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FACTORS IMPACTING WOMENS CAREER DEVELOPMENT IN THE HOSPITALITY INDUSTRY

by

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DECLARATION

I, **Peniel Mhlongo** , declare that the contents of this dissertation represent our own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents our own opinion and not necessarily those of the Cape Peninsula University of Technology.

Signed   **Date: October 2018**

ABSTRACT

Factors that impact female managers in career development in the hospitality industry

The hospitality industry is growing fast with the result there is a demand for more employees to assist in the various aspects of the industry. Together with this there is a noticeable increase in the number of females occupying management positions within the industry. The phenomenon that women are still restricted in career advancement is still evident. Several Studies show that the number of women in managerial positions is unbalanced compared to the percentage of women in the workforce including the hospitality industry. What does it take for female managers to attain and retain managerial positions? What challenges or obstacles are female managers confronting that are hindering their career development?

This research project presented the general profile of female managers in Cape Town's five and four star hotels, and examined the different factors that impact the female manager's advancement in career development within the hospitality industry. The purpose was to identity the different factors that hinder female manager's career development in hospitality industry. And the factors formulated are social, personally, cultural, economical, and professional or industry related and evaluate what the hospitality industry is doing in promoting and encouraging women's career advancement.

The target population for this study was female managers in Cape Town's five and four star hotels. The criteria used included all female managers, in different departments within the selected Cape Town's five or four star establishments. The research design consists of self administered questionnaires sent to a sample of five and four star hotels. Ethical consideration was considered important in the process of the research study. The results demonstrate that there are different factors hindering women in maintaining, obtaining and sustaining managerial postions within the hospitality industry .The significance of the research study will assist the female managers and the industry identity the different factors that interrupt women's career development in the industry and identity different and appropriate strategies to promote and enhance women's progression in the hospitality industry.

Keywords: female managers, career development, hotels, Cape Town,

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DEDICATION

This thesis is dedicated to the entire Mhlongo family for their love and support, especially my parents for the sacrifices they had and always ensuring that they push and drive me to do my best and being my biggest cheerleaders. Love you mom and dad

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2.3   CLARIFICATIONS OF CONCEPTS

2.3.1 Organisation- Is the act of organising, something that has been made into a ordered manner it can also be classified as a structure through which people cooperate in a systemically manner to conduct business. (*American Heritage Dictionary of the English Language*, 2000) McLean (2005:3) adds that an organisation is any situation where two or more people are involved in a common objective.

2.3.2 Organisational Structure- as defined by Nelson and Quick (2005:333) is the linking of the different departments in an organisation. Grossi, Royakkers and Dignum (2007:3) believed that organisational structures are set of relations between the roles of an organisation.

2.3.3 Ownership- A business owner is someone who possesses a business. The person possesses the right to own, use, enjoy and dispose of the asset or property owned. In small businesses, usually the owners play more than one role: owner, investor, manager, operator, decision-maker (Schaper&Volery, 2004:74)

2.3.4 Organisational development-Pal (2008:485) believes OD offers an approach to bringing a positive change in an organisation efficiency and effectiveness. The OD process is a planned organisational change to increase the effectiveness of organisations by changing the methods of production. Whereby organizational structure and ownership will assist in understanding the different departmental structures and ownerships in the hospitality industry and how the promotion and advancement polices depending on the structures and ownership policies, in place advantage or disadvantage women's career development. OD can be used as a gender equality tool a new approach for organizational change by empowering women into senior management positions.

CHAPTER ONE

1.1   INTRODUCTION

The hospitality industry as defined by van der Wagen (2003: 6), comprises of businesses whose primary activities are the provision of accommodation, food and beverages to holiday makers or residence in a place or locality. In a broader sense the hospitality industry includes among others within the service industry, namely; lodging (Slattery, 2002:19-28), event planning and management, parks and gardens, transportation, sea-faring, and national holiday resorts like monuments, parks, caves and whale watching, to say the least. Smet (2003:6) posits that it was designed to enhance the comfort and convenience with mutuality or wellbeing for the parties involved. The industry comprises oftwo major sectors which are primarily accommodation and food (Slatten and Mehmehtoglu, 2011:88-107). The accommodation sector includes amongst others; hotels, lodges, inns, bed and breakfasts and short-stay rented places, whereas food and beverage includes food outlets like restaurants, cafes, fast foods outlets, and take-away. The hospitality industry also refers to other kinds of institutions that offer services to people away from home including casinos, entertainment and other such attractions (Barrows and Powers, 2009:5). Whilst this sector continues to be touted as the fastest growing economic sector, it is disturbing to see that women appear to be heavily underrepresented in senior management. The development of women in hospitality industry has become of concern in many research quarters relating to gender development and the work environment as it relates directly to women. This study seeks to establish the barriers that seemingly keep women away from getting to senior management positions in the hospitality industry in South Africa, specifically in the Cape Town region.

1.2   BACKGROUND

Hospitability comprises the largest section of the tourism industry worldwide and accounts for 10% of the Gross Domestic Product (GDP) in South Africa as postulated by Cooper, Fletcher, Fyall, Gilbert and Wanhill (2005:4). The industry employs large populations at different levels and generally across the country and the world, it has a strong link with the transport industry as a strategic stakeholder. Taal (2012:4) posits

that the hospitality sector has increased in size tremendously over the last decade and is amongst the fastest growing sectors in any economy. Globally, the business volume in this sector equals or even surpasses that of oil exports, food products and automobiles. According to the CEO of Tourism Business Council of South Africa (2012:2), the industry makes up 67% of tourism in South Africa. In 2009 the sector generated R179 billions of economic activity and 45 000 jobs through direct employment and a total of 1011 000 jobs, representing 7.6% of total employment.

Women comprise roughly 56% of the world population according to The World Bank (2012:1) report and this gender population ratio has remained like this for a long time. In 2003, 40% of the world's 2.8 billion workers were women as reported by the International Labour Office (2004:10), an increase of about 200 million compared to the last decade. In the United States 50.5% of employees in managerial professional jobs are women (Schneider and Smith 2004:347-369),yet there are only 15.4% corporate officers in the fortune 500 and only 6.7% of the top earners are women. Statistics South Africa Census (2009) results show that the total number of people employed in the hospitality industry is 87,982 and 61% are women with men comprising of only 39% of the labour force in the industry. Dhlomo (2008:1-4) discovered that women hold 11% of board directorship, from that percentage black woman hold 7% and white woman hold 4% meaning men hold the remaining 89% of directorship.

From the assertions alluded to above, it is evident that fewer women make it to the top across the industries and Hanan (2005:238) makes reference to a global phenomenon of fewer women getting to the top in the hospitality industry. Other researchers have concluded that there is an obvious deliberate barrier to the progress of women into senior management positions in this industry (Mooney, 2009:195-196). The 4-trillion-plus hospitality industry ownerships present increasing opportunities for women as reported by The United States Department of Labour (2006). According to the report, statistics indicate that women are recognizing the hospitality industry's potential to provide increased economic growth levels with specific reference to women. Armstrong (2006:23) posits that women outnumber men in the industry as evidenced by the number of graduates in the universities coming from specialisations such as tourism and hospitality. Though their numbers exceed those of men both in occupation and in graduation statistics, aaccording to Guerrier and Adib (2004:334-50), women occupy the lower status, less well paid and the least undesirable jobs. The accusation made is that organisations are heavily stereotyped and prefer masculine men to women making

the hospitality environment less hospitable to women (Appelbaum, Audet and Miller, 2002:46).

In some organisational structures the culture is one of competition and women are employed primarily to 'gate-keep' (Lewis, Crafford Crous (2009:1-9) and exclude other women from entering into the industry. Consequently other women both internally and externally are prohibited from entering positions of power. Other findings indicate that women are comfortable working under the supervision of men than that of fellow women, and men prefer other men as managers in the place of being managed by women (Ng&Pines, 2003:85-102). Men would have no problems supervising both men and women, but preference would be given to supervision of other men to that of supervising women. Vianen and Fischer (2002:315-337) suggested that women are less attracted to senior positions than men primarily because of organizational culture preferences given the pressure in the competitive environments. Derya (2012: 1-15) states that males and females display different behaviors and responses to the same stimuli because of the difference in their skills, talents, and beliefs.

HIRS is a South African organisation focuses on the development and empowerment of women in the work places, believes in empowering women in the work environment Garrun (2004:46) asserts that women managers take a different approach to that of men in the workplace, and it is believed that the women approach results in collegial workplaces, more consultative decision making, collaboration and a greater emphasis on personal values in the workplace. In addition Rowe and Crafford (2003:1-9) indicate that it is in a company's best interest to open up career paths for women and assist them in the career advancement in the working environments.

1.3   Main Problem

It is important to state from the onset that the hotel industry is comprised of medium size operations where the owners are most probably the top managers of the businesses. It is also common because most managing directors are themselves shareholders in these enterprises where they end occupying senior management positions. The entrepreneurship rate across the industries in the country indicates that barely 38% of businesses in South Africa are owned by women, there is no statistics speaking directly to the number of men and women who own businesses in the hospitality industry. It can also be mentioned here that almost exclusively all the general managers spoken to

were white males who may have in fact be the owners of the businesses. A quick survey during the pilot study indicated that housekeeping, human resources, food and beverages, and front office departments were largely occupied by women. There is no known reason why women have been relegated to these operational areas with men in management positions for these departments. This study seeked to establish why women would not ascend to management positions in areas where they are by far the majority.

1.4   Objective of the Research

The research objectives are the intentions of the study and the expectations at the completion of the study. The research seeks to identify the possible existence of barriers to the development of women into management in the hospitality industry. If the existence is established, then a taxonomy and classification of the types of barriers together with proposed solutions will be developed.

Primary objective

The primary objective of this research was to identify the barriers to the development of women into management positions in the hospitality industry in Cape Town.

To achieve this primary objective the following secondary objectives constituted part of the study.

Secondary objectives

To establish through research the existence of barriers to the development of women into management positions in the hospitality industry.

To develop a nomenclature for the type of barriers in an effort and stratify as a way of finding solutions specific to the type of barrier.

To recommend solutions to the problems as they relate to the barrier of women in developing into management positions in the industry.

1.5   Hypotheses

A hypothesis is a tentative statement stating a presumed relationship between certain variables or phenomenon (Jowah, 2012:87), an assumption of a relationship or relationships between two or more examinable variables. It is hereby assumed after making global observations that there are serious anomalies in the society presumably caused by the self-centeredness of men that leads to the denial of women to take leadership roles. The following hypotheses are postulated based on the assumption stated above. **There are three (3) sets of directional hypotheses;**

First set of hypotheses:

H1.1 There is a relationship between the failure of women to rise to senior positions and the attitude of men towards women.

H1.2 There is a relationship between ownership and the assumption of senior positions in the industry by men.

Second set of hypotheses:

H2.1 There is a relationship between being a woman and be acceptable as a senior manager in the industry.

H2.2 There is a relationship between being a woman, an owner and taking over as senior manager in the industry.

Third set of hypotheses:

H3.1There is a relationship between being a woman and working in HR, front office and in the Housekeeping department.

H3.2 There is a relationship between having all employees in a department being women and yet the manager being male.

1.6 Research Methodology

The nature of the problem lends itself to primary research using both qualitative and quantitative research methods. To establish the cause and effect relationships it is necessary to have this combination, though arguments may be advanced around the positivistic and phenomenological research paradigms. The research method will include both extensive literature research and empirical study to establish the objectives set out for the study.

1.6.1Research design

Research design is the blueprint or the plan and structure designed for the collection, measurement and analysis of the data used to answer the research questions (Blumberg, 2008:195). The plan in this study comprises of questionnaires (quantitative), followed by the analysis of records, the nature of the data collection instrument stipulating both the plan of investigation and the structure of the research problem.

1.6.2Target population

Welman, Kruger and Mitchell (2008:54) defined population as objects or the subjects with specific characteristics which consist of the total collection of the individuals from which the study will be carried. In this study the population involves the women in the hospitality industry including those in the human resources department where recruitment and selection takes place. The population will largely be the both the effectors and the affected in this drama.

1.6.3 Sampling frames, sampling and sample size

Blumberg (2008:228) says that a sample is a part of the population that is selected for the study. Sampling will therefore be the process of selecting those that will represent the population under study. Simple random sampling will be applied on both the selection of the workplaces in which carry out the study and as well as the people who will be asked. Stratification along racial lines is necessary to balance the views of the women who may be affected differently because of the racial structure and its effects in the employment place.

One Hundred and fixity women filled in the questionnaires and the findings were used for generalisation about the problem that women encounter. According to Welman *et al* (2008:71) the larger the sample the lower the standard error, thus the number of units involved in this study is critical for the proper analysis and conclusion of the study. There are eight factors that influence the decision on the size of the sample to be used (Maree, 2008:179), these are; type of research, research hypotheses, financial constraints, importance of the results, number of variables to be studied, methods of data collection, the levels of accuracy required and the size of the population.

1.6.4 Data collection method and the research instrument

A structured questionnaire was used to gather the required data from the randomly selected organizations. A lot of effort was put into the designing of the questionnaire to assist in obtaining accurate information from the interviewees with maximum cooperation from them. The draft questionnaire was sent to a small sample (pilot study) and the information gathered will assist with the construction of a valid and reliable instrument.

1.6.5 Data analysis

It is envisaged that the research process will go through five steps, namely; planning, the data collection or fieldwork, editing of data collecting instruments to eliminate obvious errors during the collection of data, the coding of the information collected (this is captured on to the computer), and data analysis follows as the last step. Collis and Hussey (2003:17) suggest that the choice of methods and techniques for data analysis will be decided upon based on the type of data, in this case the data is both quantitative and qualitative.

1.7   Conclusion

STUDY OUTLINE; Chapter Classification

In Chapter 1- background to the study including problem statement, research methodology, population, sampling, and data analysis.

In Chapter 2- focus on the structure of the hospitality industry on a global scale and its generic organizational structures.

In Chapter 3- theories of leadership and leadership styles and the impact of the theories on the current leadership and management practices.

In Chapter 4- women leadership theories and styles and arguments around their effectiveness as shown in literature.

In Chapter 5- conceptual model relating to the work environment based on experience and observation as determinant on how the study will be conducted.

In Chapter 6- research methodology and research design with emphasis on controversies around positivistic and other methodologies.

In Chapter 7- data analysis and interpretation of the collected data with graphical and tabular representations.

In Chapter 8- summary of findings with their limitations, conclusions and recommendations.

CHAPTER TWO

ORGANISATIONAL DEVELOPEMENT

2.1   Introduction

The current chapter provides an overview of the hospitality industry focusing on the accommodation sector and the different organisational structures within the industry. The organisational development phenomenon and the different interventions within the approach will be discussed. The chapter will also focus on the Small Medium Micro Enterprises (SMMEs) and the different classifications in the business and hospitality context. The types of ownership structure within the industry and structural politics, political economy within hospitality. The gender distribution system in hospitality, organisational structure and how social economic structures affect women in hospitality industry.

2.2   Overview of the hospitality Industry

The World Travel and Tourism Council (WWTTC, 2006:1) estimates that the travel and tourism Industry generates jobs which represent 8.7% of total global employment, growing to 9% of total employment by 2016. According to Wilson, Homenidou and Dickerson (2006:1-10) managers represent 29 per cent of those employed in the industry, playing a vital role in the development and productivity of the hospitality sector. However, Kent (2006:22-25) identifies critical concerns regarding hospitality industry's ability to attract, develop and retain managers, with 61 per cent of United Kingdom hospitality employers reporting difficulties in recruiting experienced and retaining managers.

The hospitality industry comprises of two main objectives namely the provision of accommodation and food. Statistics South Africa (2009:1) refers to hospitality accommodation as any facility that regularly and at times occasionally provides paid or overnight accommodation for tourists or travellers, included in the travellers' accommodation are hotels. The Tourism Grading Council of South Africa (2009:1) defines a hotel, as an establishment that provides accommodation to the travelling public and has a reception area, and offers at least a breakfast room or communal eating area. It is stipulated further that all graded hotels should be contactable every 24

hours a day daily. These facilities must be able to offer or provide food and beverages from outlets or restaurants within the hotel complex, rooms should be serviced daily and bathroom facilities must be en suite.

Hotels mainly differ in size and style, some provide full service and others limited service. Manus (2000:131) established that some hotel establishments are classified in different categories example the budget sector and others in small country hotels sector. The AASA (Automobile Association of South Africa) (2009:331) divides accommodation offerings into thirty four different categories while hotels alone are sub divided into eight categories. The categories into which the hotels are subdivided or classified are illustrated in table 1 below.

Table 2.2 The eight categories of hotel types

Suite Hotels	Leisure Hotels
Commercial Hotels	Luxury Hotels
Country Commercial Hotels	Selected Service Hotels
Full service Hotels	Budgeted Hotels

Source: own construction adopted from Automobile Association of South Africa report.

The table above stipulates categories into which the hotels are classified by the AASA, the method of classifications is basically related to the sizes and offerings of the differing hotels. The detail on the expectations from the classified hotels is put below.

2.2.1 Commercial Hotels: These are establishments where the accommodation facilities are mostly designed for corporate business travelers. A commercial hotel has a lot of facilities including a bar, gym, swimming pool and a business centre with wireless enabled networks. Commercial hotels in Cape Town include Cape Grace Hotel, The Table Bay Hotel, Southern Sun Waterfront and Westin Grand Arabella Hotel.

2.2.2 Country commercial hotels: These are mostly five star hotels there are usually in the countryside or outside the urban environment. These hotels include the same facilities as commercial hotels in urban areas. Most of these hotels are located near the Cape Winelands region of the Western Cape and include the Lord Charles Hotel and The Vineyard Hotel and Spa.

2.2.3 Full service hotels: These are mostly five star grade and are establishments which offer a wide range of services and products for the guests, almost all of the services are provided 24 hours a day in addition lunch and dinner are provided. Ensuite rooms and public facilities such as cocktail bars are also provided. The

hotel caters for leisure and corporate travellers, and may offer conference facilities and banqueting. Cape Town's full service hotels include Cape Town Hallow, Capetonian Hotel and St Georges Hotel.

2.2.4 Leisure Hotels: These are mostly four to five grade and these establishments which target guests who pursue leisure activities and recreational facalities such as the gyms, swimming pool and slot machines are offered. The leisure hotels have more restaurants and bars. They accommodate holidaymakers, corporate travellers and group travellers an a la carte service is also included. Cape Town City Lodge and Holiday Inn Express are some of the leisure hotels in Cape Town.

2.2.5 Luxury Hotels: These are mostly five star grade hotels which cater for the pursuers of luxury. Luxury hotels have high quality decoration and furniture and the highest service standards, their public areas cater for guests and non guests. An al carte dining, room service, reception, bars, and concierge facilities are offered on a 24 hour basis to ensure total enjoyment by the hotels guests and visitors. Most of these facilities are five star rated such as the Cape Town One and Only Hotel, The Southern Sun Culliunan and the Victoria and Alfred Hotel.

2.2.6 Selected Service Hotels: Mostly one to three star grades, these hotels are normally privately owned or franchised, offer selected services, as the name suggest only selected services are available to guests. Services like concierge, 24 hour room service and restaurant faculties may not be offered, however some of the services may be offered at an extra expense.

2.2.7 Budgeted Hotels: mostly one to three star grade they target market guests who are not high spenders. There similar to selected service hotels but only basic facilities are available in the guest rooms. The rates are usually very low as the name implies, Check Inn Hotel, Sleep Easy Hotel located on Green point are some of the Cape Town budget hotels.

2.2.8 Suite Hotels: These hotels offer guest rooms with a mini serviced kitchen, however its operations are the same as other hotels, some of the all suite hotels

in Cape Town are The Peninsula all suite hotel, Romney Park, Lesiure Bay Luxury suites and Best Western Suites.

2.3   Generic Organisational structure from development perspective

According to Nelson and Quick (2005:40) organisational development is a systematic approach to improve organisational structures by using behavioural science theory and research in order to increase individual and organizational well being and effectiveness. The characteristics of OD are an approach to plan change, and tackle all the organisations challenges by applying the behavioural science theory .Questions arises as to whether this tool, as it is effectively applied in building solid organisations can OD be helpful in identifying the role women can or play in management. Research findings have indicated that women have unique leadership qualities that make them more effective than men (Eagly and Carli 2007:807). OD also recognizes the relationship between the individuals and the organisation and can assist in identifying organisational fitness by individuals to the expectations of the organisation. OD as a process seeks to improve both the individuals and the organisations wellbeing and effectiveness towards the attainment of organisational goals and objectives. Waddell, Cummings and Worley (2004:37) proposed OD has a "general model of planned change" which describes the practice of OD with four major activities: entering and contracting, diagnosing, planning and implementing change, evaluating and institutionalising change. The questions remain as to why this has not been utilised to bring about change to the perceived gender imbalance in the hospitality industry.

Schermerhorn, Hunt and Osborn (2004:226) summarized OD as the comprehensive approach to planned change that it is designed to be, it most certainly would identify the effectiveness of women leadership styles and how they would fit into working towards the attainment of organisational goals. Organization development aims at perfecting the problem-solving and renewing processes in the given organization, it examines how effectively the organization can operate and what processes should be altered in order to increase its output. Bundai (2011:10) suggests that the OD process must endure the following steps to ensure that the process is effective and efficient. The organization development process may be directed towards:

Rethinking the structure of the organization,

Reshaping the structure of the organization,

Forming an attitude that is important from the organization's point of view, Changing attitude or behavior, Acquiring or training certain methods at a level of proficiency.

There is a need to establish if OD as a tool works against the development of women in the organisation, or that the users use their discretion to decide on the structures to the perceived exclusion of women. Consequently the women are graded into the types of jobs that predestine them to be or not to be managers.

2.3.1 Job grading/evaluation

According to the Human Resource Department at The University of Cape Town (2014:1) job evaluation is the rating of jobs according to a specifically planned procedure, in order to determine the relative size and worth of each job. The evaluation process examines the contents and requirements of jobs and measures these against a standard scale. This results in job grades, scores, levels or ratings whereby jobs can be compared with other jobs to determine their relative worth .This results in a rational rank order of jobs, and job structure based on a system that is readily understood, fair and defensible, for management, employees and the human resource department. OD assist with the following illustrated in table 2.2 below.

Table 2.3 The functions of organisational development in an organisation

Job and organisational design	Performance management
Recruitment and selection	Training and development
Career planning and pathing	Succession planning

Source: own construction adopted from UCT HR report

University of South Africa Human Resources (2006:2) concurs that job grading/ evaluation determines the intrinsic worth of jobs, based on systematic assessment of the degree of complexity of the job content and requirements. This is done independently of any pre-conceived standards of remuneration, and with no regard to the qualities and performance of the actual participants who perform the job. This tool should therefore have no bias against women aspirants.

The British Institute of Management (2013:2) believes that job evaluation provides an organised sequence or system for an organization for describing and placing value on jobs. During the reshaping process of organisational development the value of the

different jobs within the hotel will be evaluated. Job evaluation may also be used as a tool for management to evaluate the different process in the different departments and assist on identifying how each individual contributes to the hotel/organisation. Is it likely that these systems do not identify women as able works? When then are women excluded from the management positions when they are in the majority in the work place in the hospitality industry?

2.4   Structure in terms of size

2.4.1 SMMEs- Small, Medium Micro, Enterprises are defined differently and classified differently depending on the number of employees, or annual turnover and different industry type (Amra, Hlatswhayo& McMillian, 2013:2).SMME classification varies between different countries in the world, where these different countries use different standards and different criteria to measure the size of establishments. In South Africa, an SMME is based on size and structure, as well as the contribution of SMMEs to the economy. Amongst the employed, Ahmad (2005:5) adds that 81% of the hotel owners and managers are men. SMMEs are interpreted differently in various countries because they respond to diverse national and local government challenges and circumstances. From the South African legislative perspective, notably the National Small Business Act 102 of 1996, SMMEs are categorised into five stages of development namely: survivalists, micro enterprises, small enterprises, and medium enterprises.

2.4.2 Survivalist enterprises operate from part of the informal economy, survivalists are undertaken by unemployed people whose primary objective is to survive economically (Turner, Varghese & Walker 2008:8).

2.4.3 Micro enterprises employ about five employees and like survivalist enterprises, they operate informally, owners do not have the necessary skills to operate the business successfully.

2.4.4 Very small enterprises are part of the formal economy; they employ less than ten employees, who are often professionals that are able to make use of the appropriate technology.

2.4.5 Small enterprises are much established as compared to very small enterprises. The small enterprise is a registered entity and operates functionally in a fixed business premises.

2.4.6 Medium enterprises are owner managed the type of entity complies with the rules and regulation policies. The medium enterprise is similar to the small enterprise with an

organised complex structure of up to 200 employees and performs their duties in a fixed business premises.

According to Roberts (2011:2), the legal structures of SMMEs in South Africa are discussed below:

2.4.7 Sole proprietor/sole trader: This type of business is not is not fixed asset driven but is a service based business. The owner of the business is the sole employee. Income accrues directly to the owner and there are no complicated statutory returns other than meeting basic legal and tax requirements.

2.4.8 Partnership: Based on the same principles as a sole proprietorship, this structure allows you to have up to 20 partners who share responsibilities, skills and liability.

2.4.9Close Corporation (CC): This is a popular and widely used structure that gives a business a separate legal identity without the formalities of the Companies Act that governs public and private limited companies.

Schlenker and Crocker (2003:10) states that SMMEs make up 98 percent of all European, Middle Eastem and African companies, they provide employment to 66 percent of the labour force and generate 54 percent of the total private sector turnover.

In South Africa, SMMEs play an important role in setting and achieving national goals, such as increasing economy and employment growth (Schaper&Volery 2004:71).

Different countries have different definitions; some common quantitative variables, which are used to categorize and sort businesses in South Africa, are set out in Table 2.4 below.

Table 2.4 Definition of South African SMMEs

	Full time employees	Annual turnover	Gross asset value
	(Less than)	Rm (Less than)	Rm (excluding)
Medium	100	12.00	3.00
Small	50	6.00	1.2
Very small	10	1.20	0.25
Micro	5	0.15	0.10

Source: Dimant, Lebone&Cardo (2004:2001)

According to Sathwara (2010:1-30) the hospitality industry uses its own way of classifying the accommodation and services they offer. Hotels are classified using the size of the hotel, using the star system, the location of the hotel, and the ownership. The size of the hotel refers specifically to the number of rooms that the hotel has. Table 2.5 below illustrates the classification system referred to in this section.

Table 2.5 Definition/Classifications of Hotels

	Small Hotel	Medium Hotel	Large Hotel	Very Large Hotel
Rooms	7-25	26-120	121-360	>360
Staff	>20	20-100	>100	>100

Source:Buffa (2007:4) cited Rispoli and Tamma (1995)

The classification used by the hospitality industry as indicated in table 2.5 above is very similar to the same qualification used by the other industries. There are however small variations that bring about the little variations, namely; the sizes are slightly different, the size of the hotel will determine the staff compliment for the hotel largely dependent on the type of services provided. The size of the hotel will determine the management structures, and in many small hotels the hierarchical structure is flat and the degree of specialisation is somewhat reduced. Small hotels require less than 20 employees, medium hotels require between 20 to 100 employees, and large hotels require more than 100 employees and the size of the hotel depending on the rooms has increased. What is of particular interest is that the taller the structure becomes the less women filter through to the top.

