P.O. Box87649, Mombasa	Mombasa	576	Four
5	SeverineSea Lodge	P.O. Box82169, Mombasa	Kilifi	380	Four
6	Nyali Beach Hotel	P.O. Box90581, Mombasa	Mombasa	240	Four
7	MombasaSerenaHotel	P.O. Box90352,	Mombasa	348	Four
8	Indian Ocean Beach Club	P.O. Box72, Ukunda	Kwale	200	Four
9	Travelers Tiwi Beach Hotel	P.O. Box1877, Ukunda	Kwale	420	Four
10	Leisure Lodge Beach Hotels	P.O. Box84383. Ukunda	Kwale	506	Four
11	Leopard Beach Hotel	P.O. Box34, Ukunda	Kwale	308	Four
12	L.T.I Kaskazi Beach	P.O. Box138, Ukunda	Kwale	382	Four

	Hotel				
	Total Number			3,370	
	THREE STARS				
13	Voyager Beach Resort	P.O. Box34117, Mombasa	Mombasa	462	Three
14	Indiana Beach Apartments	P.O. Box82662, Mombasa	Mombasa	81	Three
15	Reef Hotel	P.O. Box Mombasa	Mombasa	252	Three
16	Bahari Beach Hotel	P.O. Box82662 Mombasa	Mombasa	200	Three
17	Turtle Bay Beach Hotel	P.O. Box457 Malindi	Malindi	330	Three
18	Law fords Hotel & Beach Club	P.O. Box20, Malindi	Malindi	300	Three
19	Kilifi Baharini Resort	P.O. Box93, Malindi	Malindi	54	Three
20	Woburn Residence	P.O. Box33 Malindi	Malindi	28	Three
21	Diani Sea Resort	P.O. Box37 Ukunda	Kwale	340	Three
22	Diani Reef Grand Hotel	P.O. Box35 Ukunda	Kwale	600	Three
23	Baobab Beach Resort	P.O. Box99527 Mombasa	Kwale	230	Three
24	Southern Palms Beach Hotel	P.O. Box363 Ukunda	Kwale	398	Three
25	Leisure Lodge Beach Golf Resort	P.O. Box84383 Mombasa	Kwale	506	Three
26	Safari Beach Hotel	P.O. Box90690Mombasa	Kwale	440	Three
27	Alliance Jadini Beach Hotel	P.O. Box84616-8400	Kwale	320	Three
28	Alliance Africana Sea Lodge	P.O. Box84717 Mombasa	Kwale	322	Three
29	Papillion Lagoon Reef Limited	P.O. Box5292 Diani	Kwale	234	Three
	Total Number		17	5,117	
	TWO STAR				
30	Kasar al Bahir Hotel	P.O. Box81443 Mombasa	Mombasa	80	Two
31	Palm Beach Hotel	P.O. Box81443 Mombasa	Mombasa	400	Two

32	Dolphin Hotel	P.O. Box81443 Mombasa	Mombasa	225	Two
33	Paradise Beach Hotel	P.O. Box81443 Mombasa	Mombasa	308	Two
34	Coral Beach Hotel	P.O. Box81043 Mombasa	Mombasa	380	Two
35	Malaika Hotel	P.O. Box81443 Mombasa	Mombasa	184	Two
36	Kenya Bay Beach Hotel	P.O. Box7657 Mombasa	Mombasa	250	Two
37	Giriama Beach Hotel	P.O. Box86693 Mombasa	Mombasa	184	Two
38	Neptune Beach Hotel	P.O. Box83125 Mombasa	Kwale	516	Two
39	Chale Paradise Hotel	P.O. Box4 Ukunda	Kwale	110	Two
40	OceanVillage Club	P.O. Box5262 Mombasa	Kwale	138	Two
41	Papillion Lagoon Reef Hotel	P.O. Box5292 Diani	Kwale	238	Two
42	Diani Sea Lodge	P.O. Box37 Ukunda	Kwale	290	Two
43	Baobab Holiday Resort	P.O. BOX 99527 Mombasa	Kilifi	100	Two
44	Bamburi Beach Hotel	P.O. BOX 83966 Malindi	Kilifi	300	Two
45	Kilifi Bay Beach Hotel	P.O. Box537 Kilifi	Kilifi	110	Two
46	Neptune Beach Hotel	P.O. Box83125 Mombasa	Kilifi	156	Two
47	Le- Soleil Beach Hotel	P.O. Box8473 Mombasa	Kilifi	222	Two
48	Mnarani club	P.O. Box1008 Kilifi	Kilifi	168	Two
49	Sea Horse M Club	P.O. Box81443 Kilifi	Kilifi	80	Two
50	Drift wood Beach	P.O. Box63 Malindi	Malindi	70	Two
51	Eden Rock Hotel	P.O. Box350 Malindi	Malindi	396	Two
52	Tropical Africana Dream Village	P.O. Box68 Malindi	Malindi	250	Two
53	Scorpio Villas	P.O. Box368 Mombasa	Malindi	94	Two
54	Hotel Barracuda	P.O. Box59 Watamu	Malindi	99	Two

55	Malindi Beach Club	P.O. Box68 Malindi	Malindi	52	Two
56	Blue Bay Village	P.O. Box162 Watamu	Malindi	213	Two
57	Karibu Villas	P.O. Box89 Malindi	Malindi	300	Two
58	Coconut Village	P.O. Box68 Malindi	Malindi	90	Two
59	Stephanie Sea House	P.O. Box583 Malindi	Malindi	100	Two
60	Mwembe Resort	P.O. Box426 Malindi	Malindi	60	Two
61	Domina Palm Tree Club	P.O. Box1463 Malindi	Malindi	90	Two
62	Bush Bay Resort	P.O. Box5760 Malindi	Malindi	87	Two
63	Aquarius Beach Resort	P.O. Box96 Watamu	Malindi	120	Two
64	Peponi Hotel	P.O. Box24 Lamu	Lamu	48	Two
	Total Number		23	3,495	
	One Star				
65	Watamu Beach Hotel	P.O. Box 65 Malindi	Malindi	280	One
66	Royal Reserve Safari	P.O. Box 41247 Mombasa	Kilifi	168	One
	Total Number		2	448	
	Grant Total		66 Hotels	16,914 Bed Spaces	