2.5 Structure in terms of ownership

A business owner is the entrepreneur who possesses the operation (Schaper&Volery, 2004:74) regardless of the size of the business. In smaller businesses the owner tends to be responsible for most operations or the management of those operations. Some of the roles played by a small to medium business owner are investor, manager, operator and decision-maker, the owner will usually perform all the duties and responsibilities (Zimmerer& Scarborough, 2002:4). At this level of operation the owner seeks to cut down on costs, besides, there may not be so much work to be done by specialised professionals. The owner may be male or female, the structure will remain thus, and interestingly, few women managers in the industry are employed by small operations (Baum, 2013:1-75).

The larger the business becomes the less of women are seen in senior management, this suggests that either women are not capable or there is a deliberate structuring that will exclude women from developing into senior management positions (Petzer, Steyn

and Mostert, 2008:4-22). It is understandable that with small to medium operations the businesses are micro-managed by the owners thereby allowing no room for politicking around gender or race. Schlenker and Crocker (2003:75) concur with this and make reference to small business as largely family-based businesses. The management and control of the business resides within the family except where women family members are involved in the business. The University of Hawaii (2011:1) concurs and posits that the management of hotels is based on the type of ownership, namely; independently owned and operated hotels, chain affiliated hotels but independently run, or chain owned hotels that are managed and operated under different systems around the world. It is evident in all these structures that ownership appears to be a pre-deterniment of 'who will occupy the senior positions.'

The International Labour Office (2010:1-75) also postulated in detail the different forms of ownership in the hospitality industry and the following categories will elaborate more on the different forms of ownership:

2.5.1Management contracts/Chained hotel group, also known as management or operating agreements, are legal agreements by which the owner of a hotel property contracts with another company to manage the hotel business for a fee.

2.5.2Lease agreements are arranged between hotel property owners or partners and another company paying rent to the owner. The lease can be limited to different areas of the hotel.

2.5.3Franchise agreements, also called licensing agreements, lease a brand from a franchisor to a franchisee. In addition to the initial franchise fee, the franchisee is generally charged a joining fee upon affiliation with the brand chain.

2.5.4Real estate investment trusts(REITs) and *private equity* (PE) funds have led to changes of ownership structure within the hotels and restaurants sector.

2.5.5 Referral Groups This group consists of independent hotels which have grouped together for some common purpose. The hotels individually have own policies and procedures, management operations.

2.5.6 Independent Hotels This hotel does not have ownership or management affiliation with other properties. They have no relationship to other hotels, regarding policies, procedures, management.

Table 2.6 below illustrates the hotel classification according to type of management.

Table 2.6 Classification of hotel based on type of management

	Type of Management		
	Family	**Entrepreneurial**	**Managerial**
Directive Functions	Owner and Family members	Entrepreneur	Manager Professionals
Executive Functions	Owner and Family members	Staff that have no family relationship with the entrepreneur	Employee
Operative Units	Single unit	Single unit	Single unit or multi unit
Size	Small	Large	Large size chains and groups

Source: Buffa (2007:4) cited Rispoli and Tamma (1995)

2.6   Structural Politics

Politics is the coming together of people in an effort to take over control of resources in an organizational structure (Jowah, 2013:196). Politics is a subset of human behavior that involves the use of power or influence, coalitions are formed in an effort to take control and have power. Power, Clark, Golder and Golder (2013:50) articulate that people resort to politics whenever they are not able to accomplish their goals. Politics is resorted to so as to influence the behavior of others or try to wrestle free from the influence exerted by others. In all forms of social interaction whether at home, work, some people or group of people try to influence, or avoid the influence of others, which illustrates that politics is a key aspect of much of our everyday lives.

Heywood (2007:5) adds that politics is the activity through which people make, preserve and amend the general rules under which they live. It is the existence of rival opinions, different wants, competing needs and opposing interests' guarantees disagreement about the rules under which people live. The heart of politics is often portrayed as a process of conflict resolution, in which rival views or competing interests are reconciled with one another. Politics therefore can be viewed as an art of government, public affairs, power and the distribution of resources. This is precisely why South Africa had to legislate to give women an opportunity to develop into their full potential where they have been excluded.

Lanzaro (2004:10) defines political structure groups and organizations and the way they relate to each other. The rules, laws and policies that govern the political structure and system of the political entity may allow for the empowerment of women. Among the

recent studies of politics the one of the most stimulating as well as influential has been structural functionalism (Anderson and Singer, 2008:564). Society is defined as a living organism in which each part of the organism contributes to its survival. Functionalism addresses society as a whole in terms of the function of its constituent elements; namely norms, customs, traditions, and institutions. Functionalism emphasizes the way that the parts of society are structured to maintain stability and meet the biological and social needs of individuals who make up that particular society (Schaefer, 2009:14-15).

2.7   Political Economy

Eatwell, Milgate and Newman (1987: 907) introduced the concept of political economy in the work place as the science of wealth and it particularly deals with the different efforts made by human being to supply the needs and wants to satisfy our desires. The aim of the New Political Economy is to understand important issues that arise in the policy sphere (Besley, 2007:570) and the main concern is to extend the competence of economists to analyse issues that require some facility with economic and political decision making. Again women in the hospitality industry do not seem to have benefited from all these structures.

World Travel and Tourism Council (2010:10) reports that tourism and hospitality are currently one of the world's largest industries with profits reaching US $944 billion by end of 2008 and generating 235 million jobs worldwide. The industry accounted for approximately 5% of the world's total gross domestic product. The net income of international tourism and hospitality amounted to US$1.1 trillion amounting to US$ 3 billion a day in 2008 which accounts for roughly 30% of the world's total export or commercial services (World Travel Organisation, 2009:1).

2.7   Gender Distribution in the structures

The South African Reserve governor, Marcus (2011), articulated that South African women hold 19.3% of top senior positions in management as relatively compared to their counterpart in Australia at 8%, Canada at 16.9% and the US at 14.4%. The South African government has committed itself to women empowerment and hence the figures stated above. This was done as a measure to reduce poverty amongst women and to bring women on board in management. Webster, (2011) argues that women are still dramatically under-represented despite a marginal increase in 2010 over 2009 figures. It is also stated that Germany has embarked on a quota system for women in order to

mainstream gender equality since female executive in top companies are a rarity. According to Moloto (2011:36), the Business Woman Association of South Africa reports every year about women representation in different managerial levels in different economic sectors. The results indicate that women representation in South Africa in 2010 is as indicated below;

3.6 percent of CEOs

5.8 percent of chairpersons

14.6 percent of directors

18.6 percent of executive managers

34.3 percent of senior managers

Although the number of directors have doubled in the past six years up to 7.1 percent to 14.6 percent it does not look impressive considering that women make up to 52 percent. South African government is still confronted with many challenges to transform gender disparities, the Department of Labour gave the report illustrated in table 2.8 below.

Table 2.7 Employees by occupational level and gender

Occupational Level	2000		2002		2003	
	Male	**Female**	**Male**	**Female**	**Male**	**Female**
Top Management	87.6%	12.4%	86.2%	13.7%	86.3%	13.7%
Senior Management	79.1%	21%	78.5%	21.6%	78.5%	21.6%
Professional and middle management	57%	43.2%	69%	30.9%	59%	30.9%
Skilled technical and Management					56.3%	43.7%

Source: Department of Labour (2003)Employment Equity Report for 2000 to 2003

According to the Employment Equity Report Department of Labour (2003) the representation of women in the higher ranks of the workforce profile was relatively high when compared to their 37 % representation in the total workforce. However the improvement in the representation of women in all job categories was insignificant in Table 2.8 below illustrates the ratios as well as the increases on year by year.

Table 2.8 Female managers percentages in South Africa

Year	Top management	Senior management	Middle management	Technical management
2000	12.4%	21%	43%	
2002	13.7%(1.4%) ⬆	21.6% (0.6%) ⬆	30% (13%) ⬇	
2003	13.7%(1.4%) ⬆	21.6% (0.6%) ⬆	30.9% (0.9%) ⬆	43.7% (43.4%) ⬆

The Commission for Employment Equity (2003) reported that most of the South African companies do not comply with the Employment Equity Act. It found that even though Black, Coloured, and Indian people constituted the majority of the total workforce, their representation in key positions is remarkably low, more importantly there was a drop in the representation of females at professional and management levels (Asvat 2005:60).

In relation to social change, the social structure has the potential for alterations both within a given society and from one society to another (Ali, 2004:109), For Turkey,it has been claimed that some of its cultural patterns have been kept although the social structure is changing, creating a serious debate as to whether culture has a status independent of the social structure (Yesim and Seher, 2004:18). Turkish society is associated with a culture that is patriarchal system. This system affects social values and attitudes of society and gender role (Basbakanlik, 2011:33) Both men and women have relatively patriarchic cultures. The traditional gender role division has settled women to the household, while public life has become male-dominant sphere (Yucel, 2004:339). Below table 2.9. are the gender ratios of women representation in management positions within Turkeys hotel sector.

Table 2.9. Gender ratios of management in Turkey Hotel Sectors

Gender Effect by Job Positions			
Job Position	**Male**	**Female**	**Total**
Contact person	257 (62.8%)	152 (37.2%)	409 (100%)
Middle management	135 (68.5%)	62 (31.5%)	197 (100%)
Senior management	50 (66.7%)	25 (33.3%)	75 (100%)
Total	442 (64.9%)	239 (35.1%)	681 (100%)

Source: Pinar, McCuddy, Birkan and Kozak (2009:9)

The table above is showing the number of males and females in the hospitality hotel sector of Turkey and the ratios of the male and female managers. The results show that 62.8% of the contact persons are men and 37.2% are women. 68.5% of middle managers are men and 31.5% are women, and 66.7%of upper managers are men and 33.3% are women. The reality of the matter is that in as much as there will be complaints about fewer women being employed, no conclusive evidence has been advanced to explain the phenomenon. The figures for Turkey are very impressive considering that it is a Moslem country where women movement is somewhat restricted.

The South African accomodation industry recorded the employment in the accomodation industry in the differnt accomodation providers as illustrated in figure 2.1 below.

Figure 2.1 Employment ratios in the accomodation industry
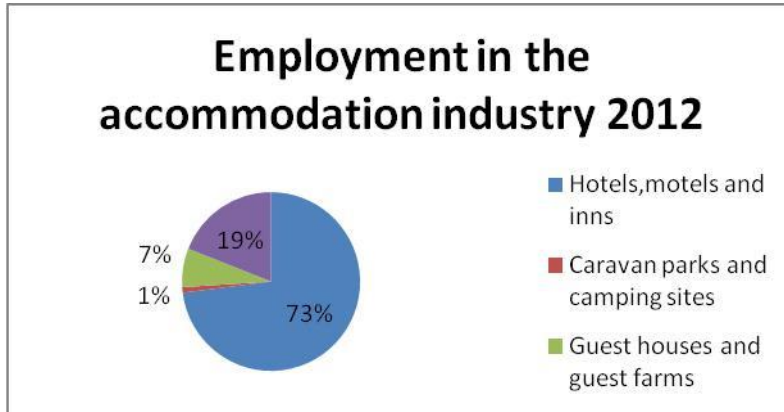
Source: Statics South Africa 2012:8

The total number of people employed in the accommodation industry at the end of June 2012 was 105 299, Hotels, motels and inns employed the largest number of people 76 611 OR 73%, followed by other accommodation types like Guest houses and guest farms at 19 740 or 19%. The South African accommodation industry also recorded the gender ratios of employment in the accommodation providers a record of male and female employment from the different accommodation providers.Figure 2.2 below Illsustrates the different gender employment ratios in the accomodation providers of the hospitality industry.

Figure 2.2 Gender ratios in the accommodation industry 2012
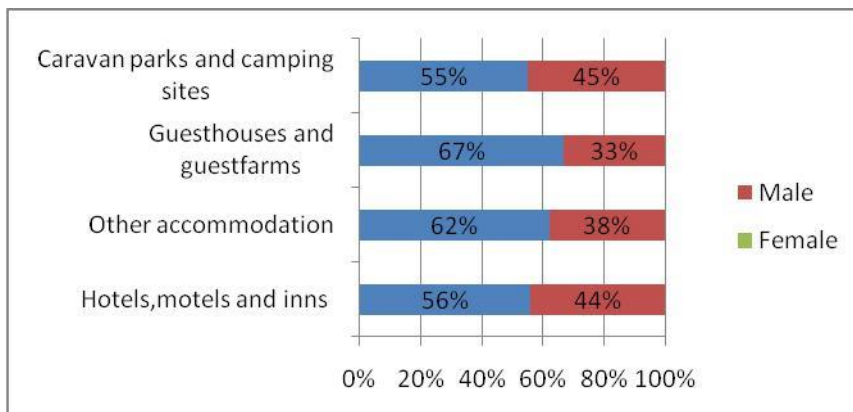
Source: Statics South Africa (2012:9)

The proportion of females out of the total persons employed was 57%. The industry with the highest proportion of females employed was guesthouses and guest farms at 67%. Women comprise 54% of the South African population (The World Bank,2012)which is

comparable to the number of women in the hospitality industry. What is disconcerting is the fact that though women are in the majority both in the country and in the hospitality industry, they are a negligible lot in senior management. The organizational chart provided below in figure 2.2 illustrates the hierarchical structure in the industry and where women are placed in these organisations.

Figure 2.3 Different functions in the organizational chart of Hotel
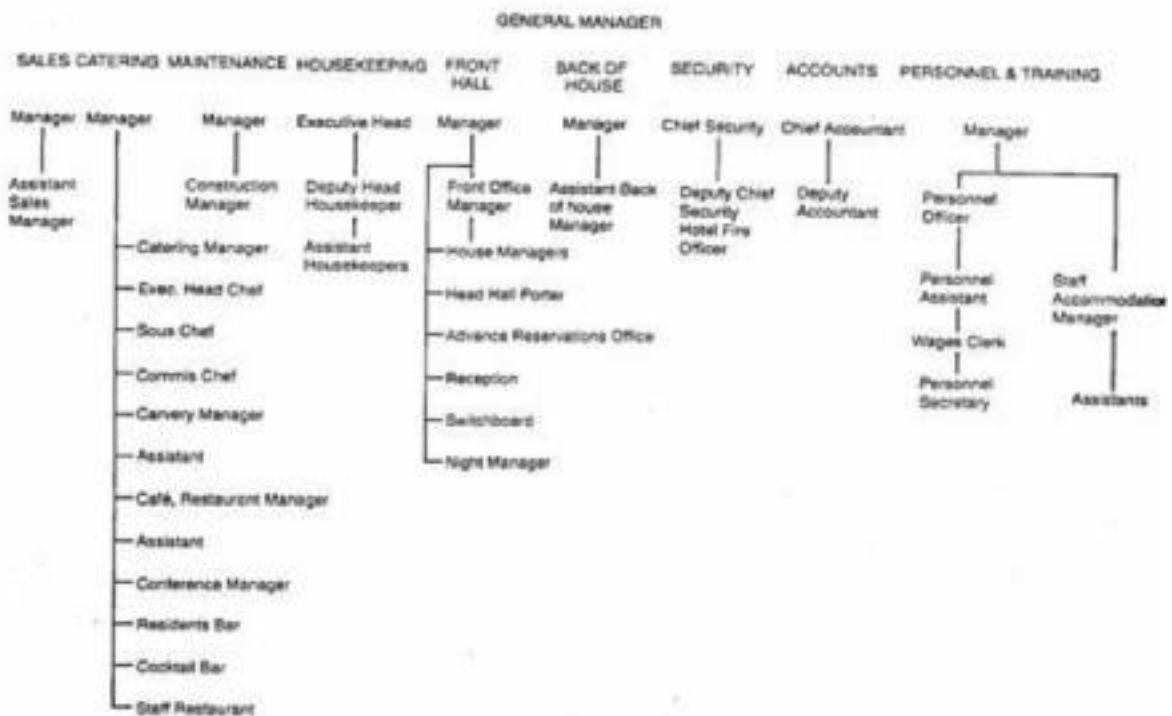
Source: Gujar (2004:100)

The hotel in this organisational chart has seven different departments in the organisational structure from sale and catering, maintenance, housekeeping, front office, back of house, security, accounts, and human resources. Every department has a departmental manager and assistant manager. Most of the women go up to the assistant manager's level, and women occupy mostly housekeeping, front office and back of house functions.

2.8 Socio-economic structures classified

There are different social and economic factors that contribute to the hospitality industry. Mike (2007:40) suggested that economic factors are the benefits that the hospitality industry brings to the economy of South Africa and Globally. This can take a wide range of shapes and forms, starting from positive effects on employment, lowering unemployment rate by creating more job opportunities, to creating the countries more

attractive to outside investors and other firms and developing the level of industrialization of the region. There is no doubt about the importance of tourism to economies all over the world hence any changes in tourism trends and policies need to be evaluated on their possible effect on local economies (Dwyer, Forsynth&Spurr, 2004:15). The single most worrying development is the exclusion of women from occupying senior positions in the industry.

Women in South Africa count for 54% of the total population according to Central Statistic (2006:2) and contribute 41 percent of total national labour force. There is no doubt that an increase in women's economic participation is a crucial key to economic growth and wealth creation. Side lining women would be a major sacrifice to growth as well as economic stability of a country. Thus, the repeal of laws and the enactment of equity legislation and affirmative action has led to favourable atmosphere for women in business and in other social spheres of areas of life, be it political, sports and education (Moleke, 2005:1).

The South African National Policy Framework and gender equality of 2001 was established together with South African Women Entrepreneurship Network (SAWEN) to mainstream gender. This commitment by government to emancipate women is seen as a transition providing a favourable atmosphere in which women are presented with opportunities to freely participate in their talents and in their society and other activities. Chiloane-Tsoka (2012:4) defined culture as the attitudes and behaviour that are characteristic of a particular social group or organization. Therefore, it is within the culture of human beings to aspire to become better in respect of their manner of existence. The desire to achieve a better way of living is in fact practical evidence to the human mode of living that is grounded upon the view that human beings are homo economic beings who thrive on labour. The urge to work is an inborn one and is propelled by a strong cultural believe that in this world there is nothing for nothing and as such every person must live out of the sweat of his/her brow (Mathipa,2001:324-331).Women equally aspire for growth in the different spheres and industries they are involved in. The question remains therefore as to why they cannot advance into senior management.

Hendricks, (2004:18) sees culture from a perspective of a social environment that discourages women to pursue career path in the field of science, technology and

engineering. The cultural perspective is also seen as impediments that are deliberately used in the work place to deny women promotions, simply because it consigned women to the home environment, such cultural stereotypes are prevalent in South African organizations. The South African organizational culture has different rules and roles for men and women (Ramagoshi, 2001).

2.10   Summary

It can be concluded that the organizational structure of the hospitality and tourism industry contributes to the social and economic factors of both the industry's growth and the country's economic status. The overview of the industry shows the diversity of the industry and how economic and social sciences affect and impact women's career development in the industry. Organizational development and job grading systems and evaluations will contribute to the career development of women in the hospitality industry. The ratio representation of women as compared to men leaves a lot to be desired, and the different barriers within the organizational culture contribute to the lack of female representation at senior management level in the industry.

CHAPTER THREE

THEORIES OF LEADERSHIP AND LEADERSHIP STYLES

3.1   Introduction

According to Kouzes (2003:193), an effective manager should have the characteristics of a leader. The three ways for a person to become a leader are knowledge, charisma and delegated authority (Bickel, 2012:1-3). This chapter will be providing the different leadership theories and the different views on the concept of management and leadership, the principles of leadership and the development of leadership will also be discussed. The discussion will entail how the different leadership styles affect the performance of the subordinates in an organisational set-up. The leadership styles are also discussed in the way they affect followers and the general effect on followers, with reference to the hospitality industry. The reason why an overview of leadership theories is included in this literature review is because it will allow the researcher to gain a deeper understanding regarding the concept of leadership styles and what type of ideology has been used to explain this phenomenon in the past. This will also allow the researcher to make more informed interpretations and conclusions within the current study.

3.2   Concept of Management and Leadership

Management is the process of planning, organising, leading and controlling the resources of the organisation, to achieve stated organisational goals as efficiently as possible. Management refers to executing the daily functions necessary for the organisation to persist (Smit and Cronje, 2002:11) while leadership encompasses these managerial skills as well as the visionary and inspirational skills related to changing and improving the organisation. Ginsberg and Davies (2007:17) agree that one cannot separate management and leadership, but instead view them as interrelated and complementary aspects necessary for an effective organisation. Good leaders make good managers; they have the insight to surround themselves with individuals capable of doing the managerial tasks that leadership entails. In defining management and leadership, Darling and Nurmi (2008:202) describe management differently; they believe that management is as a result of a position in an organisation, encompassing the responsibilities that come with that organisational position. On the other hand, they argue that leadership is a personal skill encompassing the abilities to envisage, act, communicate and influence people with whom one is involved in the organization.

Darling and Nurmi (2008:202) further advance their argument that management is based on a status in a hierarchy, while leadership is on personal recognition and acceptance by other people. They conclude that management works on strategic matters such as planning and designing organisational structure, during which one delegates the implementation of the strategies to lower level ranks to get the delegated strategy implemented successfully. This was confirmed by Zuber-Skirritt (2007:992) who argued that leadership refers to a process of guiding people and influencing decisions; while management involves administration and implementation of organisational policies and decisions. Middle management, like departmental hotel managers and supervisors, need leadership skills in order to become operational people to work for the wisdom invented by the top management or the general manager of that specific hotel. The list of words associated with leadership and management styles are presented in table 3.1 below.

Table 3.1: Differences between leadership and management

Leadership	Management
Guides	Co ordinates
Motivation	Organise
Initiation	Maintains
Anticipate	Stabilises
Build vision	Realises
Create	Structure
Moves forward	Establishes
Inspires	Handle
Background boundaries	Set boundaries

Source: Mayo (2004:36)

Nelson and Economy (2005:6-15) present the four functions of management:

Planning- Running an organisation is like steering a ship on the ocean to get where you want to go, you need a plan to get there. It is the hotel manager's job to develop the plans that determine the goals the hotel will pursue, the products and services it will provide, how it will manufacture and deliver them, to whom, and at what price. These plans include creating an organisational vision and mission and specific tactics for achieving the organisations goals.

Organising- After managers develop their plans, they have to build an organisation that can put these plans into effect. Managers do this by designing organisational structures to execute their plans (often building elaborate organisational charts that divide an organisation into divisions, departments and other parts and designate the

people who reside in each position and by developing systems and processes to direct the allocation of human, financial, and other resources.

Leading – Managers are expected to lead their employees, which is to motivate them to achieve the organisations goals quickly and efficiently. Leadership is considered by many to be the most important ingredient for a manager's success. Great leaders can make great things happen, by inspiring their employees to do extraordinary things and accomplish extraordinary goals.

Controlling- To accomplish their goals and the goals of the organisation, managers must establish performance standards based on the organisations goals and objectives, measure and report actual performance, compare the two, and take corrective or preventive action necessary.

In the table 3.3 below, Haneberg (2007:12-13) proposes the characteristics' of a good manager and the perceived expectations of employees from managers.

Table 3.2 Expectations/Characteristics for all managers

Managers are expected to be accountable and take ownership. To achieve results, you need to own whatever must be accomplished.
Managers are expected to make a positive contribution to the business. To think creatively and proactively, by taking initiative to improve team performance.
Managers should be outstanding role models by influencing the culture and tone of the business. Represent the best of what is sought in others.
Managers need to get results. Managers who believe that it's their job to execute work and deliver results will choose results-oriented actions and responses.
Management is both social function and a business function. Managers need the support and cooperation of the employees and subordinates.
Managers are important, managers should want to spend most of the time managing and facilitating the work of others.
Success as a **Manager** means delivering results and managing people for optimal productivity and satisfaction.
Managers are responsive to others ideas and concerns. Being open and flexible makes you seem more intelligent and talented.
Managers must know when to lead and do so. This demands courage and might mean taking a risk.

Source: Haneberg (2007:12-13)

From the previous table above the expectations and characteristics of managers, has confirmed that managers like everyone else in organisational settings, are continually striving to make sense of numerous crosscutting and conflicting goals and purposes. According to Watson (2005:2-3) managers and non-managers alike are constantly trying to make and remake bargains, exert power, resist power, cope with conflicts of interest and negotiate understandings with others. By doing this they make sure that the

goods are produced or services provided to a level and quality that will enable the organisation to remain in existence.

Arnander (2012:113) mentions and differentiates between the three leadership types mainly: The entrepreneur, the manager and lastly the leader. The author suggests that, the entrepreneur's job is to realise his/her ideas an innovator, bringing in new ideas getting others to believe in your idea. The manager being a bureaucrat and administrator sees others problem from a more technical standpoint. It is either their problem or the company's problem, and if it is not the company's problem then it is not a problem. While the leader on the other hand must care for people and, above all, be compassionate to others. By identifying with and relating to the feelings and sufferings of others without taking over those problems and sufferings. Therefore the entrepreneur is all about them the entrepreneur doesn't care about others, manager is all into an efficient organisation and lastly leader, it's all about the people/followers.

According to Smit and Cronje (2002:1-412) managers are responsible for different departments; they then work at different levels and meet different requirements. They are classified into three categories according to their level in the organisation, namely; top management, middle management and line management.

Observing from the various definitions and conclusions Management and leadership are not the same. Minervini, Meyer and Rourke (2003:24) agree that management essentially encompasses the activities of planning, organising, activating and controlling. One can be relatively effective in doing this, which is following rules, procedures, policies, and maintaining systems, without being a leader. But the manager, who also displays leadership, goes beyond this in inspiring employees. Therefore managers who combine management and leadership are doubly valuable to the organisation.

A manager manages things, not people, and a leader leads people, not things. Moreover, Ehlers and Lazenby (2007:132) propose that there is a qualitative difference between managing and leading, namely:

➢ Managers are people who do things right and leaders are people who do the right thing.
➢ Leaders are able to create and communicate a vision that inspires followers.

Rather than controlling the behaviour of others with planning and decision making, closely held in the hands of the hierarchy.

➤ Leadership is about inspiring and influencing others. It relates to the mission, which translates into goal development and achievement.

➤ Leadership directs the institution or organisation.

From Thomas' (2005:24-29) study it become increasingly clear that experience is the best teacher of leadership. In an Accenture study of leaders under the age of 35 and over the age of 70, the entrepreneurs, corporate executives, social activists, and elected politicians unanimously agreed that they had learned more about leading from real work and life experiences than from leadership development courses or Master of Business Administration programs. They credited the latter with helping them become more competent technically, but they concluded that formal programs do little to help people learn fundamental lessons or how to extract wisdom from experience. More differences between management and leadership are summarised in table 3.3 below.

Table 3.3 Differences between management and leadership

Management	Leadership
Coping with change	Coping with complexity
Guiding others, encouraging and facilitating others in pursuit of ends	Directing others in pursuit of ends
Tend to be visionary, experimental, flexible and creative, and value the intuitive side of their work.	Tend to be more analytical, structured and controlled, and see their work as a quantitative science
Focus on the bigger picture, inspire and apply influence	Focus on details; instruct and apply Authority

Source: Ehlers et.al., (2007:102)

According to Northouse (2004:360) Leadership and management are both processes that are alike in several ways. Both require working with people, but in different ways. Leadership is concerned with meeting goals, which management requires as well. Leadership and management are two very different ways of running a successful organization and they both need each other to succeed. The challenge here is how to combine these two characteristics so that they work together in an effort of bringing a sense of balance to the organization. Kadyrkulova (2008:15) explains that leaders innovate, ask what and why questions, focus on people, do the right things, develop, inspire trust, have a longer-term perspective, have an eye on the horizon, originate, and

show originality. As for managers, they administer, ask how and when questions, focus on systems, do things right, maintain, rely on control.

Shaw (2006:80-90) believes that leadership comprises of vision, values, value added, and vitality.

a)Vision – this enables one to be very clear of what he/ she wants to become or achieve. It can be achieved when one makes an honest self-assessment.

b)Values - these are beliefs or behaviours that are of particular importance to an individual in the way he/she lives his/her life and interacts with other people.

c)Value added –It is valuable if it helps the organisation to exploit the external opportunities. Shaw (2006: 90) suggests the following ways of adding value:

(i) Provision of a specific piece of specialist information.

(ii) Bringing a specialist skill that provides a perspective or takes a

particular task onto another level.

(iii) Enabling a group of people to work together.

Therefore added value can be summarised as encouraging others and being positive about what the organisation has set it to achieve. It is not a 'cut and dry' matter; it needs reflection time during which honesty and frankness should prevail. That means that it is not an event but a process.

d) Vitality – this is an energy which enables one to maintain a positive outlook across the different spheres of life .

Clarke (1996:3) also summarises the responsibilities and tasks of leadership as follows:

➢ Providing vision – a leader is expected to establish direction for the organisation.

➢ Providing strategy – After the vision has been set and agreed upon, the leader should then plan and strategise on how to utilise the available resources optimally so as to attain the vision.

➢ Aligning with people – It is the responsibility of the leader to market and sell the vision and strategy of the organisation to the people within and without the organisation for the organisational progress and success.

➢ Motivating and inspiring – In order for people to work optimally and effectively, they need to be motivated and inspired.

Uldrich (2005:50) proposes that any successful leader need to embrace the following leadership principles, namely:

Doing the Right Thing: **The Principle of Integrity**
Mastering the Situation: **The Principle of Action**
Serving the Greater Good: **The Principle of Selflessness**
Speaking your Mind: **The Principle of Candor**
Laying the Groundwork: **The Principle of Preparation**
Sharing the Knowledge: **The Principle of Learning and Teaching**
Choosing and Rewarding the Right People: **The Principle of Fairness**
Focusing on the Big Picture: **The Principle of Vision**
Supporting the Troops: **The Principle of Caring**

Bartol, Martin and Kromkowski (2003:8-20) define leadership as a process of influencing others to achieve the long term goals of the organisation. This means that leaders must have followers, and they must influence their followers. According to Pierce and Newstram (2003:162), effective leaders take a personal interest in the long term development of their employees. They use motivation tactics and many skills or experiences to support their employees to achieve organisational goals. While Conger and Pearce (2003:132) believe that leadership is defined as a dynamic, interactive influence process, among individuals in groups for which the objective is to lead one another, to the achievement of group or organizational goals or both. This influence process often involves peer or lateral influence and at other times involves upward or downward hierarchical influence. This definition reveals that leadership can be shared if its influence has to be tangible.

Armstrong (2012:4) defined leadership as the ability to persuade others willingly to behave differently; it is the process of influencing people getting them to do their best to achieve a desired result. It involves developing and communicating a vision for the future, motivating people and securing their engagement. Buchanan and Huczynski (2007:696) also agree that the process of leadership is influencing the activities of an organized group in its efforts toward goal setting and goal achievement. Gary Yukl (2002:141) states that the essence of leadership is influence and takes influence to occur by the use of different kinds of power. Power involves the capacity of one party to influence another party. George(2003:9) succinctly states that leaders who lead with purpose, values, and integrity; leaders who build enduring organizations, motivate their employees to provide superior customer service, and create long-term value for shareholders.

According to Schramm (2005:300), there are two types of leadership based on the model of open and closed societies. Open leadership referred to leaders who believe that the employees will show initiative, engagement and independence. Therefore the power is shared equally between leader and employees. On the other hand, closed leadership referred to unequally sharing of power; the power is located at the leadership. Regulations are not created by conventions, but by forces of circumstances.

Accordingly Popa (2012:125) reckons that an effective leader is creative and open towards new approaches and towards people. Such a leader is able to encourage divergent thinking and innovativeness within the organization and provides individual encouragement and support with individual consideration. For example, a study conducted by Noordin, Mohammand, Jasmi, Zainudin, Azizi, Yusof, (2011:9635) on a group of 1500 company managers (ages range from 20 to 45 years old) showed that openness to experience had a positive correlation with leadership style. Another study by Isaksen, Babij& Lauer (2003:983-985) also confirmed that there was a significant and positive correlation between leadership and creative thinking of the leaders. Similarly, Ployhart,Lim,Chan (2001:810) found that openness was associated with effective leadership and individuals with high openness to experience are likely to score high in creative thinking.

3.3   Leadership Styles

Leadership style is an important management tool as postulated by Kozak and Uca (2008:117-130) because if used properly, it can enhance positive relationships with employees, improve the organizational climate, and increase service performance . One key element of success for a hospitality organisation is for managers to motivate their employees to reach their maximum potential, to be engaged, to embrace change, and to make good technical decisions. Effective managers who are leaders according to Bennet (2009:1-13) provide guidance that encourages employees to take ownership of tasks, to think outside the box, to solve business problems, and to make decisions that can enhance the good of the team and company.

Like other business organisations, hospitality organisations should embrace the importance of leadership and apply its principles to enhance organizational well-being. According to Armstrong (2012:11) leadership style is the approach managers' use in exercising leadership when they are relating to their team members. It is sometimes

called management style, there are different and many styles of leadership and no one style is necessarily better than the other in any situation. While every leader is different, most can be identified as portraying attributes of a specific style.

Bass and Avolio (2004:43) summarises three different leadership styles namely transactional, transformational and laissez- faire leadership styles:

Transactional leadership style: Transactional leaders display managerial behaviours associated with constructive and corrective transactions. Rohman and Rowold (2009:545) adds that transactional leadership relies on a set of clearly defined exchanges between leader and follower. Leadership is accepted by (Northouse, 2001:131-60) as a series of economic and social transactions to achieve specific goals. Transformational leadership, on the other hand, is based in the personal values, beliefs and qualities of the leader rather than on an exchange process between leaders and followers.

According to Bass (1990), transactional leaders determine and define goals of their employees (Laka-Methebula, 2004: 272). Taylor (2009:43) also believes that the followers are given full responsibly for the tasks that are delegated to them even though they might not have the required resources or competencies to perform those tasks.

Transformational leadership style: Transformational leadership is a process of influencing in which leaders change their associates' awareness of what is important, and move them to see themselves and the opportunities and challenges of their environment in a new way. Eagly and Carli (2003:807-34) believe that women are judged to be more transformational than men, and this leadership style appears to be related to higher effectiveness and more satisfaction among subordinates. However, Schyns, Elversfeldt and Felfe (2008:597) add that other researchers have described that transformational leadership should enhance female leaders' self-efficacy. Lowe (2011:313) is of the opinion that women have generally been associated with this type of leadership because they are more interested in transforming a person's feelings of self-interest into what works best for the organization. Transformational leaders influence followers' organizational commitment. By encouraging followers to think critically by using novel approaches, involving followers in decision-making processes, inspiring loyalty, while recognizing and appreciating the different needs of each follower to develop his or her personal potential (Avolio, 1999; Bass &Avolio, 1994; Yammarino,

Spangler, & Bass, 1993).Walumbwa and Lawler (2003:1083) suggest that transformational leaders will be able to motivate their followers to get more involved in their work, resulting in higher levels of organizational commitment.

Laissez-faire leadership style: This is the avoidance or absence of leadership. Individuals demonstrating laissez-fair leadership avoid making decisions, are unavailable or stay out of the way of employees, and fail to manage, supervise, or lead. This type of leadership has consistently been found to be the least satisfying and effective management style. Yassen (2010: 67) asserts that laissez-faire means leave it to be and is used to describe a leader with a hands off style leaving his or her colleagues to get their work done. It can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly.

Laissez-faire will not be a good leadership style in the hospitality industry as hospitality leaders may need to be self-aware in order to be perceived as effective leaders. An ability that is especially critical in an industry that frequently involves interactions across cultural boundaries.

The Table below is critical leadership characteristics these were derived from interviews in Davidson (2002:12-15) study with various academic experts and leaders.

Table 3.3.1 Critical Leadership Characteristics

Thinking globally	Shows technological savvy
Anticipates opportunities	Encourages constructive challenge
Creates a shared vision	Ensures customer satisfaction
Develops and empowers people	Achieves comprehensive advantage
Appreciates cultural diversity	Demonstrate Personal mastery
Builds teamwork and partnerships	Shares leadership
Embraces change	Lives the values

Source: Davidson (2002:12-15)

3.4   Leadership Theories

As asserted by Drucker (2003:10), the way that a leader interacts with the team can determine how the employees perform. However, leadership styles have been perceived separately by some of the managers, which must be implemented as a strategic choice. In this context, instead of choosing only one style, they need to tailor their own leadership style. Research has shown that the most successful leaders have

strengths in the following emotional intelligence competencies: self-awareness, self-regulation, motivation and also social skill.

The job satisfaction and organisational commitment levels of employees can be affected by using the appropriate leadership style. Leadership styles can be seen as (Rad &Yarmohammadian, 2006: 13) a succession of managerial attitudes, behaviours, characteristics and skills based on an individual and organisations' values, leadership interests and reliability of employees in different situations. In essence, leadership styles are basically the traits, behavioural tendencies and characteristic methods of a person in a leadership position.

Taylor (2009:41) concurs that trait theories profess that leaders are born with certain traits and characteristics that distinguish them from other people. Trait theory differs from other theories (Gehring, 2007:45-46), in the sense that it focuses on personal qualities and characteristics rather than on the behaviours displayed by leaders.
There is a fundamental difference between trait theories and behavioural theories. Trait theories as confirmed by Robbins ,Judge,Odendal and Roodt (2009:295) maintain that leaders are born and cannot be created whereas behavioural theories, on the contrary, maintain that leaders can be created by mimicking the leadership behaviour of successful leaders.

Goleman as cited by Ehlers and Lazenby (2007:34) posit that effective leaders are similar in one very important aspect, namely, that they all have a high degree of emotional intelligence. Goleman's research in more than 200 large, global companies found a direct link between emotional intelligence and measurable business results. The above research finding applies to all effective leaders of any organisation or institution, including hotels. This means that hotel leaders or managers need to demonstrate emotional intelligence in their leadership traits for success in their hotel organisations. Emotional intelligence includes aspects such as:

➢ **Self-awareness** – this is the extent to which an individual is aware of his or her emotions, strengths, weaknesses, needs and drives. It also reflects the extent to which an individual is aware of and understands his or her own goals. Leaders with high degrees of self-awareness are able to assess themselves realistically, are self-

confident, and often have a self-deprecating sense of humour (Ehlers &Lazenby, 2007:218).

➢ **Self-regulation** - This refers to the extent that people are in control of their emotions, feelings and impulses. Self-regulating individuals are reasonable, thoughtful, self-reflecting, comfortable with ambiguity, open to change and able to create an environment of trust and fairness.

➢ **Motivation** - this is a common trait of all effective leaders. Leaders have the desire to achieve for the sake of achievement, rather than for big/huge salaries or status. Motivated leaders have a lot of energy, are optimistic even during setbacks, have passion for their work, thrive through challenges, and like constant learning. Self-awareness, self-regulation and motivation are self-management skills.

➢ **Empathy** – this is the extent that a leader can thoughtfully consider employees' feelings in the process of making decisions. This is where a leader is able to sense and understand his/her team's viewpoints. He/she has a deep understanding of the existence, importance and complexity of cultural and racial differences.

➢ **Social skills** - It is the kind of emotional intelligence that is about:

(i) Friendliness with the purpose of leading people in the desired direction,

(ii)Being able to network and interact with anybody, regardless of their background,

(iii) Being capable of managing teams, and

(iv) Being able to build relationships throughout the entire organisation, therefore empathy and social skills focus on an individual's ability to manage relationships with other people.

The trait theories assume that leaders are born not made. Jain and Mukherji (2008:439) stipulate that theories of leadership assume that people naturally have certain traits which make them better suited for leadership. These traits refer to distinguishing characteristics which include personality, social, and physical (Juli&Atrnadja, 2005:102). Liu and Liu (2006:2) also identified a group of traits that were positively associated with leadership including: intelligence, self-confidence, initiative, and persistence. Leithwood (2005:622) identifies instructional leadership qualities that support instruction, professional knowledge, and skills/practices.

Though both trait and behaviour theories have the same perspective that leadership is central to organisational performance, the behavioural approach to leadership (Tabbodi

and Prahallada , 2009:169) is based on what leaders actually do to achieve leadership effectiveness. Good leadership ultimately depends primarily on what leaders do, and not merely their qualities or traits alone (AIlio, 2006:173). Therefore, to develop potentially effective supervisors and departmental managers, hotel general managers must model leadership behaviour themselves so that departmental managers can actually observe leadership in action.

Zuber-Skirritt (2007:992) indicates that general managers need to practice what they preach by living and modelling the approaches they wish line and middle management to adopt. Hotel senior management are role models and line and middle management observe them virtually every hour of the day, during and after work. Line managers, supervisors and head of department managers' quote, imitate, pursue, watch, study, and analyse general managers and senior management's actions and inactions. Because of the factor of emulation, hotel senior managers must demonstrate emotional intelligence, which is the ability to assess and manage one's emotions, as well as the capacity to understand the emotions of others, thereby utilising the information to improve relationships with the employees (Cangemi, Burga, Lazarus, Miller & Fitzgerald, 2008:1028).

Interpersonal relations skills are also necessary for leaders to succeed in their job as it allows them and their employees to talk about their practice, share their knowledge, observe each other's progress and offer suggestions (Naidu *et al.,* 2008). Sias (2005:377) asserts that relationships between colleagues in the organisation can be described as being unique and interpersonal as a result of working together in close proximity and sharing the same goals. Edgerson and Kritsonis (2006:3) believe the concept of trust is important in the leadership of leaders. Trust contributes to a positive working environment (Moye, Henkin&Egley, 2004:261). No matter what the leadership skills or professional competence of the managers are, daily interpersonal interactions of managers are necessary to gain trust and support from employees. Edgerson and Kritsonis (2006:30) further contend that it is essential that managers develop trust factors necessary for employees to follow and support their efforts. Wing (2006:8) also postulates that general managers, as leaders, must set a climate of trust and allow their employees to lead and manage the day-to-day activities to the best of their ability while they monitor and provide support.

In dealing with relationships in hotels and organisations, Green (2005:74) and Naidu *et al.* (2008:11) argue that those relationships that are professional and collegial lead to exchange of value and attitude. They also enhance cohesion and develop positive and unique organisational culture which is very important in multicultural organisational settings. Naidu *et al.,* (2008) further postulate that there are three important basic characteristic or attributes of relationship namely: attitudinal, affective and behavioural.

Attitudinal attributes: this kind of relationship is composed of both negative and positive attitudes between or among parties. The positive attitude is characterised by trust, respect, administration and great regard for one another, having understanding and believing in each other. The negative is characterised by disrespect and biases.

Affective attributes: the attributes of this relationship include emotional feelings such as warmth and comfort or hate between or among parties in an organisation. There is empathy in this relationship that fosters good feelings and intention among members. Hate, which is the negative, fosters bad feelings and despair.

Behavioural attributes: the attributes in this relationship are observable, and also comprise both positives and negatives. In the case of positive relationships, the manifestation includes spending quality time together, sharing tasks, frequent and sustainable communication and support for one another. The negative attributes brings despondency. It is important for general managers to understand how morals reflect underlying human motivations and shape the subsequent attitudes, speech, and actions of the line managers and supervisors. General Managers should know their own values and ethical predispositions, as well as being more sensitive to the value orientations of others (Begley &Stefkovich, 2007:10).

The practices of leaders may be common, but the specific structures and strategies used to implement them are worthy of attention (Paek, 2008:13). People and organisational systems depend increasingly on leaders with skills and ability to master and develop knowledge resources for instructional development (Lerro&Suhiuma, 2009:114). Senior managers must define and unpack clear and specific objectives that they want their department to achieve through planning (Rutherford 2004:2). Furthermore, senior managers must observe instruction with the aim of providing employees with feedback and of reflecting upon their own practices in order to improve (James, Dunning, Connolly & Elliott, 2007:100).

Bolden, Gosling, Marturano and Dennison (2003:8) argue that while behavioural theories may help managers develop particular leadership behaviours they give little clue as to what constitutes effective leadership in different situations. The situational leadership theory approach assumes that there is no one best way that is transcendent across all situations (Liu &Liu, 2006:4). The situational or contingency theory holds that what works for a leader in one situation may not necessarily work in another (Bradley, 2006:19). Hence, holders of the situational theory believe that a leader's most appropriate action or behaviour depends on both the situation and on the followers.

3.5   Summary

It can be concluded that there are different types of leadership styles and theories within the leadership concept , different leaders are defined by the different styles they portrait however the styles explain what type of leader that particular is and which type is effective and efficient for that particular organisation.

CHAPTER FOUR

CONCEPT WOMEN IN MANAGEMENT AND LEADERSHIP

4.1   Introduction

Leadership appears in many different forms in different organizations and industries. The type of leader one becomes and style they use may depend on different factors, age, surroundings, leadership experience, one's personality (Alkahtani, Abu-Jarad,Sulaiman and Nikbin, 2011:1-30). A question can then be asked; can gender be the main factor that determines the type of leader one becomes and the style of leadership used? This question and many other related questions have been researched on for many years, consequently there is literature littered around on this subject. A handful of these studies have made comparisons between what is perceived to be female leadership styles with the two most published leadership styles, namely; transactional and transformational. From these studies different theories have emerged with too often unrelated findings (Bass,Avolio and Atwater,1996:5-34), some findings distinguish the leadership styles based on the gender, others dispute the existence of such (Boom, 2003:132-146) .

 In addition to this, these theories will help to explain how we, as a society, are affected by gender and leadership roles and styles. This chapter will be providing the different perceived women management and leadership theories and the different views on the concept of women management and women in leadership. The concept of women's career development and the different women leadership styles will be debated including those for and those against. The study will also look into the labour law and how women are included in the country's labour law system.

4.2   Reviewing Women in Management

According to Schmidt & Moller (2011:3) the societal changes and technological developments over the last 50 years have assisted women's entry into the labour market. Consequently the social role of women has changed drastically and has been more broadly defined than in previous generations (Lui, Zerubavel and Bearman,

2010:327). In spite of their gender role as mothers and house wives, women are now involved in all spheres of life including functioning as; researchers, lecturers, engineers, astronauts, medical doctors, industry managers, chief executive officers, politicians and literally every sphere of human life. Bergeron, Block and Echtenkamp (2006: 136) suggest that there is a continued belief that when people think of a manager, people immediately assume that it is a male. It is hypothesised in a sense that the level of women's competency in management positions may not to the expected, thus rendering them less effective as managers.

The underrepresentation of women at senior management levels is evident from the statistics provided and alluded to in preceding chapters. This phenomenon is well documented and interestingly a global issue transcending cultural and national boundaries. There is strong evidence of the under-representation of women in leadership positions in many countries around the world, Australia (Davidson, 2009;2Maginn, 2010;11;Still,2006:180-194), China (Tan, 2008:547-564), France (Barnet-Verzat and Wolff, 2008:486-502), South Africa (Booysen and Nkomo, 2010:285-300; Mathur-Helm, 2006:311-326), United Kingdom (Davidson, 2009:10; Thomson et al.,2008: 1) and United States (Eagly and Carli, 2007:807-834; Fassinger, 2008:252-268).

Catalyst (2012:1-3) confirmed that women hold only 16.6% of board seats, 14.3% of executive officer positions, and 4.2% of Chief Executive Officer roles at Fortune 500companies in the United States of America. The latest findings from the Grant Thornton International (2007:1-12) Business Survey Report revealed that four in ten businesses worldwide lack women in senior management. Annual Census Statics South Africa (2009:1) report conducted by the Business Women's Association of South Africa reported that despite a slow increase of women in senior management positions. Women still lag far behind their male counterpart's in terms of representation at executive management and chief executive officer levels. These findings and statics do confirm that women are under represented in these so called male dominated areas and the question is, why?

What needs to be done for an equal 50/50 presentation at these top management positions? Furthermore, during an interview with BBC News (2005:1), Tsitsi Dangarembga outlined that one of the reasons why women are underrepresented in

leadership roles is due to the lack of unity amongst women themselves, it could be because women see other women in leadership positions as a threat and are jealous of one another.

Underrepresentation of women in executive positions has been a global concern in most industries. In Ely and Padavic study (2007:43) through researching women in management they discovered that the phenomenon of women in management has been dominated by efforts, to explain the gap between women and men's participation in managerial positions. And the limitations women experience in career development or career advancement.Schein (2007:6-18) adds on and believes that improving women's participation in leadership roles is part of the struggle to enhance the rights, freedoms, and opportunities of all women globally. The advancement of women into positions of power and influence in organisations is essential, if women are to achieve equality of opportunities worldwide. However one of the findings of a survey done by the South African Commission on Gender Equality (2005:2) indicates that over 30% of the sample has the opinion that woman are too emotional to be able to handle high level leadership positions. The survey concludes that women are too vulnerable and their personal and emotional qualities make it difficult for them to obtain senior leadership roles.

Despite women being emotional beings, South Africa has one of the highest numbers of women in parliament and in senior positions globally. Gouws and Kotze (2007:166) explain that after the 2004 election in South Africa there was a critical mass of 32.8% women in parliament (were South Africa holds 11th position globally) and 43% women in cabinet positions. This in comparison to the Spain 46%, France at 42%, Malawi at 31%, Netherlands at 29%, Peru at 31%, Liberia at 30%, UK at 22% and India at 9.9% (Calalyst, 2012:3;Womens Environment and Development Organisation, 2007:1-4).

Goetz and Hassim (2003:20-21) argues that we should assess whether the increase of women in government is merely a legitimating exercise for the state, or whether it creates a space for women to advance their needs and interests to enable them to make policy responses. Another question is raised, are women now appointed to the positions because of their ability to, or merely to meet the quarters? This question incites a follow-up question; is it not possible that better leaders who are males may be disadvantaged because there is a program to uplift women? Cummings (2004:1) answers the question by asserting that women have been appointed to executive

positions in parliament as part of affirmative action initiatives rather than because they have the requisite skills, experience and qualifications.Furst and Reeves (2008:373) contradicts Cummings' assertion and posits that women may be passed over for job offers or promotions in favor of men because men, who are in a position to hire, are predisposed to hiring individuals similar to themselves.The advancement of women into leadership roles and positions in both the public and private sectors in South Africa remains one of the great challenges facing South African organisations (Bezuidenhout., Bischoff, Buhlungu and Kezia 2008;107 Booysen, 2008;47 Zanoni,Janssens, Benschop and Nkomo 2010:9-29).

An international report produced in 2009 as reported by Early and Sczesny (2009:90) states that four in ten companies worldwide have no female representation in senior management positions. The report stated that women in senior management roles average are only 4% of the presidents and 10% of the executive levels in the largest companies in the European Union. Therefore it is evident that South African women face many of the problems which their counterparts experience in other parts of the world. Making the South African situation more complicated is the result of the legacy left by our apartheid history and how far we have come as a country.

Nkomo and Ngambi (2009:49) concur that the inequalities between men and women are explained by the social role theories and expectations theory roles that rise from the perceptions that men are more competitive than women especially in the organisational environment. These theories as believed by (Coleman, 2008:60) have implied a perception that leadership tasks and roles require masculine characteristics. This leads to the notion that men make better leaders than women, but when women become leaders the perception is that women's behaviour displays that of resembling a man, because of the masculine characteristics that are associated with leadership. If that is true, then it can be hypothesised that part of the absence of women in senior positions in organisations may be gender related. If the leadership styles of women are accepted as different from those of men (Wilson, 2004:6), then gender will play the key role in disadvantaging women from occupying senior executive positions. Cognisance should be taken also of the ownership of businesses along gender lines and the consequent spin offs in terms of the top management in an organisation. If there is no empirical evidence of difference in the leadership styles based on gender (Helgesen, 2003:26-34), then the focus our research should be else.

Silvestri (2003:493) notes that organisations have built on gender biases that exist in society, these biases assigning roles to men and women according to the historical, cultural and social beliefs and values, because of the masculine values that predominate in society. Concerning the leadership styles these values also prevail in the workplace in organisations making it a battle between the two genders based leadership styles. Hayward (2005:120) found that these gender stereotypes 'are deeply embedded in society and follow in the organisation structures. This affects the work environment in organisations particularly women experiencing self-doubt (Hofmeyr and Mzobe, 2012:1276) and lack of assertiveness. A view of Golberg's big five universal personality factors as cited by Bergh and Theron (2004:341) people indicates that those who are less assertive tend to be followers and not leaders.

Jowah (2013:708-719) posits that power as a source of influence impacts negatively on those who do not have the same power and makes them followers. It should also be included in future studies on whether women have the same power that men have in order to be effective leaders. Considering that an effective leader is one of influences other people or influences their behaviour and makes them work towards a common goal (Bolden, 2004:1-38). If women do not have the requisite power, this may result in women experiencing emotional and psychological effects, portraying behaviours such as being agreeable to whatever men propose as decisions in the work environment (Adam and Funk, 2012:219).Losing confidence and doubting their abilities as a result they give up trying and become tough. Which reaffirms the belief that women cannot make it in the perceived man's world?

Kouzes and Posner (1995:1) define leadership as "the art of mobilising others to want to struggle for shared aspirations". The Oxford Dictionary (2004) broadly defines leading as "cause to go with one", "influence", "position of advantage". These definitions point to an ability to persuade people to work towards shared goals. The definitions gives no evidence or proof of a leader needing certain male masculine attributes, therefore the stereotypes used to discourage women from taking up leadership roles need to be challenged. There is no reason why men innately should be more able than women in leadership roles. On the contrary, Nkomo (2011:365) suggests that there may be an argument that women may have a predisposition towards the skills of motivation and

engagement, and qualities such as emotional intelligence which are critical competences for leaders.

Hakim (2006:2) defines three different types of women, the adaptive women, the work centred women, and home-centred women. Adaptive women opt to combine work and home requirements and will try to find a balance through choosing roles that will allow them to achieve both. On the other hand, the work-centred women are only committed to work requirements and are not really interested in other demands such as marriage or children. They focus on their jobs in the same way that men do and would even sacrifice some of the home demands such as having children. The home-centred women are housewives who prefer to look after family life and are not worried about being part of the employment world. Thus there are different types of women and one should not generalise: some women are happy to stay at home and some are work-centred and will thrive for career advancement in the same way that men do. However, from the previous research where Molebatsi (2006:1) discussed the glass ceiling phenomenon in Lesotho, he illustrated it as part of a management pyramid, which showed the number of women representation in management positions at each level as illustrated in the figure 4.1 below.

Figure 4.1 Level of women in senior management Pyramid
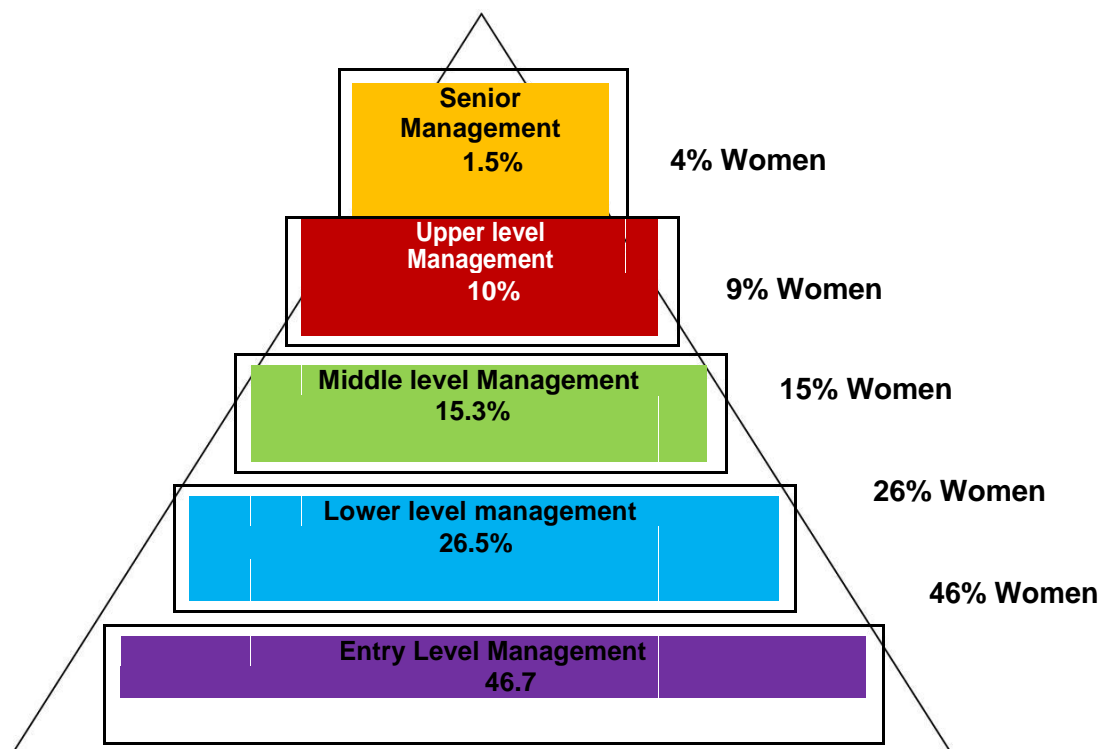
Source: Molebatsi (2006:10)

The numbers in the middle represent the percentages of managers in each category, while the numbers on the right represent women at each level. For instance, 46% of entry-level managers are women, while women account for only 4% of senior management positions.

4.3   Concept Women's career development

A career is broadly defined as a lifelong process of work-related activities that includes both objective and subjective aspects (Hall, 2002:1-345).Career development as defined by Greenhaus, Callanan and Godschalk(2000:6) is a major aspect of human development, the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future. The representation of women in many industries, concerning their career development decreases with an increase of seniority of the position (Gurjao, 2006:8). Therefore women occupy junior and supporting positions within high status professions while males occupy the rest of the top leadership roles.

In a report by the International Labour Organisation (2004:1), it is suggested that women are still not given as many opportunities as their male counterparts, to do more demanding managerial and leadership jobs, which could advance their careers. The report emphasises that the progression of women to senior management positions should be facilitated, and that organisations themselves need a high-level commitment. Towards changing their existing cultures or workforce profile regarding women's career development. Chung and Saghal (2007:358) mention six aspects that influence the advancement and the career development of women to senior management positions, namely: aspiration and motivation, career objectives, exposure to line function in career, proportion of women in management, success in career; and development for career advancement:

Aspiration and motivation – career advancement is largely influenced by motivation, desire and attitudes of the individuals involved. It is also influenced by motivation from the organisation's point of view.

Career objective: - it is important to clearly describe one's career objectives so as to facilitate development in the correct direction rather than think of alternative careers.

Exposure to line function in career – this view is supported by senior line manager and human resources practitioners that it is important to acquire the necessary skills for senior management by exposing people to line function duties to facilitate career advancement.

Proportion of women in management – it is important to increase the pool of women who qualify for senior management positions. This will also help in providing people that will influence policy, and also serve as role models.

Success in career – it is encouraged for organisations/institutions to provide support for women managers by removing barriers so as to facilitate an improved success rate of women as senior managers. Wentling, (2003:2) highlighted the following factors that can facilitate the success of women in senior management positions, and these are educational credentials, hard work, mentors, interpersonal skills, competence on the job and willingness to take risks.

Development for career advancement – the importance of training and development is highlighted. This is supported by Chung and Sahgal (2007:359), that it is important to train women in different skills that are required to be a success in management. It goes on to explain that managers, who fail to guide, or encourage career progression, gender discrimination, and lack of career strategy, influences the lack of women in senior management positions.

It should however be stated that there have been no studies relating to the levels of education between the men that are promoted and the women who are allegedly left out of the career development path. A review needs to be made also on the motivation of women to develop them by furthering their education in the relevant fields where promotions may occur.

4.4   Women Leadership Styles

Does gender affect what type of leader one becomes? Are males or females better leaders than the other? What are the benefits of having a female or male leader in an organization? Sorenson, Ledema and Severinsson (2008:535-544) believe that women have a holistic worldview because they view business, family, community, and society

as an integrated whole, not as a separate economic reality, as is the tendency among men. According to Lowe (2011: 315) women generally have the ability to connect inside and outside the organization stakeholders using collaborative strategies, creating networks based on internal and external contacts, and establishing networks of teams within an organization. The key to business success is the implementation of collaborative leadership. Women are generally more democratic in their approaches to leadership, Northhouse (2010:303) claims that the reality is that both men and women can be collaborative leaders, and it has been found that this style of leadership produces the most favourable evaluations.

Leadership styles are not fixed behaviours but encompass a range of behaviours that have a particular meaning or that serve a particular function, depending on the situation Rao (2009:93). The concept of situational leadership implies the inability of one person to leader effectively in all circumstances if their culture, personality and other factors are taken into consideration. There are eight qualities for good leadership, and these are; intelligence, communication skills, technical skills, inner drive, energy, human relations, and teaching skills (Eagly, 2007:2). Effective leaders will be those who can vary their behaviours within the boundaries of their style. Joyce (2004:1-11) commenting on project leadership observed that different leadership styles are needed at different stages of the specific project, men and women manage differently implying that there are instances when women excel above men. Schaap, Stedham and Yamamura (2008:89) propose that the failure of women to ascend to higher levels of leadership is because women are not properly equipped to be successful managers.

Doherty (2004:433-452) admits that there is a different between men and women in their leadership styles and techniques and by derivation different competencies. Other studies dealing with female issues in the hospitality industry compared the management styles and techniques of women and men. Hanan (2005:239) compared between men and female managers regarding their adopted managerial styles, female managers self-reported a more interactive style than their male counterparts, although Bromley (2008:404-417) reported that female managers have a more centralized style, and being much less willing to delegate than males. Yun Yang (2011:3) added that female managers are more likely to pay close attention to subordinates' feelings, having better skill of communication and listening, also getting on well with staffs and customers easily. Dhlomo (2008:1-4) believes women are flexible which makes them good leaders,

they adapt at balancing strategy and tactics which is the essence of leadership, women express assertiveness as a combination of self-expression and a concern for the needs of others which is in turn a good leadership quality.

In Blayney and Blotnicky(2010: 233-255) research study found that the hotel industry demands the same skills of men and women but the career progression pathways can be different. They further postulated that men generally tend to view women as possessing fewer of the characteristics of successful managers, women tend to score higher on a leadership scale measuring an orientation towards product, holding high expectation for the self and others and the attainment of results women are higher on people orientated leadership skills .Appelbaum, Audet& Miller (2003:6) concurred that men on the other hand tend to score higher on scales assessing an orientation towards strategic planning and organisational vision.

Men are higher on business oriented leadership skills.An observation of differences on performance and managerial styles with respect to gender variable by Derya (2012:1-15) revealed gender differences in performance attributions and reported that females believe that success originates from good luck. On the contrary, males believed that success originates from ability, in support of this finding, males rated themselves as having more ability and greater intelligence and saw ability as more representative of success than females.Koch, Luft and Kruse (2005:9-39) observed that women were described as communal associated with being feminine and exhibiting traits such as soft, sentimental, delicate, quiet, sociable, flexible and bold.

In contrast, men were associated with masculinity and exhibiting traits such as hard, strong, healthy, robust, tense, instinctive, aggressive, dominant and egoistic. Additionally Schaap, Stedham and Yamamura (2008:90) explain that women tend to exercise personal rather than structural power. A female manager perceives her power to be based not on who she is and what her position is, but what she brings to the table, what she knows and how she can make employees feel part of the team and of what the team is doing. Therefore women's power tends to be based on interpersonal skills, which become critically important when work is performed in an environment of much ambiguity and decisions have to be made quickly.

A study by Appelbaum, Audet and Miller (2003:43-51) discovered that women were higher on people oriented skills and that they tended to employ a collaborative team approach that empowers employees and customers. By comparison men were higher on business-oriented skills. It was later found that a good manager, whether male or female, was distinguished by stereotypical masculine characteristics. Powell (2011:1-9) concurs in part and states that a good manager would possess both masculine and feminine traits and leadership styles (androgynous). By implication, if female managers use this androgynous trait they may have a better chance of rising up the corporate hierarchy and obtain leadership positions.The issue that needs to be addressed is: if women's leadership styles are different from men, how can it be explained? De La Rey (2005:4) for example argues that differences can be attributed to gender specific socialization practices and life experience. He believes that while avenues to leadership are open to men, women have to get to leadership positions by following different 'paths' than men. While men's career paths are often linear and uninterrupted women's career paths are often interrupted because of caring for children, leading them to reach managerial positions much later in life.

Leadership styles of women and men are different according to Eagly and Linda (2003:807-34) probably because women are more cooperative and collaborative, but less hierarchical, than men. However, men and women have different social roles, for instance in the family and employment place. The main differences of men from women, is that men are assertive, controlling, and confident. Men are characterized as being aggressive, ambitious, dominant, independent, self-confident and competitive, and women are affectionate, kind, helpful, sympathetic, nurturing, interpersonally sensitive and gentle. Furthermore Zachary (2009:1) highlights that self-analysis of leadership styles may provide male and female leaders with insights regarding their leadership behaviours and the implications for their followers or subordinates.

What are the benefits of having a female leader in an organization? Northouse (2004:272) noted that in one meta-analysis of middle to executive leaders, women Outperformed men in 28 of the 31 areas. These areas included: conflict resolution, work quality, adaptation to change, productivity, idea generation, and motivation. Women also tended to have and portray higher social skills than most men which in turn is a good quality to have for a good leader. Men and women were designed differently and the biological and social difference would suggest the personality differences between

men and women. Therefore the differences between the two genders will affect the different leadership styles they display (Semykina& Linz, 2007:2). Below in table 4.1 is a comparison of men and female leadership styles.

Table 4.1 The differences in male and female leadership styles

Men	Women
Structured	Consideration
Transactional	Transformational
Autocratic	Participative
Instruction giving	Socio expressive
Business oriented	People oriented

Source: Appelbaum et al, (2003:48)

 According to Jonsen*et al* (2010:550) male leadership styles are associated with instrumental, agentic or 'transactional'' qualities and female leadership styles with more communal, nurturing and people-oriented qualities. Supporting research by (Bass and Avolio, 1994; 100 Eagly et al., 2003;807Alimo-Metcalfe and Alban-Metcalfe, 2003:51) confirms that the notion of gender differences in leadership does exist , for example women tend to be slightly more ''transformational'', and democratic, participative and inclusive.

Syed and Murray(2008:419) found that in a survey of male and female executives with similar jobs and education and of a similar age, women were found to be more transformational oriented than men. Similarly, female leaders were reported to emphasize the team approach more than men and were regarded as more people-oriented than their male counterparts. In contrast, Burke and Collins (2001: 250) agree with the previous findings as their research revealed that ''the tendency of females to emphasize the highly effective transformational leadership style more than their male colleagues applied to all four of the transformational leadership style subcomponents.

Females were more likely than males to report doing the following: serving as positive role models for subordinates who aspire to be like them (attributed charisma); inspiring employees to believe in and strive for a common purpose (inspirational motivation); encouraging followers to be creative in problem solving and to question assumptions (intellectual stimulation); and spending time developing, teaching, and coaching their

subordinates (individual consideration)." Transformational leadership behaviors to a large extent exemplify feminine type behaviors built around female innate qualities such as nurturing, caring, participative, consultative, compassionate, concern, respect, equality and consideration (Jogulu and Wood, 2008:603). This pauses a new question; if transformational leadership is what it is perceived to be, won't the 'rejection of women' as leaders create doubt on the effectiveness of transformational leadership as an effective style?

According to the study of Women in Corporate Leadership by Catalyst (2003:1), when it comes to management or leadership, it is believed that social structures invalidate and influence women's effort to being effective, influential and powerful leaders. Supporting the Catalyst study, Stewart, Malley and LaVaque (2007:58) indicate that women are expected to combine management with compassion. Women are required to soften their leadership styles to gain approval from the subordinates/constituents; otherwise they will risk being disliked or being rated less influential than men. Interesting to note that men face no such necessity when exercising power. Catalyst's (2003:1) study confirmed that females who lead with an autocratic style are targets of disapproval while men who portray the same leadership style experience no such discrimination. The study also revealed that women from the study believed they had to employ a number of strategies to get ahead in their careers the strategies included:

Exceeding performance expectations;

Successfully managing others;

Developing a style which male managers are comfortable with;

Having recognized expertise in a specific content area; and

Taking on difficult or highly visible assignments.

Therefore under these circumstances, it is evident that gender discrimination in leadership styles and the workplace seems to be an underlying threat to women's career advancement. Langlands and Simpson (2004:36) postulated that women are underrepresented in leadership roles due to the glass ceiling while men are escalated to management positions. But when women attain these leadership positions they are heavily side-lined and under evaluated and their evaluation is not always so positive. Ryan and Haslam (2005:81) adds that women tend to receive positive evaluations when their leadership roles are defined in feminine terms, on traditional, masculine measures of leadership, women's leadership effectiveness is often perceived to be lower than that

of men. With the attitude of workers it has been revealed that employees prefer male supervisors than female supervisors and many male managers are not convinced that females make effective leaders.

It is interesting to note that according to Judge (2003:21), in Britain the presence of women in most companies' management and board of directors has been a hindrance in some of the companies and has weaken the company's performance and share prices. The author believes the under performance of the companies is due to female leadership. Singh and Vinnicombe (2003:100) have confidence that the company's performance could be a trigger to the appointment of a female leader, being women may be placed in a situation were they are already going to fail in a way they downfall has been planned. They are placed in leadership role already associated with increased risk of negative consequences. Females and males have or portray different leadership styles, Eagly and Johannesen-Schmidt (2007:30) female leaders as compared to male are less hierarchy, co operative and collaborative more orientated to enhancing others self worth. One of the differences is that women are more participative and democratic then men leaders.

Men more than women adopt a command and control leadership style. Engen and Williamsen (2004:3-18) realised that in male dominated professions women adopt and portray the masculine leadership, unlike in less male dominated professions were women adopt the culturally feminine behaviour in their leadership styles. Women combine feminine and masculine leadership styles. Is it an advantage or disadvantage to be a participative leader or a directive leader? Well it all depends on the context. Carter, Simkins and Simpson (2003:33) learnt that high levels of directive, assertive behaviour tend to damage social relationships, whereas low levels can limit goal achievement. Women are more transformational leader and men are more transactional leaders. According to Eagly (2013:8) women have better leadership style and the styles women uses are more effective. Women exceed men on the culturally feminine component of providing support and mentoring to the employees in the workplace.

In general, men can be characterised as more confident than women (Bengtsson, Persson, & Willenhag, 2005:199) Women's lower confidence, especially regarding financial matters, is also reflected in the fact that businesswomen generally report lower

levels of profitability (Robinson &Stubberud, 2011:26).Women are often stereotyped as being more apologetic. One interesting study by Schuman (2011:2) found that women do indeed apologize more but only because women judge themselves more harshly, and not because they are more willing to apologize. Women are perceived as great social risk aversive (Eckel and Grossman, 2008:1061)and this may be because of a greater social sensitivity, and women wanting to avoid risks causing uncertainties. Women are better at recognizing subtle facial expressions (Hoffman, Kessler, Eppel, Rukavina, &Traue, 2010:278), even when these expressions are showed very briefly (Hall & Matsumoto, 2004:6). Neurological evidence corroborates that women have a higher activation of the mirror neurons when assessing the emotions of others (Schulte-Ruther, Markowitsch, Shah, Fink, &Piefke, 2008:392). A mirror neuron according to Rizzolatti (2005:419) is "a particular type of neuron that discharges when an individual performs an action, as well as when he/she observes a similar action done by another individual". Although initially mirror neurons have been largely correlated to motor function, there is evidence that this also works in the domains of social cognition (Enticott, Johnston, Herring,Hoy, & Fitzgerald, 2008:2852). The mirror neuron system (Enticott et al., 2008:2853) helps us to understand and simulate not only another's intentions, but also their state of mind. Through this, the mirror neuron system facilitates social interactions and empathy.

Cunningham and Roberts (2012:30), argue that men and women differ in their impulsive base-reaction. Where men are most likely to respond through action, and women are most likely to respond through feeling. The findings were that when the brain is at rest, different areas in the brain are activated for men and women. For men, this is a part in the reptilian brain most associated with the fight-or-flight response, for women this is the limbic system, which regulates emotions (Gur, Gunning-Dixon, Bilker, &Gur, 2002:998). Thus, men's immediate reaction is to act, whereas women's immediate reaction is to feel. Charness and Gneezy(2012:110) compared across 15 experiments with the same underlying, contextual, investment game, and did find that women invest less in risky assets. Moreover, women have also been shown to have less preference for competitive environments than men (Niederle&Versterlund, 2007:5).

4.5   South African Labour Law

Prior to 1994, South Africa was controlled by the National Party government that instituted Apartheid in 1948, which constituted segregation between Whites and other

racial groups such as Africans, Coloureds, Indians and Asians. In 1994 South Africa held its first democratic elections, where the African National Congress (ANC) came into power. The ANC-led Government attempted to eliminate previous practices by promulgating legislation to support the empowerment of previously disadvantaged groups such as non-Whites, women and people who have disabilities (DOL, 1994).

4.5.1 Labour Relations Act No. 66 of 1995

The Act has specific conditions, which relate to the protection of women. The conditions are:

No unfair discrimination may be exercised, either directly or indirectly by an employer on any arbitrary ground, including gender, sex, marital status and family responsibility.

It is an automatically unfair dismissal to terminate the services of a female employee owing to pregnancy/ intention to get pregnant or any reason related to her pregnancy and

It is unfair dismissal not to allow a female employee to resume work after she takes maternity leave in terms of the law, a collective agreement or her contract of employment, or owing to her absence from work on maternity leave.

4.5.2 Basic Conditions of Employment Act No. 75 of 1997

The above Act provides for maternity and family responsibility leave for all employees. The following codes of good conduct were also produced, which is relevant for women in the workplace:

Code of Good Practice on protection of employees during pregnancy and after birth of a child, which contains specific guidelines to be considered for protection of the health of women in employment against potential workplaces hazards; and

The code of good practice on the arrangement of working time.

These conditions are meant to help women in the workplace, and to make it more accessible for them to enter. The code, which focuses on the protection of pregnant women against workplace hazards, specifically for women who work with chemicals in engineering and related fields, are given an opportunity to be free and safe to work in these fields. This particularly addresses the issue that many women in the past would have given up their jobs once they fall pregnant in an attempt to protect their unborn

babies. This would result in a negative impact on promotional opportunities, as she would have taken almost a year off work, thereby giving an advantage to male counterparts who continued to work.

4.5.3 Employment Equity Act No. 55 1998

The Employment Equity Act was introduced to correct past injustices, unfair discrimination and other inequitable laws and practices that transpired in the labour market. The aim of the act is to encourage the Constitutional right of equality; eliminate unfair discrimination in employment; ensure implementation of employment equity; and achieve a diverse workforce that represents all citizens of the Republic of South Africa (Employment Equity Act, No 55 of 1998). Another chapter in the Employment Equity Act deals with Affirmative Action. Under section 15(2) of the Employment Equity Act, lists of measures are provided that should be taken into consideration by employers in order to implement Affirmative Action. These measures include:

Measures to identify and eliminate employment barriers, including unfair discrimination against people from designated groups;

Measures designed to further diversify the workplace based on equal dignity and respect of all people;

Making reasonable accommodation for people from designated groups in order to ensure that they enjoy equal opportunities and are equitably represented in the workforce;

Ensuring equitable representation of suitably qualified people from designated groups in all occupational categories and levels in the workforce; and

Retain and develop people from designated groups to implement appropriate training.

In addition, the Code of Good Practice on the handling of sexual harassment cases aims to eliminate sexual harassment at work. The Act has made it possible for women to apply and compete for jobs fairly, and that they are not discriminated against because of their gender.

4.6 Summary

The above literature is demonstrating that women in management are still underrepresented and the different challenges that they face do interfere with the career advancement. The leadership style women use could also affect the lack of attainment of senior representation in top level management. Men and Women differ biologically so the different qualities and leadership styles used and portrayed will be different, however the success of a manager depends on the type of management style one uses? Is the success also determined by the followers/subordinates? The literature has just confirmed that different aspects affect the management style, work performance and the organisational structure, the South African government however is assisting women in terms of the labour law and how women are protected by government.

CHAPTER FIVE

CONCEPUTAL FRAMEWORK

5.1   Introduction

This chapter will be focusing on the conceptual framework of the thesis; the first part of this chapter will be focusing on the historical overview of management and leadership highlighting the advantages and disadvantages. The second part of this chapter focuses on the history of management, leadership and hospitality industry, and lastly the chapter focused on the historical perspective of the conceptual framework. Adding on to these will be a detailed conceptual-theoretical perspective specifically evaluating the potential application to the distinctive management and leadership discipline.

 The reference to known management models was deliberate, this will enable for an inclusive framework that will assist in removing possible openings emanating from omission of good elements of the existing approaches. A conceptual framework as defined by (Miles and Huberman, 1994:18) is a written or visual presentation that interprets graphically or in a narrative form, the different things to be studied. For example the key factors, variables and concepts, also highlighting the presumed relationship among them. Vanghan (2008:22) believes the following pointers, on conceptual framework will assist researchers:

> The ability to go explore beyond descriptions of what and move to explanations of why and how.
>
> Assist in explaining and defining the data that flows from the research questions.
> Acts as a filtering tool for selecting appropriate research questions and related data collection methods.
>
> Lastly a structure/ reference point for the discussion of literature, methodology and results, boundaries of the work.

The organization of the conceptual framework was guided by the contributions of Maxwell (2005:32) who advises that the conceptual framework should focus on:

a) What is going on as far as women's career development is concerned in light of;

> The issues under discussion;

Improvements under way; and

Individuals that are being studied. (i.e. women supervisors, line managers, assist managers)

b). highlights of theories, beliefs and prior research findings that inform the study; and

c). preliminary studies that inform the understanding for this thesis.

Criteria for the consideration of the utility of conceptual frameworks in a research study have been provided by Smyth (2004:33) and Leshem and Trafford (2007:93-105) and are summarised in Table 5.1

Table 5.1: Criteria for considering utility of conceptual frameworks in a research study

Provision of a common language.	Unity within appropriate theories
A set of guiding principles which judgment and predictions could be made.	Direction to research design and accompanying fieldwork
A set of reference points from which to locate the research question within the contemporary theories.	Coherence between empirical observations and conceptual conclusions
A structure of organisation of the content of the research and for framing of conclusion for the research.	

Source: Smyth (2004:33)   **Source:**Leshem and Trafford (2007:100)

Rudestan and Newton (1992:7) believe that a conceptual framework is the presumed reality which will inform the research design, which in turn will lead to the elucidation of further research questions and implications for additional research. A conceptual model should include what has been discovered in literature and from the unrecorded knowledge and information that resides with the practitioners and other sources associated to the subject under investigation. Focusing on literature alone will exclude the indispensible realities as experienced by the practitioners.

5.2   Historical perspective of Management and Leadership

Sashkin and Burke (1990:297) comment that leadership theories have been and still are a serious interest in the social science and other industry unlike in management theories, they believe that leadership is perceived as a supervisory management. Bales

(1958:2) found that leaders demonstrated both task accomplishment behaviors and socio-emotional relationship behaviors, indicating that there are two processes in running an organization and these two are managing and leading. Burns (1978:100) declared that leadership is a concept about brining change and so he called this concept of leadership transformational leadership, he believed that the leadership process changed both followers and leaders. By affecting positively/negatively, the morals, ethics, and attitudes of both leader and follower. From Kent (2005:1010) study managers and leaders portray different characteristics below a table demonstrates perceived characteristics.

Table 5.2 Comparative table between managers and leaders

Manager	Leader
A manager does things right	A leader does the right things
Managing is an authority relationship	Leading is an influence relationship
Managing creates stability	Leading creates change

Source: Kent (2005: 1010-1017)

Therefore these characteristics do provide an idea and understanding of the dynamics behind management and leadership. Kent, Crotts and Aziz (2001:221-9) provides a framework which will differentiate the differences in managing and leading. This framework will define both the managing and leading functions in three different terms; first term will describe the purpose of each function, second term the outcomes and results of each function and lastly the processes involved in each function.

Table 5.2.1 Framework of managing and leading

Leading	Managing
Purpose -To create direction and the unified will to pursue it through the development of people's thinking and valuing	Propose -To determine and compare alternative uses and allocations of resources and to select that alternative which is most energy effective toward accomplishing or producing a product, end or goal
Products- The establishment of thrust toward a purpose or end The creation of social	Products -Resources, organized effort, and awareness of performance and progress

	toward goals The creation of a desired mode of working among people and other resources
orderliness to carry out that Thrust Higher states of behavior and thinking in terms of principles, values, morality, and ethics	The creation of the most energy effective way of dealing with the causes of events and situations inaccomplishing a purpose tied to a particular situation
Processes- Creating vision, aligning people within a team, managing their "Self", recognizing and rewarding, communicating meaning and importance of the vision	Processes- Planning, organizing, controlling, and coordinating

Source: Kent et al (2001:221-9)

Management is the process of planning, organising, leading and controlling the resources of the organisation, to achieve stated organisational goals as efficiently as possible. Management is about developing subordinates. This is not a new aspect of management but rather it is a key performance area (KPA) within each manager's job (Kent et al, 2001:221) . Developing subordinates needs to be an objective that is measurable in each senior manager's job. Those managers that are not suited to the team concept of looking to develop, advise, train and counsel subordinates, must be transferred or be replaced (Robbins &Coulter, 2002:416).

Rees (1991:28), Boone and Kurts (1992:4), Garrison and Bly (1997:359) postulate that management is about coping with the organizational goals through planning, organising, budgeting and controlling in order to attain the set goals. Furthermore managers structure activities, define methods of performing task, outline standards, communicate, motivate solve problems and provide performance feedback. Management refers to executing the daily functions necessary for the organisation to persist (Smit and Cronje, 2002:11) while leadership encompasses these managerial skills as well as the visionary and inspirational skills related to changing and improving the organization. The study of the evolution of management theory helps to understand how managers manage effectively and efficiently (Jones & George, 2009:41).Pascale (1990:20) provided a diagrammatic illustration of the management theories developed between 1950s to the 2000s. The table diagram 5.2.2 below illustrates these stages and theories.

Table 5.2.2 The flows of management theories

Ebbs and Flows of Management Innovations, 1950–2000

Over the past 40 years a number of management fashions and fads have appeared. Critics argue that managers adopt quick fixes and that new techniques may not represent permanent solutions. Others feel that managers adopt new techniques because they are working toward continuous improvement in a highly uncertain world.

Most managers are familiar with the innovations listed below. How many can you describe? ■

Source: Pascale (2005:20)

The changes in management theories are primarily in response to the change in the environment, both internal and external pressures. These pressures are namely; political, economic, social, technological, international and ecological factors (Smit, Cronje, Brevis and Vrba, 2007:29). A manager manages things, money, and people. Management of people is the most difficult, because to manage the other two, the manager must work with and through people. Hence a manager's main job activities are for the most part concerned with the management of people. (Ehlers et.al., 2007:219).

Table 5.2.3The distinction between management and leadership

ACTIVITY	MANAGEMENT	LEADERSHIP
Planning Creating an agenda	**Planning** Establishing goals and formulating strategies and plans to reach the goals	**Establishing direction** Developing a vision, mission, and strategies for change
Organising Developing a human network to achieve the agenda	**Organising and staffing** Developing a structure for the assignment of tasks and resources	**Aligning people** Motivating people and teams to follow vision
Leading Executing the agenda	Managing Thecomplexities of policies, processes, and procedures	**Dealing with change** Adjust and innovate systems and processes to reach objectives
Controlling Checking if the agenda is achieved	**Control media** Comparing the plan and the outcome of the process or project and taking corrective action.	**Steering people** In the right direction through motivation and checking control mechanisms; checking that subordinates follow new direction.

Source: Griffin (2005:100)

Ginsberg and Davies (2007:17) agree that one cannot separate management and leadership, but instead view them as interrelated and complementary aspects necessary for an effective organisation. Good leaders make good managers; they have the insight to surround themselves with individuals capable of doing the managerial tasks that leadership entails. Management and leadership are not the same. Management essentially encompasses the activities of planning, organising, activating and controlling. One can be relatively effective in doing this, which is following rules, procedures, policies, and maintaining systems, without being a leader. But the manager, who also displays leadership, goes beyond this in inspiring employees. Managers who combine management and leadership are doubly valuable to the organisation (Minervini, Meyer & Rourke,2003:24).

In defining management and leadership, Darling and Nurmi (2008:202) describe management differently; they believe that management is as a result of a position in an organisation, encompassing the responsibilities that come with that organizational position. Planning, organizing, staffing, directing, controlling and coordinating are the functions of management and managers who perform these functions has formal authority in the work environment (Shied, 2010:10) while inspiration and motivation is the job of leadership and formal authority is not necessary for leader. A manager may be or may not be a good leader (Murray, 2011:50). Robbins and Caulter (1999:525)

state that management differs from leadership in the sense that a person could have the ability to perform the managerial tasks, but fail to persuade followers to achieve organizational goals. Lethepa (1998:29) believes managers utillse power to succeed, whilst leaders depend on the ability to acquire and use the power for position and personal sources. According to Birkinshaw (2010:55), reintegrating leadership and management is like a cart pulled by two horses. The horses have to keep moving in the same direction at the same pace but if they do this, the result is a more powerful and stable ride. Leadership is "a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good" (Ciulla 2004:15).

Bush (2007:391) says leadership is a process of getting things done through people with the emphasis on relations, communication and motivation. It is of significance to distinguish between leadership as an organization function and as a personal quality. However, Messick and Kramer (2004:135) were of the opinion that the degree to which individuals' exhibits leadership depends not only on his/her characteristics and personal abilities, but also on the characteristics of the situation and environment in which he/her finds him/herself.

Figure 5.2.5 Relationship among leadership variables
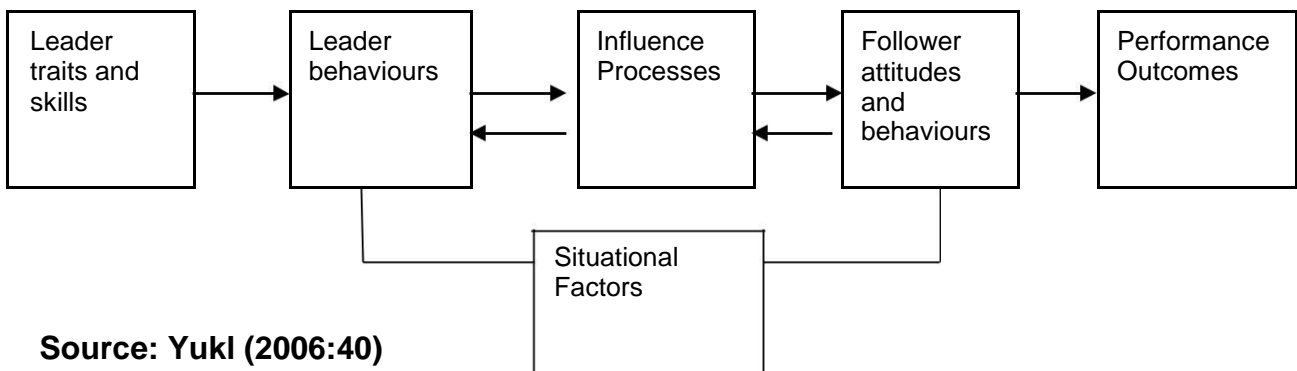
Source: Yukl (2006:40)

5.3   Leadership Theories
Leadership Theories

5.3.1Trait theory

According to Furham (2005:55) Trait Theory assumes the leader is different from the average person in terms of personality traits such as intelligence, perseverance, and ambition.These theories hypothesize that the specific traits of an individual give them better propensity to be a leader, (Parry and Bryman, 2006:448) these personality traits

or behavioral characteristics are inherent in the family and passed on genetically. This theory emphasizes that leaders share many common traits and characteristics that make them successful.

5.3.2 Behavioural theory

Behavioral theories do not seek inborn traits they look at what leaders actually do. Success can be defined in terms of describable actions (Krumm, 2001:99). Behavioral Theories is of the opinion that great leaders are made, not born. Langton & Robbins, (2007:210), this theory focuses on the actions of leaders not on personalities or characteristics they possess. The belief is that the leader can become an effective leader through observation, teaching and experience. According to Northouse (2010: 71), employee-oriented leadership merely referred to leaders who take personal interest in their employees and don't just see them as a means to an end. These types of leaders promote interpersonal relationships between themselves and their employees. Production-oriented leaders, on the other hand, are more interested in harnessing the efforts of their employees in attaining set goals without giving any thought towards the needs and feelings of their employees regarding their job.

Figure 5.2.6 Managerial Grid Model
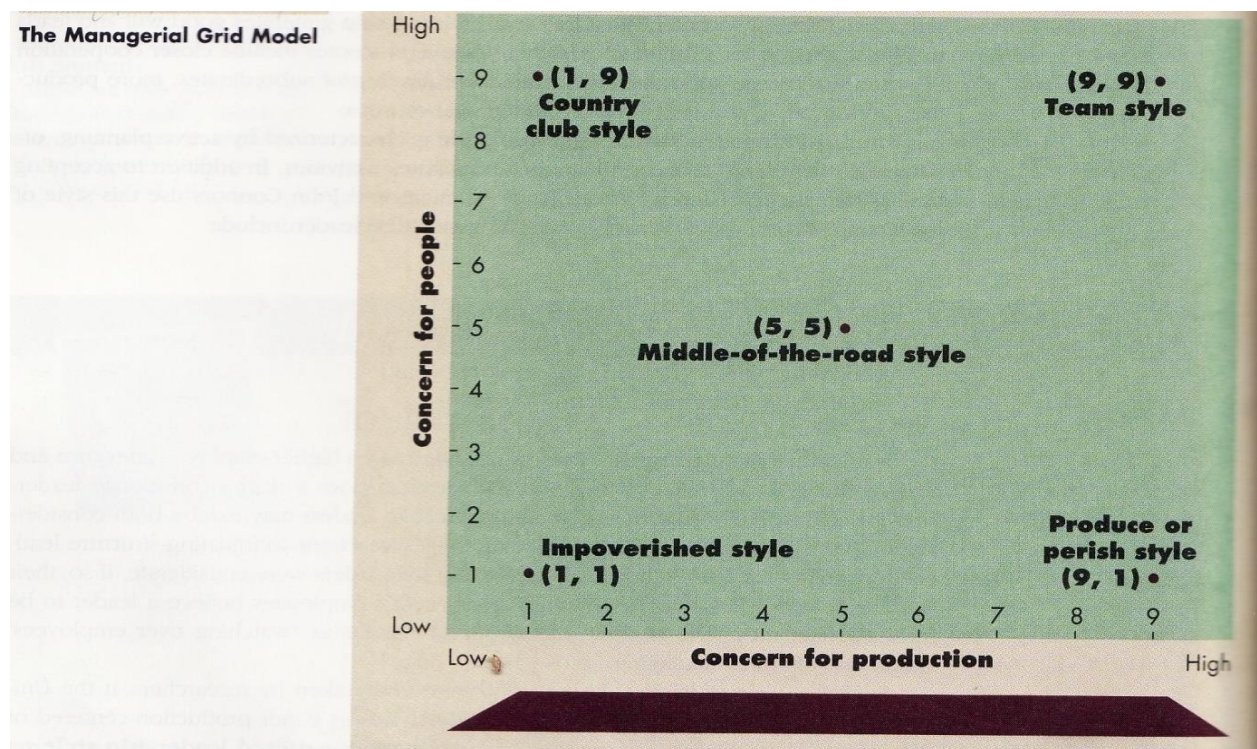
Source: Hellriegel *et al,* 2004:291

5.3.4 Managerial Grid

Blake and Mouton developed the most noteworthy adaptive leadership model, the Managerial Grid with five leadership styles (Hellriegel, *et al* 2004:291). The leadership styles are based on concern for production, task and concern for people. The different types of leadership are located in four quadrants. Concern for tasks is on the horizontal axis and concern for relationships on the vertical axis. A leader scoring nine on the horizontal axis would be considered to have a higher orientation for tasks, whereas a leader scoring nine on the vertical will be perceived to have a maximum concern for relationships.

5.3.5 Contingency theory

Contingency theory takes a broader view that includes contingent factors about leader capability and other variables within the situation. The Contingency Theory as defined by Kouzes and Posner (2007:4) that no leadership style is correct as a standalone. The leadership style used is contingent on factors such as the situation, quality of the followers or a number of other variables. In this theory there is no one right way to lead because the internal and external factors of the environment require the leader to adapt to that particular situation. Fiedler's contingency model suggested that there is no one-best-way leadership, he proposed that a number of leader behaviour styles may be effective depending on the situation (Hellriegel and Slocum 1996:457). This model suggested that effective leadership is determined by the ability of a leader to adjust to situations. The manager needs to understand his or her own leadership style, diagnose the particular situation and then match the style and situation.

5.3.6 Path-Goal theory

Leaders that lead by means of a Path-Goal leadership style reward and encourage their followers for goal achievement and also provide their followers with the necessary direction, clarity and assistance with the elimination of obstacles in order for them to attain their goals (Dixon & Hart, 2010: 55). House (1996: 327) identified four leadership styles namely Directive, Supportive, Participative and Achievement Orientated leadership. The directive leader is a type of leader that schedules the tasks of his/her followers. Directive leaders also provide guidance to their followers and let them know exactly what is expected from them. Supportive leaders aim to show concern for the

needs of their followers by means of friendly interaction. Participative leaders use collective decision making by consulting their followers and using their suggestions before making any decisions. Achievement-oriented leaders expect their followers to perform at their highest level by setting goals for them to reach (House, 1996:327).

5.3.7 Participative theory

The participative leadership theory of human relationists and organisational humanists is a formidable and more effective way of leadership. This theory had been formulated by Vroom and Jago (1988:204), it was meant to reduce the power distance between the managers and the subordinates in the organisations. This theory postulates that the effectiveness of an organisation is based on 'joint function of situational variables expressed as problem attributes and leader behaviour expressed as processes for making decisions'. Hersey and Blanchard (1979:101) posited that 'the more managers adapt their style of leader behaviour to meet the particular situation and the needs of their followers, the more effective they will tend to be in reaching personal and organisational goals.

5.3.8 Situational Leadership theory

According to Hersey & Blanchard's (1993:101) situational leadership theory, leadership can be subdivided into two categories namely task oriented leaders and relationship oriented leaders (Blank, Weitzel & Green, 1990: 580). The correct leadership style would depend on the maturity level of the follower in a given work situation. Hersey & Blanchard's (1993:101) situational leadership theory includes Directing leadership, Coaching leadership, Participating leadership and Delegating leadership. Directing leadership will be used in a situation where the follower shows low competence, low commitment and unwillingness to do his job. A leader in this situation will show high task and low relationship focus. Coaching leadership will be used where the follower shows little competence and variable commitment, but is willing to do the job. A leader in this situation will show high task and high relationship focus. Participative leadership will be used where the follower shows high competence and variable commitment but is unwilling to do the required job. A leader in this situation will show low task and high relationship focus. Delegating leadership will be used where the follower is competent,

5.3.9 Transformational Leadership

Transformational Leadership Theory focuses on the importance of the relationship between the leader and the follower. Nichols & Shaw (as cited in Taylor, 2009: 43) are of the opinion that Transformational Leadership focuses on the empowerment and development of follower potential in attaining long term goals. Transformational leaders creates an environment of trust in which ideas can be shared (Laka-Mathebula, 2004: 21-22). Transformational leaders also transform the values of followers (Stone, Russell about the relationship between them and their employees. The initiating structure dimension refers to leaders that are very task orientated. In other words, they define and structure the role of their employees and themselves in order to attain a goal (Bartolo & Furlonger, 2000: 91). According to Harre & Lamb (as cited in Bartolo & & Patterson, 2004: 350) in such a way that they support the vision and goals of the

organisation by creating a climate where relationships can be formed.

5.3.10 Charismatic leadership

The leadership behaviour of charismatic leaders makes their followers believe that they have extraordinary leadership abilities. The key characteristics of charismatic leaders are that they have vision and articulation, they are willing to take risks, they are sensitive to their followers and they show unconventional behaviour (Robbins et al., 2009: 323). According to Yukl & van Fleet (as cited in Kelloway, Barling, Kelley, Comtois & Gatien, 2003: 163), charismatic leaders communicate with clear vision and express language that is emotionally appealing to the needs and values of their followers.

5.3.11 6-L Framework leadership theory

According to Tirmizi's (2002) 6-L framework of leadership, there are 6 leadership dimensions. These dimensions include; leaders that show concern for others, leaders who practice what they preach, leaders who praise achievement, leaders that encourage and lead change, leaders who encourage development and leaders that are capable of getting followers to buy into their vision (Tirmizi, 2002: 272).

5.3.12 Initiating Structure and Consideration-oriented leadership

Furlonger, 1999: 88), Initiation Structure leadership includes aspects such as planning, organising and controlling group tasks. Bass (1990:40) is of the opinion that Consideration-Oriented leaders are leaders that put high emphasis on the relationship between them and their followers. There are four leadership styles that can be deduced from the independent relationship between initiating structure and consideration oriented leadership. The four types of leadership styles are illustrated in Figure 2.1 below:

Figure 5.2.7 The four leadership styles associated with initiating structure and consideration oriented leadership
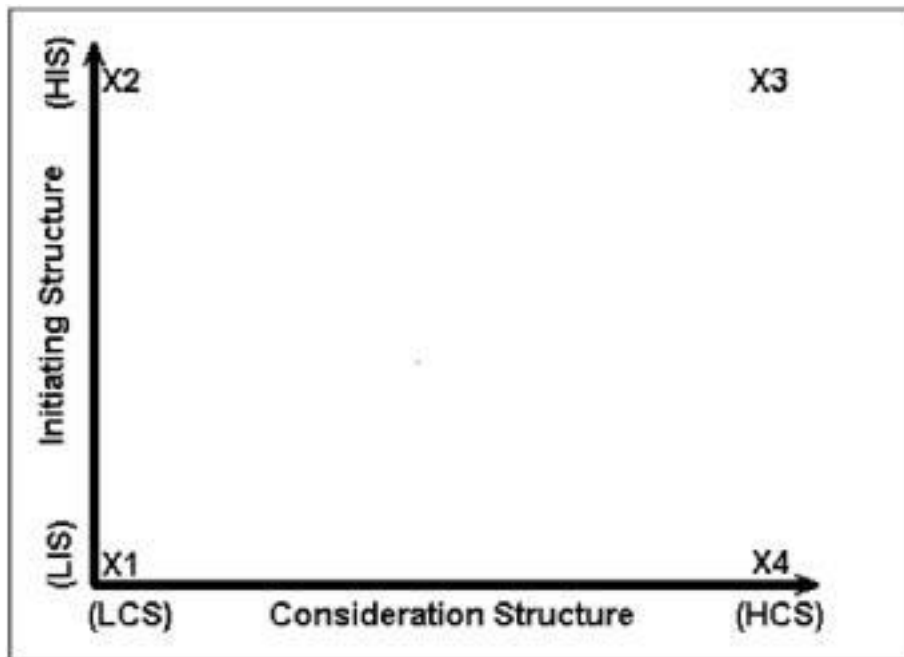
Source: Robbins et al., (2009: 297)

LCS – Low Consideration Structure

HCS – High Consideration Structure

LIS – Low Initiating Structure

HIS – High Initiating Structure

In the above diagram the four different leadership styles associated with initiating and consideration structure is annotated by the letter "X".

From Figure 2.1 it can be seen that X1 represents a leadership style that is both low in initiating and consideration structure. This type of leadership style would typically be used in a situation where an employee shows a high amount of commitment towards his/her job and is adequately trained to perform his/her work tasks.

X2 represents a leadership style that is high in initiating structure but low in the consideration structure. This leadership combination would typically be used in a situation where the employee shows a high level of commitment towards his/her job but is not adequately trained to perform his/her work tasks.

X3 represents a leadership style that is both high in initiating and consideration structure. This leadership combination would typically be used in a situation where an employee shows low levels of commitment towards his/her job function and is not adequately trained to perform his/her tasks.

X4 represents a leadership style that is low in initiating structure but high in consideration structure. This leadership combination would typically be used in a situation where an employee has been trained to perform his/her tasks but shows low levels of commitment towards his/her job.

5.3.13 Leadership development

Leadership development is defined as the expansion of the organisation's capacity to enact the basic leadership tasks needed for collective work: setting direction, creating alignment, and maintaining commitment (McCauley and Van Velsor, 2004:22).

Self-awareness and self-regulated behaviours are believed to foster optimal leadership development (Luthans and Avolio, 2003:241). In particular, Lord and Hall (2005:591) postulate that leader development is influenced by individual differences in cognitive capacity, personality and temperament, emotional regulation ability, identities, and values. Leadership development refers to any activity that enhances the quality of leadership within an individual or organization (Collins and Holton, 2004: 217).

Successful leadership is a complex process that enables leaders to influence the thoughts and behaviours of other people in a significant way. Successful leaders are able to capitalize on opportunities and challenges to influence behaviour, change the course of events, and overcome resistance. Successful leaders are able to implement decisions successfully (Mills Print and Weinstein, 2003:40).Leaders must also learn how to increase their emotional intelligence while leading from their core values. Leadership development and management development matters because the necessary skills can be taught to anyone and mastered by anyone who is willing to develop herself consistently and be disciplined about it (Yukl, 2006:150).A careful review of literature dealing with leadership clearly indicates that an organization's approach to leadership development determines its long-term success. There are companies that have thrived

as a result of their leaders, and they have all become global household names (George, 2008:5). Therefore, creating Leadership Development Programmes (LDPs) that prepare leaders to successfully meet the expectations and goals of an ever-changing, demanding marketplace is critical for companies facing a shortage of effective leaders. Previous LDPs have favoured a hierarchical perspective, or a traditional top-down leadership structure, in which the upper echelon is in complete control of the decision making process (Thompson, 2006:343).

Leadership development can be viewed as the planned experience, guided growth and training opportunities provided for those in position of authority. To this effect the leader of a small scale business should recognize that their responsibilities include performing management function, which according to Dubrin (2007:30) are planning, organizing, directing, controlling and co-ordination of all activities as they relate to the activities of the firm in order to achieve the firm's objectives.

Table 5.2.4 Leadership development checklist

Steps	Checklist for Leadership development
1	Determine the best leadership style for your organization
2	Identify current and potential leaders within the company
3	Identify leadership gaps
4	Develop succession plans for critical roles
5	Develop career planning goals for potential leaders
6	Develop a skills roadmap for future leaders
7	Develop retention programs for current and future leaders

Source: Oracle Corporation (2012:8)

5.3.14 Leadership training

Leadership training is essential to the success of an organization. No matter what measure you use, companies with effective leaders execute better, and deliver more powerful, tangible business performance. Leadership training programmes are supposed to help successful, influential people become more powerful, to have greater

impact in accelerating performance in their sphere of work (Gosling and Mintzberg, 2004:10). Training is a core function of all organizations because it improves employee competency and performance to meet organizational needs. Organizations are encouraged to create cultures of lifelong learning that tap into the strengths of all employees to advance strategic priorities (Senge, 2000:50). Some believe that intellectual capital is the most important asset for organizations and that we need to train employees not only to improve their performance, but to retain highly trained employees (Florida, 2005:60).

5.3.15 Performance management

Performance management can be defined as a holistic approach and process towards the effective management of individuals and groups to ensure that their shared goals, as well as the organisational strategic objectives are achieved (Nel, Werner, Haasbroek, Poisat, Sono & Schultz, 2008:493). Performance management is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them, and by developing the capabilities of teams and individual contributors (Wall, 2007:19).

Performance Management encompasses all those aspects of human resources management that are designed to improve the efficiency and effectiveness of both the individual and the organization (Price, 2000:45). A performance management system typically involves "the setting of performance objectives, the measurement of performance against these objectives, the identification of developmental support and a review process to develop performance and subsequent objectives" (Brewster, Carey, Dowling, Grobler, Holland & Wärnich, 2003: 261).

The performance management system is a way of providing a measurement of the performance of the organization, the team and the individual through a variety of performance measurement techniques (Griffin and Moorhead, 2011:154). Blanchard (2007:78) conducted an extensive research study to define and identify characteristics of a good performance management/ high performing organisation, the author created a HPO (high performing organization SCORES model) scores represents the six elements evident in HPO.

The elements are detailed below (Blanchard, 2007:78).

      S – Shared Information and Open Communication – In any high performing organisation it is information that is needed to make right decisions It is

accessible to all people in the institution/organisation and is always communicated openly. It makes people to trust one another and make the company/institution their own.

C – Compelling Vision – it is crucial in any high performing institution. When everyone supports an organisation's vision, a deliberate, highly focussed culture that drives the desired business results towards a greater good, is created. People in that organisation are energised, excited and dedicated. Everyone is acting in unison and going in the same direction.

Ongoing Learning - High performing organisations constantly focus on improving their capabilities through learning systems, building knowledge capital, and transferring learning throughout the organisation. All members of the organisation always strive to get skill themselves, both as individuals and as an organisation.

R – Relentless Focus on Customer Results – It does not matter what industry they are in, high performing organisations understand who their customers are and measure their results accordingly. Their main aim is to conduct business focus from the viewpoint of their customers.

E – Energising Systems and Structures - The systems, structures, processes, and practices in high performing organisations are developed to enhance the organisation's vision, strategic direction, and goals. To test whether the systems and structures are working is by looking at whether they help people to finish their jobs more easily or not.

S – Shared Power and High Involvement - According to them, in high performing organisations, power and decision-making are shared and decentralised and shared throughout the organisation, not a top down approach. Teamwork is an order of the day. People are being valued and respected for their contributions in an organisation. A sense of personal and collective power prevails. Centralised power and authority are balanced with participation and do not become stumbling blocks to teamwork and responsiveness. People are clear about the organisation's vision, goals and standards, have clear boundaries of being at their own, and show commitment towards a common goal.

5.3.16 Job performance

Organisations have seen a need for a good employee performance, since an organisation's success is dependent upon the employee's commitment, creativity and innovation (Ramlall, 2008:120). According to Griffin, Welsh, & Moorhead (1981:98) it is

important to have good productivity growth and job performances in stabilizing our economy.

5.3.17 Performance and motivation

Motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles (Nohria, Groysberg & Lee, 2008:88). Amabile (2003:185) states that work performances are dependent upon the individual's level of motivation; the individual's level of motivation can be intrinsically and/or extrinsically based. Human motivation is so complex and so important, Dewhurst (2009:77) suggest that successful leadership development programmes for the next century must include theoretical and practical education about the types of motivation, their sources, their effects on performance, and their susceptibility to various influences.

In an organizational framework, a leaders' ability to influence and persuade other people to work in a common direction is essential (Gilley et al., 2008:68). Gilley et al. stated that the skill of motivating other people has two elements: (a) the skill of the leader and (b) the motivational level of the individual employee. Leadership development programme must be able to account for each of these two elements if they are going to truly develop leaders and enable them to make an impact with the people they lead. An organization with leaders who have freedom, flexibility, and the resources to do their job increases motivation and job satisfaction (Hebda, Vojak, Griffin, & Price, 2007:30); this would ultimately increase employees' performance.

5.4   Summary

Employees depend on management for the direction of the organisation. To run the organisation effectively and efficiently both parties must be involved, the different leadership styles mentioned show how the style that is used can affect the performance and direction of the employees and the organisation. These styles and theories were linked to hospitality industry,

CHAPTER SIX

METHODOLOGY

6.1   Introduction

The purpose of this chapter is to provide the research methodology that was be used in exploring the factors that impact women's career development in hospitality, the way in which research is conducted may be conceived of in terms of the research philosophy subscribed to, the research strategy used and the research instruments utilised in the pursuit of the research objectives and the quest for the solution of the research problem. This chapter will

discuss our research philosophy and other related philosophies

 expound on research strategies and methodologies

Explore the research instruments developed and the population, sampling and data analysis that will be utilised in this study

6.2   Literature Review

6.2.1 Rationale for the methodology

The main aim is to find the kind of research done in this particular area of study. According to Du Plooy (2002:61), this enables one to know the following:

What is already known about this particular area of

research? What research methods have been used?

What research results have been generated?

What was done with the results or findings?

Research methodology is defined as the specific means and techniques the researcher follows for conducting research (Leedy and Omrod, 2001:12). The research tools, techniques, procedures and processes that the researcher uses are specified by the research methodology (Mouton, 2002:374). Research methodology also refers to the logical and coherent methods that one complement one another and which are characterized by goodness of fit (Henning, Van Rensburg and Smith, 2004:36).

The researcher will use a self administered structured questionnaire, as this allows for the identification of the attitudes, opinions and behaviours of individuals pertaining to the research problem (Creswell, 2008:50). Researchers will benefit from greater efficiency

by using questionnaires (Barnes, 2001: 1086). According to McClelland (1994: 22) survey questionnaires provide respondents with an intimidation-free environment which gives them an advantage over interviews, focus groups and on-site observation.

6.2.2 Research Design

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data (Creswell 1994:154). There are two main approaches to research, the positivist approach, also known as the quantitative approach, and the anti-positivist approach, also known as the qualitative approach (Welman et al., 2005:6). According to Bernard (2006:451-452), the purpose of quantitative research is to evaluate objective data consisting of numbers, while qualitative research deals with subjective data that are produced by the minds of respondents or interviewees.

Similarly, Bryman and Bell (2007:28) describe quantitative research as a research strategy that emphasises quantification in the collection and analysis of data. By contrast, qualitative research can be construed as a research strategy that usually emphasises words rather than quantification in the collection and analysis of data. Cooper and Schindler (1998:134) and Rubin and Babbie (2008:417) differentiate qualitative and quantitative research in the following manner. Quality is the essential character or nature of something, while quantity is the amount. Quality refers to the „what", while quantity refers to the „how much". Qualitative refers to the meaning, which is the definition or analogy or model or metaphor characterising something, while quantitative assumes the meaning and refers to a measure of it.

"Qualitative research uses an inductive form of reasoning and involves the development of concepts, insights and understandings from patterns in the data" (DeVos, Strydom, Fouche & Delport, 2006: 242-243). Such research looks at the perspectives of the subject and develops research results in terms of themes and categories, based on the perspectives. Research findings in qualitative research are presented literally. Quantitative methods focus attention on amounts or measurements (more or less, larger and smaller, often or seldom, similar and difference) of the characteristics displayed by the people and events that the researcher studies. This research approach

is useful to verify and test theories or explanations which are typically statistical procedures or produce numeric scores (Thomas, 2003:1; Creswell *et al*, 2003:18; Gravetter & Forzano, 2009:147). "Quantitative research uses a deductive form of reasoning and involves the collection of data to assess preconceived models, hypotheses and theories" (DeVos, Strydom, Fouche & Delport, 2006: 242-243). Such research is always objective and data are represented using figures and statistical procedures.

6.2.3 Sampling Methods

According to Kumar (2011:193) sampling is "the process of selecting a few (a simple) from a bigger group (the sampling population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group".

6.2.3.1 Probability sampling

The probability sampling is based on the concept of random selection in which each sampling unit in the defined target population has a known, non-zero probability of being selected for the sample (Hair, Bush and Ortunau, 2002:344). There are three major types of probability sampling designs, namely:

6.2.3.1.1 Simple random sampling

This refers to a sample drawn from a population in such a way that each element of that population has the same chance of being drawn during the first and each successive draw (Fox and Bayat, 2007:56).

6.2.3.1.2 Systematic sampling

According to Cooper and Schindler (2006:415), in this approach, every nth element in the population is sampled, starting with the random start of an element of 1 to nth. The nth element is determined by dividing the population by the sample size to obtain skip pattern applied to the sampling frame.

6.2.3.1.3 Stratified sampling

In stratified random sampling, it s divided into subgroups sometimes called strata. It is referred to as a process by which the sample is contained to include elements from each of the segment within the population (Bless, Higson-Smith and Kagee 2006:101).

Stratified random sampling ensures that key subpopulations are included in the sample. The population is divided into subpopulations, based on key independent variables, and then a random, unbiased sample is taken from each of the subpopulations (Bernard, 2006: 153). In order to draw a representative stratified random sample, the following two aspects must be borne in mind (Welman et al., 2005:56):

The various strata must be identified according to one or more variables; and

A random sample should be drawn from each separate stratum.

6.2.3.2   Non-probability

In non-probability sampling, Partington (2003:59) states that the elements of analysis in the population each have an equal chance of being included in the sample. Non-probability sampling is any sampling method where some elements of population have no chance of selection or where the probability of selection cannot be accurately determined. There are four major types of probability sampling designs, namely:

6.2.3.2.1 Convenience sampling

Saunders et al (2009:235) says that convenience sampling is often the easiest to constitute and affect, even though it is not a reliable design. This type of design provides the researcher the freedom to choose whoever is available for inclusion in the sample.

3.6.2.2.1 Quota sampling

Quota sampling is entirely non-random and is normally used for interview surveys. It is based on the premise that your sample will represent the population as the variability in your sample for various quota variables is the same as that in the population (Greenfield, 2002:189). The authors further say that quota sampling has a number of advantages over the probabilistic techniques because it is less costly and can be set up very quickly.

3.6.2.2.2 Judgemental sampling

Purposive or judgemental sampling enables you to use your judgement to select cases that will best enable you to answer your research question(s) and to meet your objectives (Bless, Higson-Smith and Kagee, (2006:106). This sampling is used when

the researcher relies on his/her experiences or previous research findings in accordance with predetermined non-probability criteria.

3.6.2.2.3 Snowball sampling

Somekh and Lewin (2005:219) believe snowball sampling is commonly used when it is difficult to identify members of the desired population, for example people who are working while claiming unemployment benefit. This method starts small but becomes larger as it rolls and picks up additional snow. Gay and Airasian (2000:597) attest that snowball sampling refers to when individuals from the relevant population are approached, then those individuals' acts as informants. This group is then used to identify other subjects who possess similar features for inclusion in the sample.

6.2.4 Target Population

Neuman (2006:224) defines a target population as the specific pool of cases to be studied. Salkind (2000:86) describes the research population as the potential group of people that would participate in the study, from which the researcher would like to generalise the results of the study. Runane (2005: 104) suggests that in research it is often difficult to study large groups of people. Hence, often researchers should select a small number of the research population. Population comprises of the total collection of all the elements or units of analysis about which a researcher requires to reach distinct conclusions (Steyn, 2008:223). According to Bull (2005: 38), a population includes all the members, cases and elements that the researcher intends to study. The target population used for this research were all supervisors, non management, line managers, middle managers in all departmental sectors of hotels.

Figure 6.1 Methods of data collection with shaded aspects related to this study
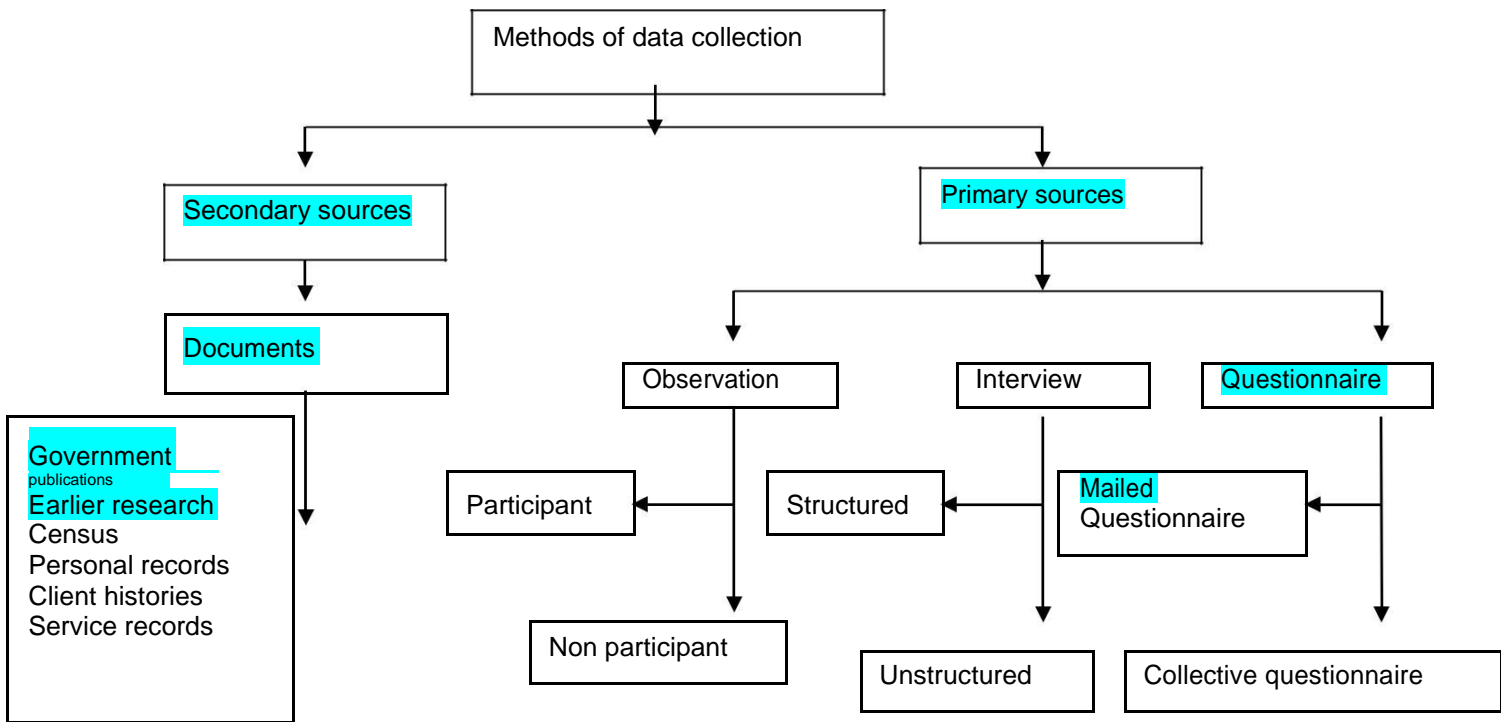
Source: Kumar (2005:118)

6.2.4 Research Instrument

Questionnaires were used as the research instruments this study.

6.2.4.1 Questionnaires

As stated by Veal (1992:52), questionnaires are: most common in leisure and tourism research. They are used when quantified information is required concerning a specific population and when the individual's own account of behaviour and/or attitudes is acceptable as a course of information. Questionnaires were sent electronically via email to a database of accommodation establishments in the Cape Town region. Online surveys are being used more regularly in research, as they reduce research costs and more people than in the past are coming to use the Internet for communication and information (Wright, 2005:60). Illieva, Baron and Healey (2002:362) state that Web surveys are new modes, rather than new methods, of data collection. The only real difference from traditional distribution arises in how the distribution takes place, namely how the actual survey reaches its sample. Email was chosen as opposed to posted surveys owing mostly to its cost effectiveness and to the likelihood that it would elicit immediacy of response (Baron & Healey, 2002:362).

Table 6.2 Advantages and disadvantages of Questionnaires

Advantages	Disadvantages
Reduction or removal of administrative function of posting surveys and receiving responses	Email blocks on unknown addresses
Automatic data capturing and a decrease in capturing errors	Variation in Internet usage patterns among users
Relatively low set-up and distribution costs, especially for large samples	Variation in Internet access points, creating varying views of a survey or Web page
Relatively fast response rates	Lack of guarantee of anonymity of respondents
Better quality of response, with relatively low respondent error	Advanced computer literacy skills required by certain surveys
Flexibility of non-responses (non-responses produce a bounce-back email that allows the researcher to replace that respondent with another)	Coverage problems: inconsistent Internet access and email addresses among any one population
Greater potential to activate the senses through the use of colour, graphics and sound than other methods	
Elimination of interviewer bias	
Ability to reach respondents in remote or distant areas	

Source: Shaffie (2005:70-71)

6.2.4.2 Benefits of using a questionnaire:

According to Krathwohl (1993:376), questionnaires have an ability to gather large amounts of data from the research population and it is cost effective;

Questionnaires give the researcher an opportunity to estimate how a population Behaves, and this is possible by studying a sample of that population (Jackson 2003: 132);

Questionnaires have an ability to measure different backgrounds, attitudes and /or feelings of the research respondents (Jackson, 2003: 132);

Questionnaires ensure standardisation, as the questions are the same for all Respondents (Jackson 2003: 132); and the author believes that if the research population is interested in the topic, the response rate will be better.

6.2.4.2.1 Important issues that the researcher considered while compiling the questionnaire were:

Questionnaires should be carefully and clearly formulated so that it provides structured responses;

The researcher must be willing to do a follow-up with respondents, as this increases the number of responses (Krathwohl, 1993:388); and

Jackson (2003: 132) argues that the response rate of the questionnaires is influenced by a number of things, including length of questionnaire; how they

were delivered to respondents; how they are to be returned to the researcher; and incentives for the respondents.

6.2.4.3 Structure of Questionnaire

The aim of the questionnaire was to collect views and/or feelings from line managers, assist managers, line supervisors from various departments within the hotel regarding women's career development in the hospitality industry. The questionnaire that was used in this study consists of three sections. **Section A** of the questionnaire was designed to understand the demographics/biography of the research respondents and open ended questions. This includes age, gender, higher education qualifications, and work experience in terms of years of service in hospitality. **Section B** consists of content-based questions/statements, which were derived from the literature search. These questions and or statements were designed to record how individual respondents understand perceived barriers/factors. **Section C** consists of open ended questions that women encounter in the workplace.

Combinations of open- and closed-ended questions were used. Brynard and Hanekom (2005:38-39) and Sinclair (1975:76) advise that researchers choose judiciously between open- and closed-ended (multiple-choice variety) questions. Open-ended questions in a questionnaire or interview schedule allow respondents to formulate their responses themselves. Alternatively, the questions can be presented as multiple-choice questions in which respondents have to select the response that best applies to them from among two or more alternative responses. An open-ended question is one in which the interviewer asks a question without any prompting with regard to the range of answers expected. The respondent's reply is noted verbatim. In a self-completed questionnaire a line or space is left for the respondent to write his or her own answer and there is no prior list of answers (Brace, 2008:46; and Foddy, 1993:7; and Gillham, 2000:63). The advantage of open-ended questions is that the respondents answer is not influenced unduly by the interviewer or the questionnaire, and the verbatim replies from respondents can provide a rich source of varied material that might have been untapped by categories on a pre-coded list (Welman et al., 2005:175). The researcher designed the questionnaire by using Likert's rating scales. According to Salkind (2000:132), the research questions and/or statements should be designed so that respondents can express their opinions or feelings. A 5-point rating scale was used in the questionnaire,

which consisted of 1- Strongly Disagree; 2- Disagree; 3- indifferent and 4- Agree, 5- Strongly Agree. The questionnaire and a participant informed consent form was sent to all respondents via email. This form firstly, invited respondents to voluntary participate in the study and, secondly, outlined the purpose of the study. The form also included the research procedures, potential benefits of the study, a statement of confidentiality, contact information of the researcher for questions or concerns, and how to return the completed questionnaire.

6.2.5 Validity and Reliability

Reliability is the degree to which measures are free from error and therefore yield consistent results (Zikmund 2000:437). It refers to consistency of measure of concept. There are three factors that are considered when assessing measure's reliability: stability, internal reliability and inter-observer consistency (Bryman 2008:100). Reliability is the extent to which research findings would be the same if the research were to be repeated (Veal 2000:50).

6.2.5.1 Validity

There are four types of validity, namely

a) Face validity

This is the validity that requires the research instrument to be relevant to participants of the study (Mancosa, 2013:101). Face validity refers to researchers' subjective assessments of the presentation and relevance of the measuring instrument as to whether the items in the instrument appear to be relevant, reasonable, unambiguous and clear (DeVos, Strydom, Fouche & Delport, 2006:120).

b) Content validity

Content validity is similar to face validity except that the researcher must seek the opinion of experts in the field on the adequacy of his/her research instrument (Neuman, 1997:60). Content validity is a theoretical concept which focuses on the extent to which the instrument of measurement shows evidence of fairly and comprehensive coverage of the domain of items that it purports to cover (Oluwatayo, 2012:393).

c) Criterion validity

Criterion validity has two distinct forms of validity associated with it. Predictive validity, which refers to the capacity of a respondent's ratings and responses to items on the instrument to predict behaviour outside the immediate framework of the research instrument. Somekh and Lewin (2005:349) said that criterion-related validity is where a high correlation coefficient exists between the scores on a measuring instrument and the scores on other existing instrument which is accepted as valid.

d) Construct validity

Construct validity shows the degree to which inferences are legitimately made from the operationalisations in one's study to the theoretical constructs on which those operationalisations are based (Bless, Higson-Smith and Kagee, 2006: 157).

6.2.5.2 Reliability

There are three types of reliability, namely:

a) Parallel forms of reliability

Parallel forms of reliability are a measure of equivalence and it involves administering two different forms of measurements to the same group of participants and obtaining a positive correlation between the two forms (Mancosa, 2013:101).

b) Test-retest reliability

Test-retest reliability is defined as "essentially involving administering the same research instrument at two different points in time to the same research subjects and obtaining a correlation between the two sets of responses" (Mancosa, 2013:101). Welman et al (2005) affirm that test-retest reliability is a procedure that involves administering the same measurement instrument to the same individuals under the same conditions after some period of time.

c) Inter-rater reliability

In inter-rater reliability, the focus "is on the extent to which the results obtained by two or more raters agree for similar or the same rates" (Oluwatayo, 2012:396). This method is pertinent to a team of researchers gathering structural observational or semi-structural

interview data where each member of the team would have to agree on which data would be entered in which categories (Greenfield, 2002:174).

6.2.6 Process for data analysis

The researcher made use of a statistical process using computer software to analyse the data collected from the questionnaires. The software program that was used is SPSS (Statistical Package for the Social Sciences) version II. SPSS version II was chosen because it provides statistical analysis of data. The program also allows for in-depth data access and preparation, analytical reporting, graphics and modelling.

According to Blanche and Durrheim (2002: 46), data can take any form, it can be Qualitative or quantitative. They go on to explain that valid conclusions can be drawn from a research study if the researcher has good data to analyse and interpret. The data for this study was collected by using the self-administered questionnaire technique. With this technique, a series of questions is designed to record responses from the target research population.

6.2.7 Ethical considerations

Schulze (2002:17) says that ethical measures are principles which the researcher should bind her/himself within conducting her/him research. Roodt (2007:6) suggests the following definition of ethics:

"Ethics is a set of moral principles which is suggested by an individual or group, is subsequently widely accepted, and which offers rules and behavioural expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, other researchers assistant and students."

Ethical measures which were adhered to in this study includes the fact that the aims of the research were clearly explained to all participants and that the participation of the managers was voluntary and anonymous (Silverman, 2000:7). In this study, the researcher will adhered to the following research ethics:

6.2.7.1 Ensuring that participants are given informed consent

In this study, the participants were given adequate information on the aims and details of the research, the procedures that would be followed, the possible advantages and disadvantages for the participants, the credibility of the researcher and the way in which

the results will be used (McMillan and Schumacher, 2010:213). Participants will be given enough information pertaining to the study before data collection (Schulze 2002:17). According to Johnson and Christensen (2012), provision of informed consent to the participants should include amongst others, description of the study, the time and length of the study, the benefits of the study, statement of confidentiality and finally, a statement of voluntary acceptance or refusal of the study.

6.2.7.2 Ensuring confidentiality and anonymity

Confidentiality implies that "although the researcher will be able to identify participants from the information given, they will in no way make the information known publicly" (Zetoun, 2005:4). Ramparsad (2004:151) indicates that "the essence of anonymity is that the information provided by participants should in no way reveal their identity".

According to Steyn (2000:277) the right to privacy refers to the right of any participant in a research study to keep from the public certain information about themselves. The researcher respected each participant's right to anonymity and confidentiality, and the right to expect experimenter responsibility. In this study, participants' confidentialities will not be compromised, as their names will not be used in the collection of data. No names of specific managers will be required of respondents.

Saunders et al. (2009:548) suggests that "You may have given the participants (and the organisations) from whom you collected data an undertaking that you would not disclose their identity in anything you write. In this case you will need to conceal their identity in your project report. The usual way of doing this is to invent pseudonyms for organisations and not to name individual participants. This should not detract from the impact of your report". This is supported by McMillan and Schumacher (2006:208) who stress that information on participants should be regarded as confidential unless otherwise agreed on through informed consent.

6.2.7.3 Ensuring that the permission is obtained

The administration of questionnaires to the hotel managers will require first permission from the Hotel Establishment. Two months before the start of the field work, a letter requesting permission to conduct research in the selected Hotels was sent to the different hotel establishments.

The letter requested permission to conduct research in the specific Cape Town Hotel. The aims and purpose of the study was clearly explained in the letter.and its importance was shared within the context. After receiving approval from the Business faculty ethics committee, arrangements were be made with the hotel managers in order to administer the questionnaires.

Summary

The research methodology that will be used in this study was explained, the different research methods, instruments and target population and analysis that will be used was also explained. The research philosophy and other related philosophies and research strategies and methodologies were also explored

CHAPTER SEVEN

RESULTS AND INTERPRETATION OF DATA

7.1 Introduction

This chapter describes and interprets the results of the research study investigated which are summarized and presented in frequency distribution charts and tables. The research consisted of emailed questionnaires that were sent to a range of hotel establishments in Cape Town. The study was to investigate the different factors that impact women's career development in the hospitality industry, specifically targeting the hotel accommodation sector. The study was conducted on females in the different hotels and different departments within the hotels in Cape Town. A total sample of 150 respondents from the different establishments' completed the questionnaires, some questionnaires were served through the email, but most were personally administered. The responses were received over an 8 week period, the researcher did send out reminder emails and telephonic reminders to the respondents in order to increase the respond rate.

The research questionnaire was divided into three sections, the first section dealt with the biography summarising the personal profiles of the respondents, the second part identified the different perceived barriers or factors as per literature dividing the factors into organisational policies, organisational ownership, and personal attributes. The last and third section was open ended and closed ended questions about the views and opinions of the respondents on women's career development in the industry.

According to Babbie and Mouton (2001:411), most data analysis today is conducted with computers. A computer is more advanced than manual counting and sorting to perform intricate computations and provide sophisticated and detailed presentations of the results. Popular computer programs examine variables simultaneously and can compute a variety of statistics. The researcher used a computer system and program to analyse the collected data for the research. The computer program made the data analysis process faster and more accurate than a manual system.

The SPSS (Software Program for Social Sciences) and Microsoft Excel was used for analysis because of its effectiveness and user friendly qualities. The sections below

present the data collected and the analysis. The first section of biography is first interpreted to give the reader an understanding of the different demographics of the respondents. The second section of the questionnaire examined the perceived barriers and or factors that impact on the progress of women in the industry. Lastly the third section had the respondents to freely express themselves on issues pertaining to the subject matter. This section comprised largely of open ended questionnaires interviewees were able to express their experiences as pertaining to their career development in the industry.

In this chapter the analysed data is reported in a question and answer format to allow for adequate coverage of any questions and aspects thereof. The responses are illustrated in the form of tables and figures accompanied by the author's interpretation and analysis of the findings. The three sections are recorded as; Section A, Section B and Section C.

7.2 SECTION A – BIOGRAPHY

Question 7.2.1 What is your position in the organisation?

The intention of this question was to determine the position of the respondent in the organisation that they worked for. The position of the respondent in an organisation was important as it would inform of the perceptions of women at different levels. This would also be indicative of the positions occupied by women and what the women at those different levels felt about their career development.

Response: 150 women responded to this, it was expected that the majority of the women would be in low level positions in the hotels. We can see the peculiarity of the respondents' answers according to their positions and the involvement in the hotels despite their race, culture and tradition. The results from the research are indicated in figure 7.2.1 below.

Figure 7.1 Positions occupied by women in the industry

	Non Management	Shop Steward	Supervisor	Manager	Senior Manager	TOTAL
Frequency	33	12	48	36	21	150
Percentage	22%	8%	32%	24%	14%	100%
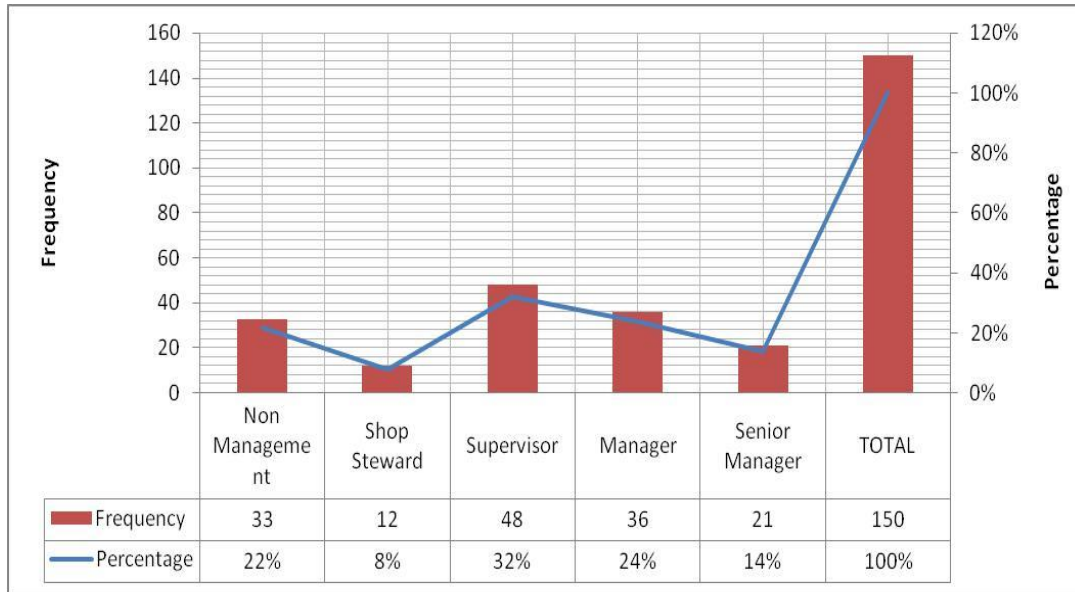
Source: author's own construction

The survey results indicate that the majority group of respondents in the hotels are supervisors with a rate of 32%, and interestingly the second highest rate of 24% is managers within the hotels, however there is a 2% gap rate between the number of managers and the rate of 22% non- management women staff. The fourth rate shows that 14% of the population is senior management indicating that women in senior management are still in need, and lastly our lowest rate of 8% falls under shop stewards in the establishments. The results show that women do fall under the perceived three levels of management hierarchy scales low management, middle management and lastly senior management. It must be indicated here that because men were not interviewed, it is not clear what the percentages of men would have been at these different levels.

Question 7.2.2 What is your highest qualification?

The intention of this question was to determine how educated these women are, what status women are in academically and whether ones' education level has anything to do with their career achievements in the industry.

Response: 150 women responded to this. Education plays an important role in the empowerment of women and their career advancement below. The details of the findings are illustrated grammatically before; the findings were interesting since the expectations were that these people would most probably have not gone past matric largely. The results from the research are indicated in figure 7.2.below.

Figure 7.2 Levels of qualifications of women responding

	Matric	Post Matric Certificate	Post Matric diploma	Post Matric Degree	TOTAL
■ Frequency	12	18	69	51	150
■ Percentage	8%	12%	46%	34%	100%
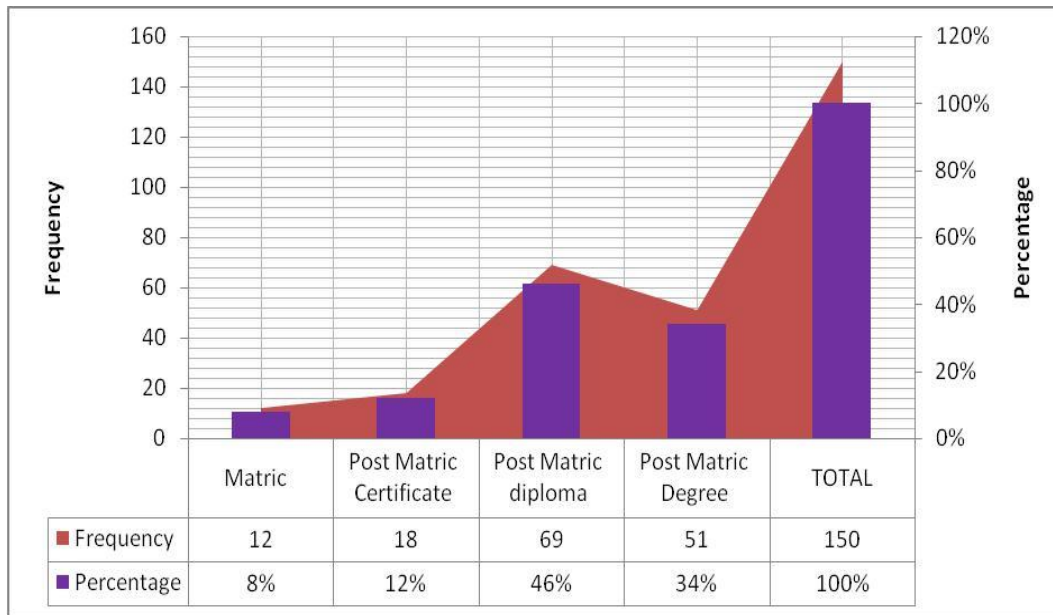
Source: author's own construction

The survey results indicate that the majority group of 46% of women in the hotels obtained a national diploma and 34% are degree holders showing that women in this industry are educated and have the qualification. There's a big gap difference between the diploma and degree holders to the post matric and matric certificate holders, 12% have post matric certificates and 8% of the respondents have a matric certificate. This section does not say who is employed at what level and whether there is a relationship between the level at which someone is employed and the level of education.

Question 7.2.3 How long have you been working in the industry?

The intention of this question was to determine how long the respondents have been working in the hotel industry, and if work experience has anything to do with their career development. Some may have the qualification but not the experience to be assigned into a supervisory or management position.

Response: 150 women responded to this. The more the experience the respondents had would be able to indicate the possibility of them understanding the dynamics and politics in the industry and how this impacts on women's career development. The results from the research are indicated in figure 7.3below.

Figure 7.3 Number of years in the industry

	0-5 years	6-10 years	11-15 years	16 – more years	TOTAL
■ Percentage	48%	24%	16%	12%	100%
▬ Frequency	72	36	24	18	150
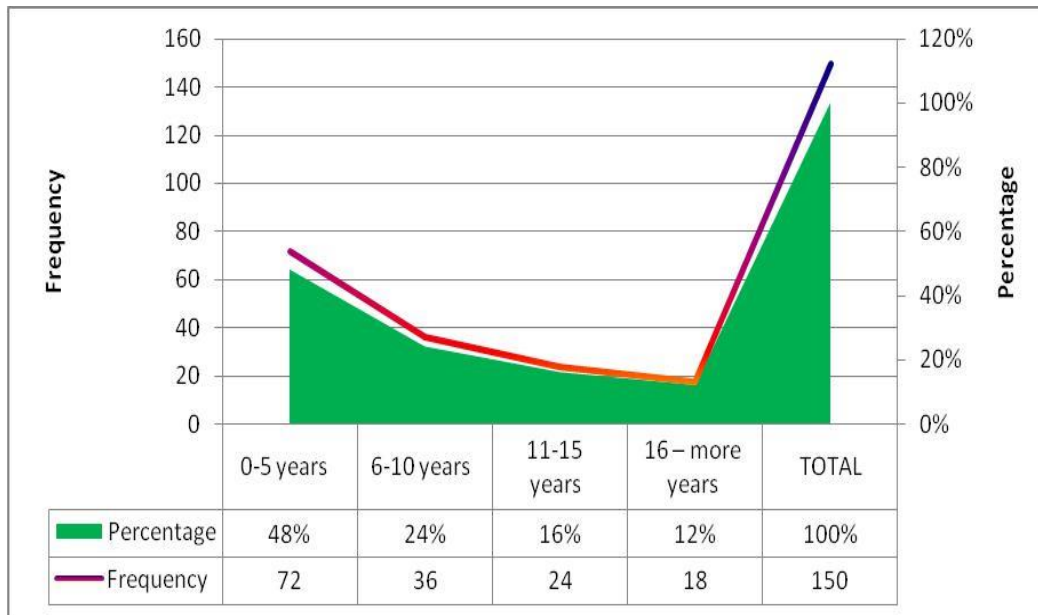
Source: author's own construction

The survey results show that 48% of the population does not have that much experience in the industry as they have been working in the industry for less than 5 years and half of which is 24% have been working in the establishment between 6 and 10 years, third rate indicates that 16% of the women have been in the industry between 11 and 15 years and lastly 12% have been in the industry for 16 years and more. The results show that the majority of the women have not been in the establishment long enough to have received or be approached for promotion or advancement.

Question 7.2.4 How did you obtain the current position?

The intention of this question was to determine how the women arrived at the current position, whether they were appointed to that position or promoted to that position. This would further assist in determining whether there was movement in the women's employment status in the industry.

Response: 150 women responded to this, since a high proportion of these women had acquired the national diploma and others had degrees, it was expected that they would be fairly well positioned in the industry. This also would be compared with the findings in question 2, to indicate if there was a direct relationship between the position acquired by an individual and their level of education within the context of their experience. The results from the research are indicated in figure 7.4below.

Figure 7.4 Current Position Achieved

Figure 7.4 data:

	On the basis of my old qualification	Was promoted after my new qualification	Education doesnt get you promoted here	TOTAL
Frequency	69	33	48	150
Percentage	46%	22%	32%	100%
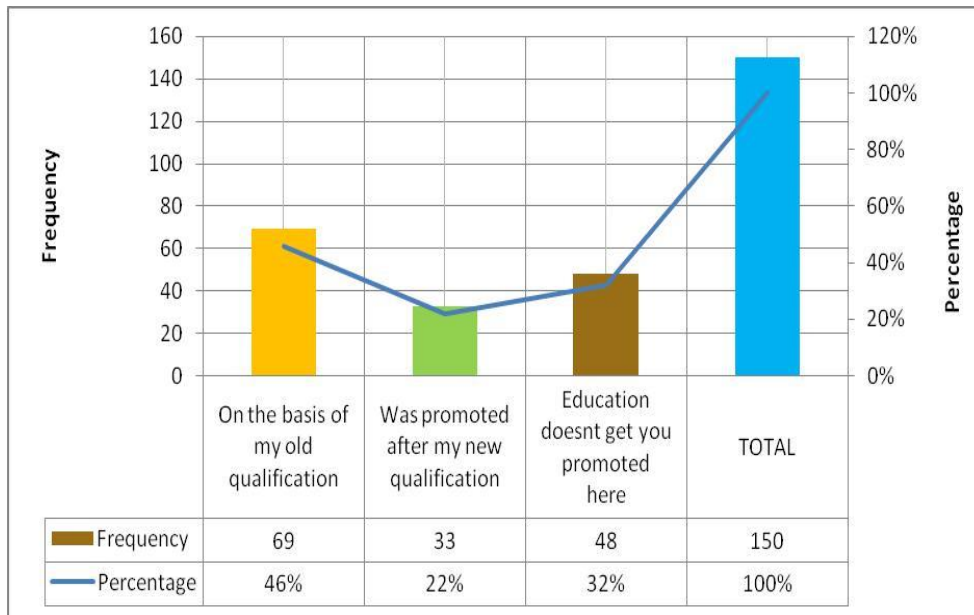
Source: author's own construction

As indicated in the results above, 46% of the respondents believed that they arrived where they are because of their qualifications. This makes qualifications a vehicle through which women can develop their careers in the industry, but 32% of the respondents think that there was no relationship between acquiring a new / higher qualification and getting a promotion. The difference between these two positions (14%) is significant and cannot be explained or understood. However, 22% of the respondents indicate that after upgrading their qualifications, they received the promotion leading to their current positions.

Question 7.2.5 Have you been through any training for your current position?

This question sought to determine if the respondents have received any training whilst they were in the current position. Training is considered an important intervention necessary to up skill people in the jobs place. Sending these women for training (on the job training or training from outside in relation with the current occupation) would be considered a positive move towards effective empowerment. This section would be an indicator of any such focus on the development of women's careers within the hospitality industry.

Response: 150 people responded to this. The results were not very surprising, but they were above expectations because it was expected that the majority of the would not receive any training. It was assumed rather that people will be trained for more senior

positions as they grew up the ladder in the firm. The results from the research are indicated in figure 7.5below.

Figure 7.5 Training Received in the Current Position

	No	Sometimes	Fairly regularly	Always	TOTAL
Percentage	36%	24%	16%	24%	100%
Frequency	54	36	24	36	150
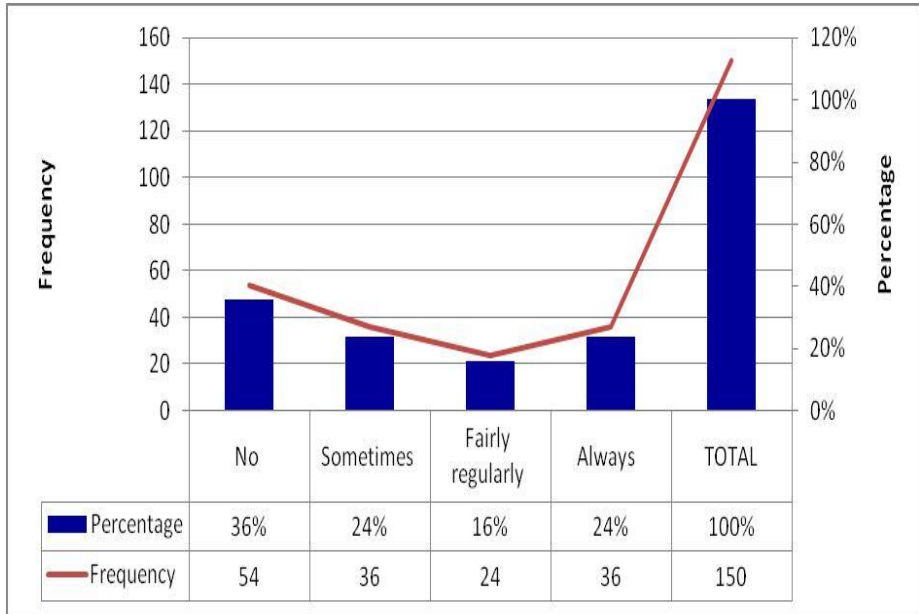
Source: author's own construction

As per the expectations, 36% of the respondents did not receive any training for and in the positions in which they occupied. Of particular interest is the 24% who believed that they do receive some training sometimes, this may be specific training specific to certain job related training. Those receiving training fairly regularly stand at 16% compared to those who receive training always at 24%. Unfortunately no specific standard was established for the responses, meaning there is no way of saying what value is fairly regularly. When one is trained they are equipped to do the job effectively and regular training is a form of empowering, it can be said therefore that a sizeable number of women are regularly empowered in the industry.

Question 7.2.6 What department do you work in?

The intention of this question was to determine what type of jobs women are involved in, in the hospitality industry. The question enabled the survey to identify if women are restricted to particular sections in the industry, and thereby prevent them from across the business spectrum career development. The involvement of the respondents in the industry was very crucial as their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, it was expected that the majority of people would be working in the front office department, front office is the face of the hotel so it

would be ideal for the majority employees to be women, due to the good looking pretty face as it is the first interaction with the guests visiting the hotel. The results from the research are indicated in figure 7.6 below.

Figure 7.6 Departments Respondents work in

	Housekeeping	Front Office	Food and Beverage	Human Resources	TOTAL
■ Frequency	27	57	30	36	150
■ Percentage	18%	38%	20%	24%	100%
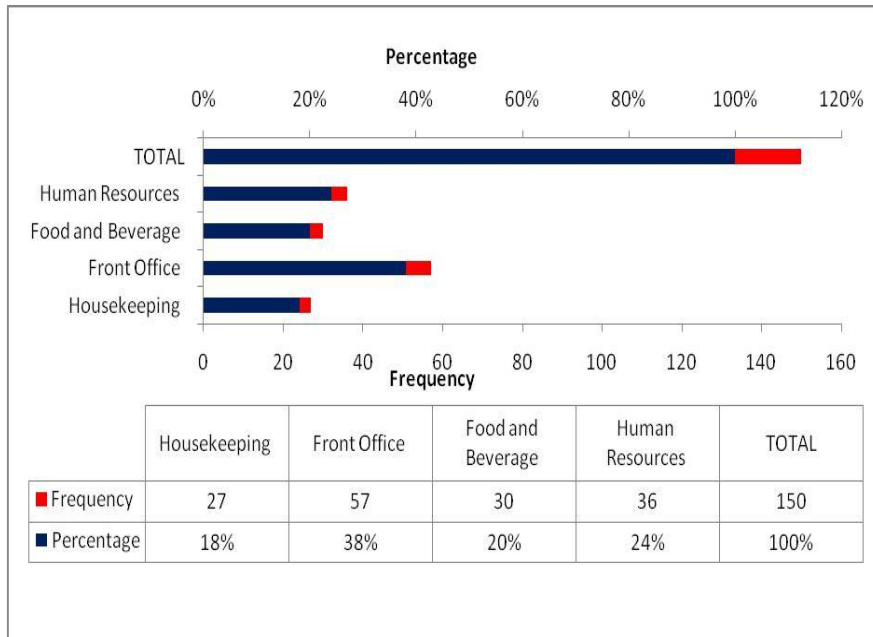
Source: author's own construction

The survey results indicate that most women work in the front office, this shown in the responses as 38%. The second largest section where women are employed is in Human Resources Management at 24%. The HRM department provides support function in the recruitment and selection of employees for the rest of the hotel, but the final decision on the requirements resides with the departmental heads. Foods and beverages comes next at 20%, lastly, housekeeping department is at 18%. It was expected that front office would take the majority percentage.

SECTION B – PERCEIVED FACTORS AND POSSIBLE BARRIERS

A Likert-type scale was used to ascertain the level of agreement with statements by asking for the respondents' choice of answer from a range of options spanning a spectrum of opinions. These were arranged as; 'strongly agree' to 'strongly disagree', including an 'indifferent' option. Table 7.3 below illustrates the Likert-type scale that was used in the questionnaire.

Table 7.3: The Likert-type rating scale used in the questionnaire

1 = Strongly Disagree

2 = Disagree
3 = Indifferent
4 = Strongly Agree
5 = Agree

Source: own construction

The respondents had to respond to the statements listed in the questions below by indicating in one of the 5 measures above. Each opinion was given a weighting which would be subsequently measured as a percentage weighting or score.

Question 7.3.1 Deliberate policies on who gets promoted exist

This question sought to establish if the policies of the hotels had a deliberate intent to promote or disempowered women. It was necessary that respondents know something about the existence or the absence thereof of the policies and programs. It was important to get from the respondents this part of information as this allowed a proper assessment of the presence or absence of barriers to women career development.

Response: 150 people responded to this. Contrary to expectations that most women would allege that there were policies, programs and practices that disadvantaged women in career development; the numbers strongly disagreeing, those disagreeing, the ambivalent group as well as those agreeing shared the spoils. The results from the research are indicated in figure 7.3.1 below.

Figure 7.3.1 Promotional Policies

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	20%	23%	23%	20%	14%	100%
Frequency	30	35	35	30	20	150
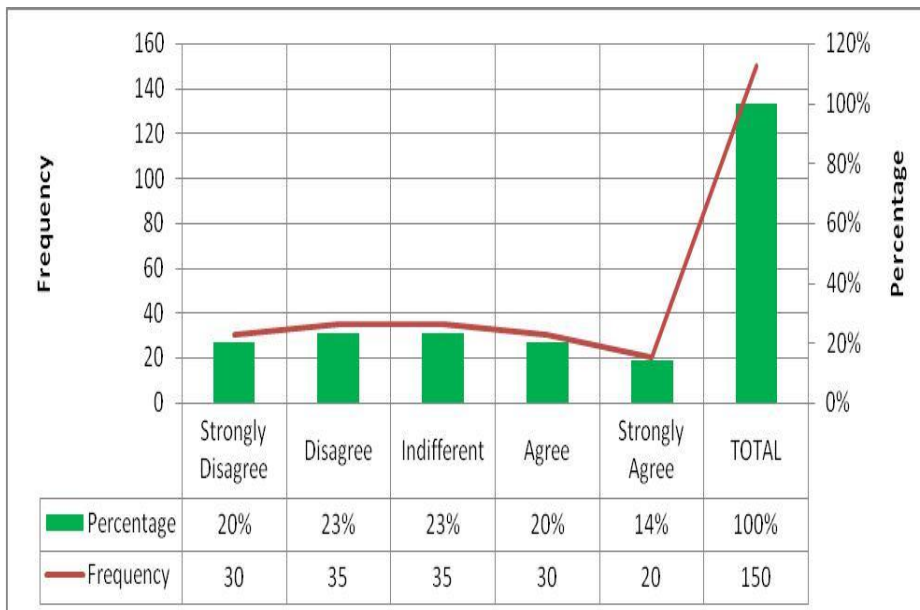
Source: author's own construction

The survey results indicate that; ; the numbers strongly disagreeing (20%), those disagreeing (23%), the ambivalent group (23%), the agreeing (20%) and those strongly agreeing (14%) are not very far from each other. The total of those who claim that there is no deliberate policy to exclude the women (strongly disagreeing and agreeing) total 43%.Those agreeing to the sentiments that there are policies that profit the career progression of women comprise of (agree 20% and strongly agree 14%) total 36%, with ambivalence at a disturbingly high of 23%. No generalisation can be made in this instance; there are no outright majority views here.

Question 7.3.2 The policies are purely segregational in their nature

This question was a follow up to the preceding questions, albeit a leading question, it sought to establish any form of segregation against women in the policies as known and understood by the respondents. The involvement of the respondents in the industry enabled the researcher to have an insight into the old story of women stereotyping and subsequent barring from developing careers in the industry.

Response: 150 women responded to this. The expectations were that the women would openly indicate that the policies and practices were out rightly discriminatory against women development. The results from the research are indicated in figure 7.3.2 below.

Figure 7.3.2 Are the policies segregational

	Strongly Disagree	Disagree	Indifferent	Agree	TOTAL
Percentage	21%	27%	45%	7%	100%
Frequency	31	41	68	10	150
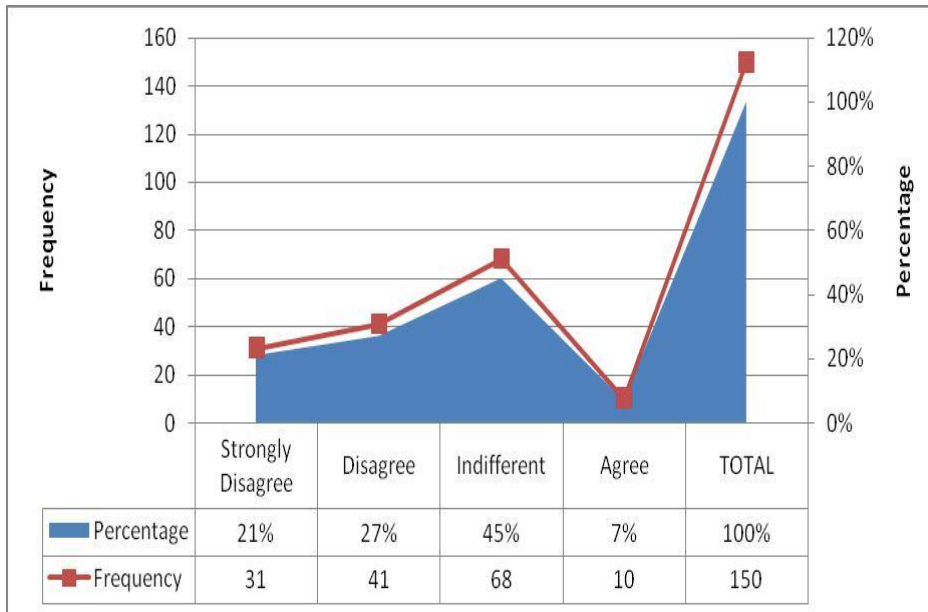
Source: author's own construction

The survey results show that the uppermost group of respondents are individuals that are indifferent with 45%whether or not the company policies are segregational or not, followed by 27% respondents who disagree that the policies are segregational and 21% strongly disagree that they are segregational policies and lastly 7% agree that they are company policies that are segregational. No generalisation can be made, but it is curious since the number of the ambivalent is very high.

Question 7.3.3 Promotion policies are based on open competition

The intention of this question was to determine whether promotion policies are not biased but based on open competition and hard work between individuals. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and the types of organisational policies of individual establishments.

Response: 150 people responded to this. It would be expected that in any employment environment, fairness by management allows for good worker performance and motivation. It is of particular interest to see that no opinion seems to be large enough to allow generalisation. The results from the research are indicated in figure 7.3.3below.

Figure 7.3.3 Promotional Policies – Open Competition
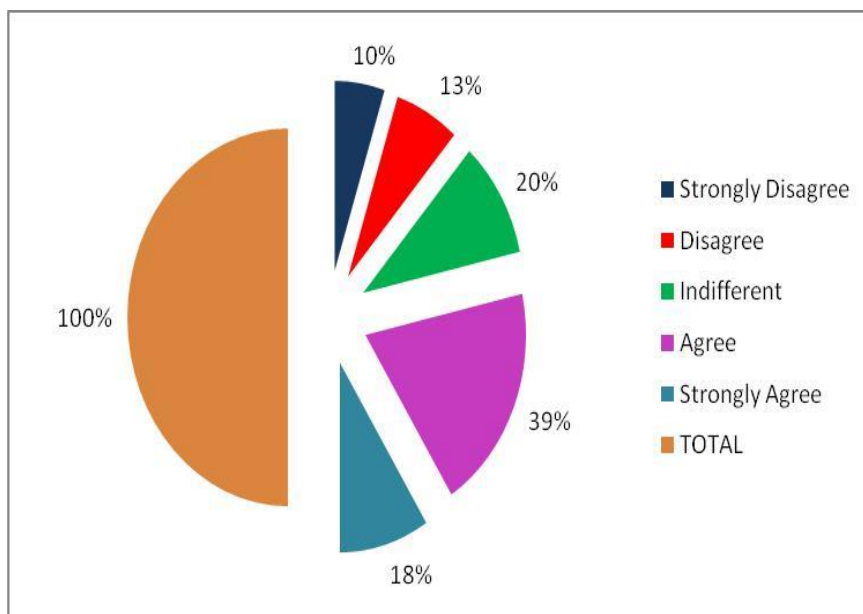
Source: author's own construction

The survey results show that the highest group of respondents agree that promotion policies are based on open competition with 39%, followed by 20% who are indifferent and neutral, followed by 18% who strongly agree that promotion policies are based on

open competition, adding on the 13% and 10% who strongly disagree and disagree that the promotion policies are based on open competition.

Question 7.3.4 Education is used as the main deciding factor on promotion

The intention of this question was to determine whether education in the main deciding factor on promotion. Identifying the function of education within the company policy would enable the research to see other possible barriers to women development. In the earlier analysis there was an indication that education resulted in the promotion of other individuals. This question is repeated here indirectly to seek to confirm the earlier findings and establish the impact of education in the industry in general.

Response: 150 people responded to this. In the absence of clearly defined promotion policies, it because difficult to predict what advancing in education would do to the respondent. If should be highlighted here that this research would have had better meaning if a comparison was made with what was happening to men in the same workplaces. The results from the research are indicated in figure 7.3.4below.

Figure 7.3.4 Education as promotion factor

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Frequency	17	45	20	50	18	150
Percentage	11%	30%	13%	33%	12%	100%
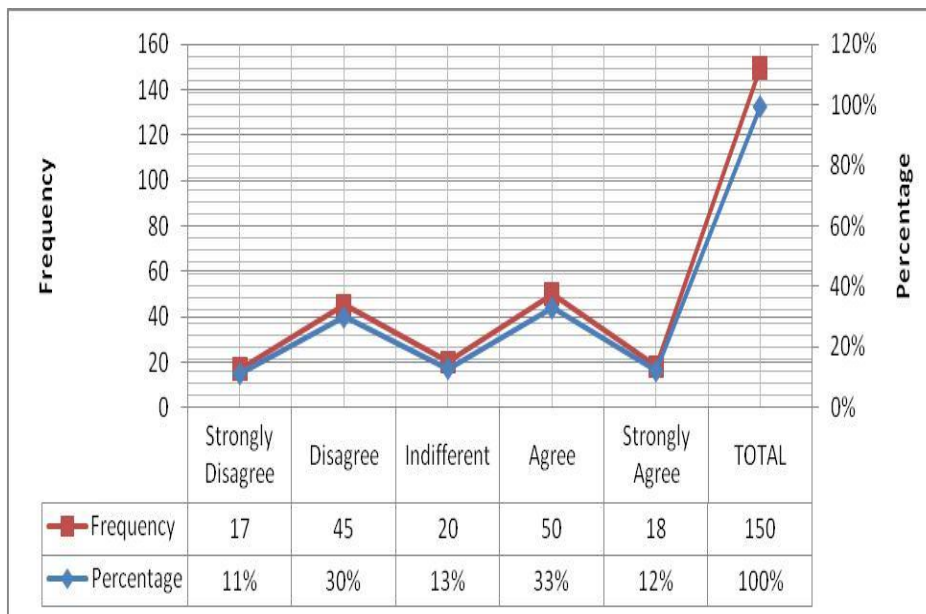
Source: author's own construction

The survey results indicate that 33% agree that education plays as a main deciding factor on promotion, however 30% disagree that education is not a deciding factor on promotion. This is followed by 13% who are indifferent and thirdly 12% strongly agree that education plays an important role. Lastly 11% strongly disagree that education is important in the deciding factor for promotion.

Question 7.3.5 Years of experience are used as main factors for promotion

The intention of this question was to determine whether years of experience are considered as commensurate with increase on the skills of the individuals. It is expected in many establishments that after certain years of experience, individuals are promoted to senior positions, too often as an honour for long service. From the earlier analysis, there were few women who had worked for a period exceeding 10 years.

Response: 150 people responded to this. The expectations were that only long serving employees of a certain calibre would be promoted on the basis of their years of experience. Ideally, no one who has been cleaning for long may get a promotion, except if with some training. The results from the research are indicated in figure 7.3.5below.

Figure 7.3.5 Experience as promotion factor

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Frequency	17	25	32	52	24	150
Percentage	11%	17%	21%	35%	16%	100%
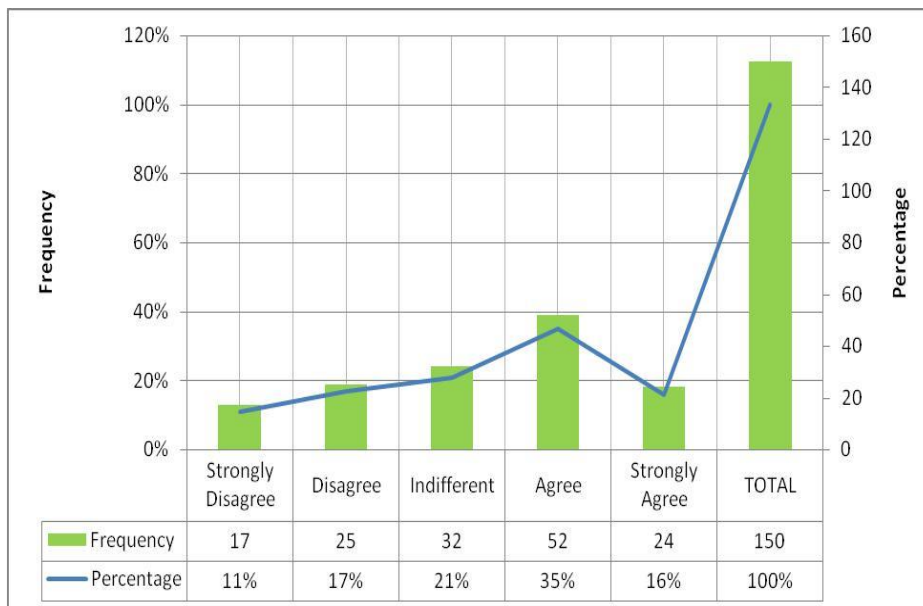
Source: author's own construction

The survey results show that the larger number at 35% agrees that experience is used as a deciding factor for promotion. This is followed by 21% who are indifferent and 17% who disagree that experience is not a deciding factor for promotion, followed by 16% strongly agree that experience plays a vital role in promotional decisions and lastly 11% strongly disagree that experience is used as a deciding factor for promotion.

Question 7.3.6 Race is used as the main factor in promotion in the organisational.
The intention of this question was to determine whether race is used as a factor in promotion policies in the organisation, after the country's history with apartheid and

racial segregation. The study wanted to find out the respondents views and if organisations have made any amendments after the country's20 years of democracy. It will be admitted immediately that there was no question on the race of the respondents at the beginning, meaning therefore it would be difficult to control the statements.

Response: 150 people responded to this question. It is expected that a person who is favoured by virtue of their race, may consider themselves competent and not because of race. This response should therefore be understood on the basis of the general feeling of the people, without evidence as to what percentage of what race may feel discriminated or advantaged. The results from the research are indicated in figure 7.3.6below.

Figure 7.3.6 Race as a promotional factor

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	23%	24%	24%	24%	5%	100%
Frequency	34	36	36	36	8	150
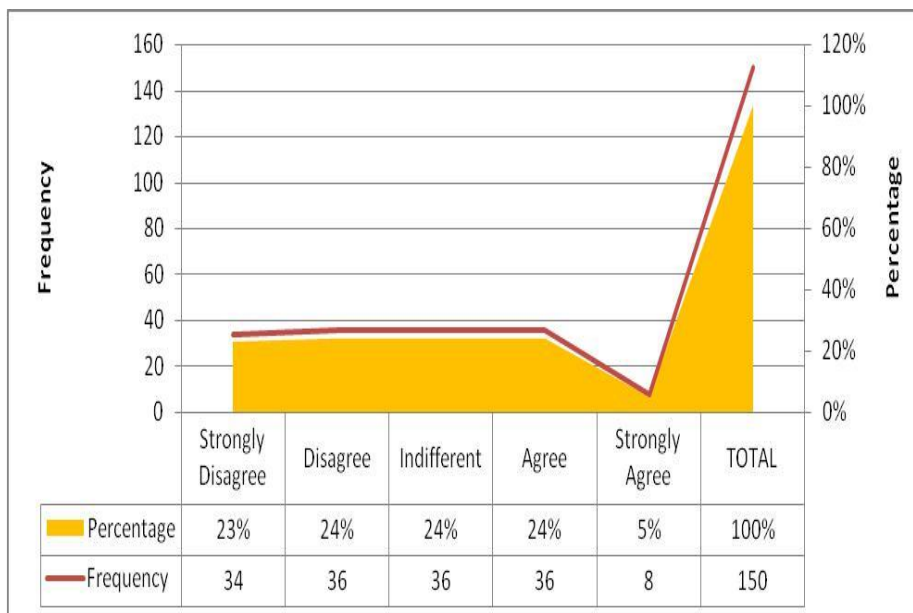
Source: author's own construction

The survey results illustrate interestingly that the majority with 24% disagrees that promotion is based on race. Those that disagree strongly comprise of 23% of the respondents, with 24% for the indifferent, 24% for those who agree, and 5% of those who strongly agree. Again the high percentage of those who are indifferent is disturbing, and the total of those disagreeing and strongly disagreeing sits at a high of 47%, it still below the majority and may not be used for generalisation.

Question 7.3.7 Gender is used as the main promotion factor by the management
The study is based on the hypothesis that women are excluded on meet career development barriers because they are women. Consequently, gender is a sensitive

issue in this study, and that makes this question of critical importance. Whatever the perceptions the respondents have, it is these perceptions that inform or become the reality that these live by.

Response: 150 people responded to this. The expectations were high that it would be alleged that women do not progress because of favouritism according to gender. But the previous questions related to general discrimination in general, but there was no outright conviction that the women were segregated against. The results from the research are indicated in figure 7.3.7below.

Figure 7.3.7 Gender as a promotional factor

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	16%	10%	17%	40%	17%	100%
Frequency	24	15	26	60	25	150
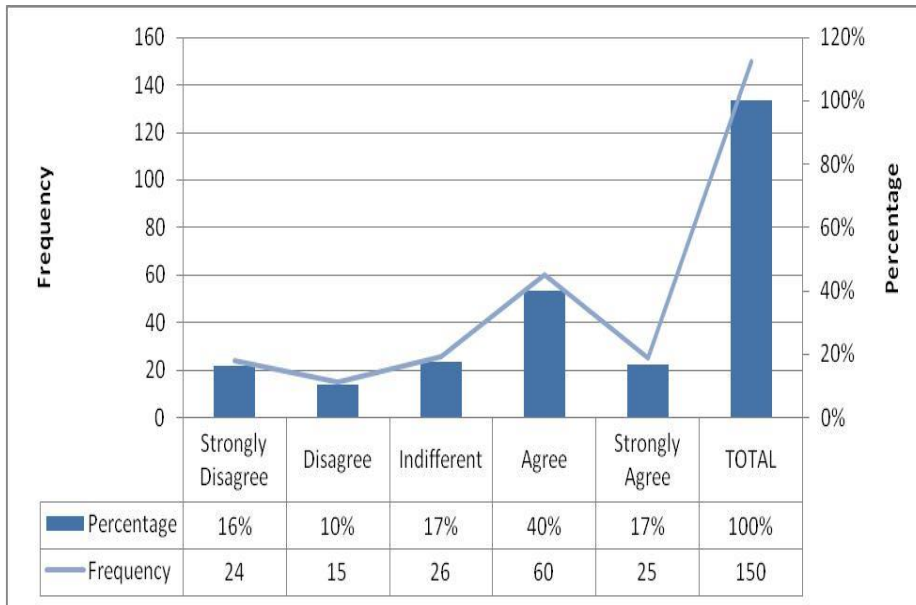
Source: author's own construction

The survey results show that 40% of the respondents agree, 17% strongly agree, this totals 57% of the respondents who believe that gender is used for promotion or appointment. It is surprising because, in previous questions there was the general understanding that the whole process was fair. The ambivalent are at a low of 17% with those disagreeing standing at a total of 26%. It can be generalised therefore that the respondents' perceptions are that they are discriminated against in favour of men in terms of promotions and possibly new appointments.

Question 7.3.8 Unions are actively involved in all job placements in the organisation

It is a known fact that small industries have a problem organising unions, since not all the members of the union are in one place. In such structures shop stewards may be external to the work environment, and thus have limitations on the amount of pressure

they can put on the employers. This question sought to identifying the level of union participation and how that can affect equitable gender opportunities in organisations.
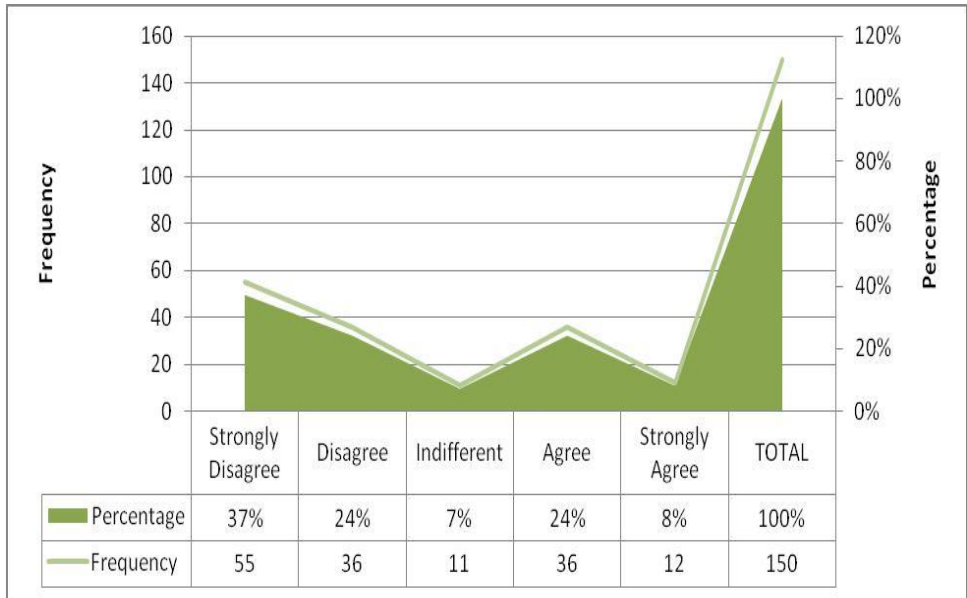
Response: 150 people responded to this. It was expected that the majority of people would disagree about union involvement in the job placements of employees within the organisations. The results from the research are indicated in figure 7.3.8below.

Figure 7.3.8 Union activate in job placements

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	37%	24%	7%	24%	8%	100%
Frequency	55	36	11	36	12	150

Source: author's own construction

The larger part of the respondents with 37% strongly disagrees and 24% disagree that union are involved in job placements within the organisations. This constitutes 61% of the respondents. This is a clear indication that the industry does not have active unionisation, possibly because of the sizes of the hotels. The indifferent are at the all time low at 7%, with a total of 32% (24% and 8% agreeing and strongly agreeing respectively) suggesting that unions are actively involved in the selection and recruitment process. It can be generalised that union activities in the hotel industry are low, and as such they may not impact effectively the women's cause in the industry.

Question 7.3.9There is no union activity in the organisation and no one is unionised

This was a follow up to the preceding question, but this one question sought to examine closely the activities, not as an industry, but as a firm, a hotel. The labour law provides that where there are few employees in a company, the employees can be unionised as an industry (a group of companies in the same trade) will come together and form a union. The problems here are the access by a shop steward into the operations of another company which does not employ him or her.

Response: 150 people responded to this. The expectations were that the smaller the organisation the less the chances of being unionised. Employers threaten employees very easily against unionisation (against the law), the idea of a union is many employees together have enough power to meet the employer and make a difference. But, if the employees are few, it is easy to threaten them from unionisation. The results from the research are indicated in figure 7.3.9below.

Figure 7.3.9 Non union activates in the organisation

	Stronly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Frequency	47	14	29	30	30	150
Percentage	31%	10%	19%	20%	20%	100%
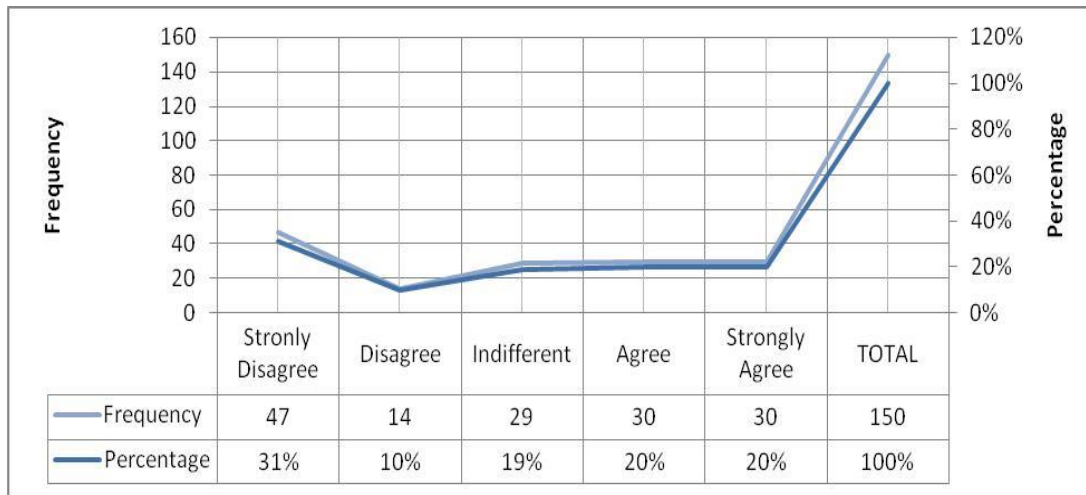
Source: author's own construction

The survey results indicate that a total of 41% (31% and 10% strongly disagree and agree - respectively) disagree, with 40% (20% each on agree and strongly agree) agreeing to the statement above. The ambivalent are at 19%, there is no generalisation to be made on this part of the research.

Question 7.3.10 You never know when there are any openings for promotion

Too often the managers do not open up a position to the employees to compete, in which case the managers make their own appointments. This is very common in small organisations where the manager may very easily be the owner of the business. This question sought to identify if the company policy is such that every one knows about the pending position, so that anyone interested can apply. This would give women a fair opportunity to compete for the positions if they are qualified.

Response: 150 people responded to this. It was expected that the majority of people would disagree that most organisations inform the internal employees first before

advertising posting externally. The results from the research are indicated in figure 7.3.10below.

Figure 7.3.10 Advertising for promotions

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Frequency	55	39	9	23	24	150
Percentage	37%	26%	6%	15%	16%	100%
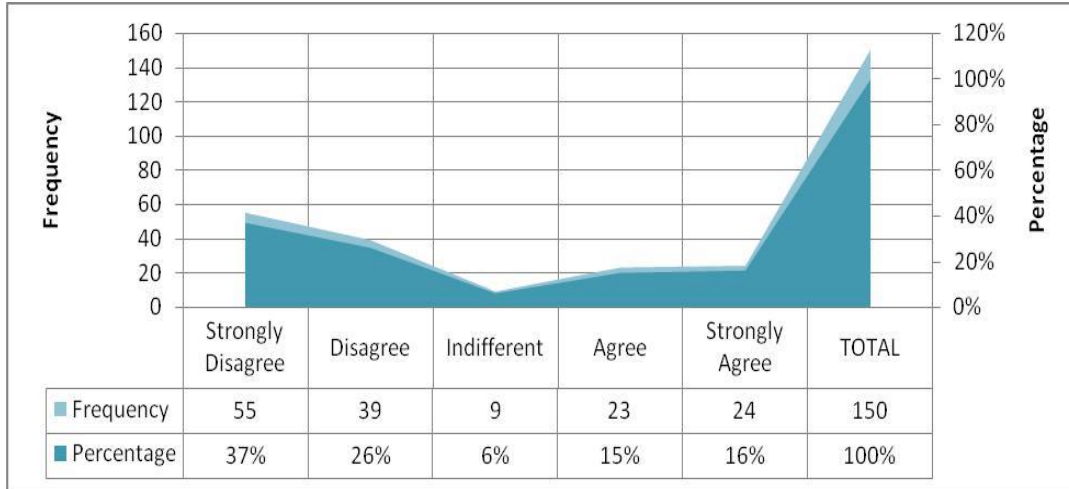
Source: author's own construction

The survey results show that those strongly disagreeing (37%) together with those agreeing (26%) constitute 63% of respondents indicating that they are never informed about any openings. The ambivalent sit at 6% with a combined score of those agreeing (15%) and those strongly agreeing (16%) constituting 47%.

Question 7.4.1 The owner of the business is the managing director

This question had two purposes, to indicate the style of operations in a business where the owner is involved in the day to day operations, in which case they make their decisions as they saw desire, no waiting for head office decisions. On the other hand, the rise of the women to top most positions may not be an issue since the owner manager cannot leave his position to fulfil some ambitious program of women empowerment.

Response: 150 people responded to this. The expectations were that most men start businesses, and as they would be the bosses of their hotels except where the operations were large and the business is run as a group of hotels. The results from the research are indicated in figure 7.4.1 below.

Figure 7.4.1 Organisational Ownership

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	40%	24%	8%	15%	13%	100%
Frequency	60	36	12	22	20	150
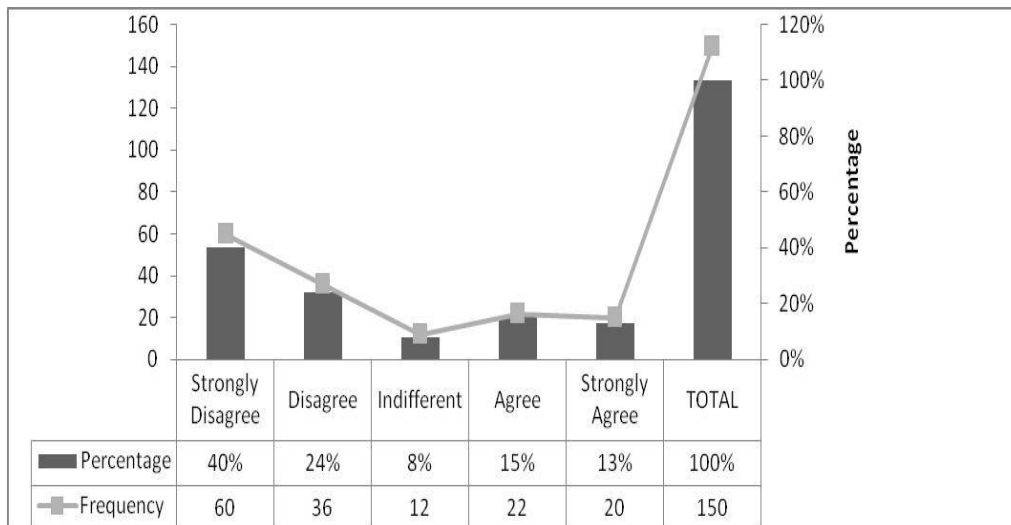
Source: author's own construction

A majority of 64% (40% strongly disagree and 24%) indicated that the senior most manager or managing director was not the owner of the hotel. The ambivalent stood at 8% with a total of 28% (15% agree and 13% strongly agree) agreeing, but are below the half mark. It can be generalised therefore that most hotels are not managed by their owners. This might mean two things; the businesses are large or the owners have other businesses, alternatively, the owner may have simply given the hotel management to a competent manager to run on their behalf.

Question 7.4.2 Owner of the hotel does not work here

This question was a follow up to the preceding question, and this question sought to establish the extent to which the owner of the business may be influence the operations. The presence of the owner of the business could very easily influence the decision making systems either for or against the advancement of women.

Response: 150 people responded to this. It must be accepted that in many instances problems to do with the promotion or empowerment of women may be facilitated by the presence of the business. It was not expected however that if the owner is not the managing director, he or she would not be able to take any lower position. The results from the research are indicated in figure 7.4.2 below.

Figure 7.4.2 Hotel owner involvement

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Frequency	45	55	3	24	23	150
Percentage	30%	37%	2%	16%	15%	100%
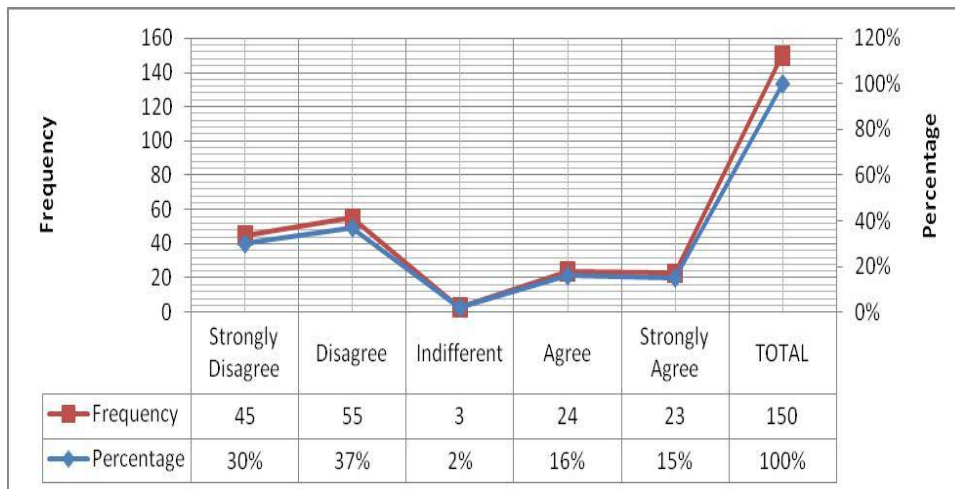
Source: author's own construction

The total of those strongly disagreeing(30%) and those agreeing (37%) is given as 67%, which constitutes two thirds plus 1 of the respondents. A generalisation can be made on the basis of this that the owners of the businesses generally do not work in their hotels. This is comparable to the results from the previous questions. Ambivalence stands at an all time low of 2% and the total for those agreeing is 31% (16% who agree and 5% strongly agreeing) that the owner works within the establishment.

Question 7.4.3 Owners decide on the recruitment of departmental managers
This question was to find out if the owners decide on the recruitment process of departmental managers within the organisation. If the available position is advertised and undergoes the normal organisational recruitment process or do the hotel owners decide who they want from the beginning of the recruitment process.
Response: 150 people responded to this, It was expected that depending on the owners involvement in the business the owner may decide on who they require to be the head of departments in the organisation the results are indicated in figure 7.4.3 below.

Figure 7.4.3 Ownership involvement in recruitment process

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	6%	24%	20%	17%	33%	100%
Frequency	9	36	30	25	50	150
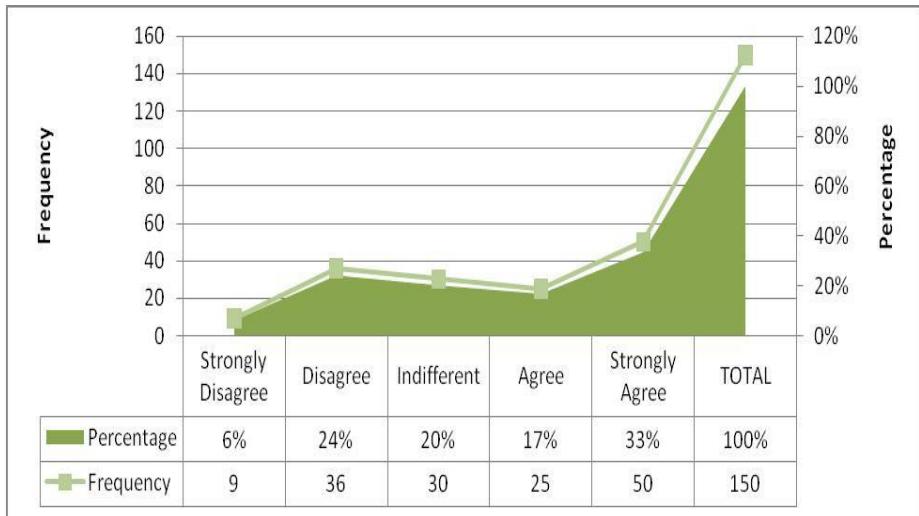
Source: author's own construction

The total of 50% (strongly agree 33% and agree 17%) indicated that the owners decide in the recruitment process of departmental mangers within the organisation, possibly the owners know who they want to recruit because they know that particular candidate and believe is competent for the job, 30% believed that owners are not involved in recruitment may be expected that it is due to non organisational involvement from the owners.

Question 7.4.4 Opportunities for employees to own part of the organisation-shares

This question will determine some amongst the rest employee share opportunities, whether there are any opportunities or possibilities for employees to own part of the organisation with shares within the organisation.

Response: 150 people responded to this, It was expected that employees will not have any opportunities in shares weather due to lack of opportunities, non interest from the employees results are indicated in figure 7.4.4below.

Figure 7.4.4 Employee share opportunities

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Frequency	65	37	35	6	7	150
Percentage	43%	25%	23%	4%	5%	100%
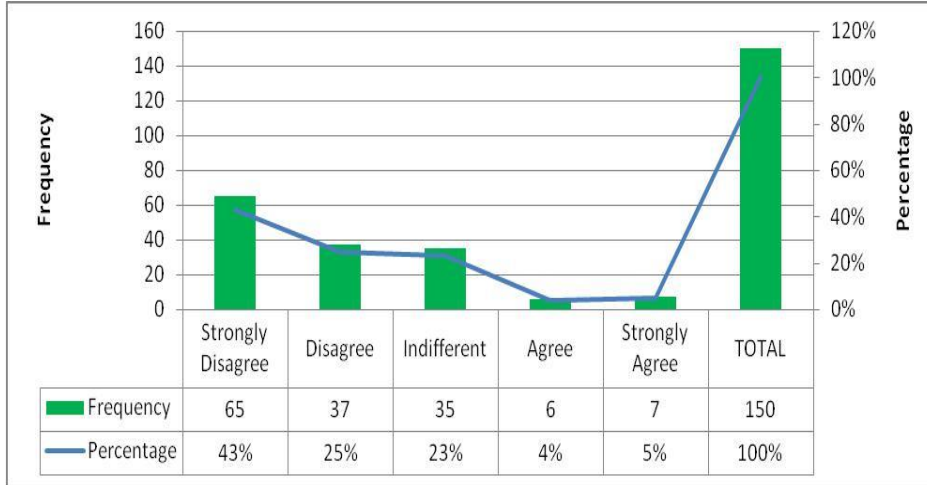
Source: author's own construction

The majority with 68% (strongly disagree 43% and disagree 25%) indicate that share opportunities for employees is not available, organisations with share opportunities for employees would make the employees feel as part of the ownership and in return work would be more productive and effective in the organisation, followed by 9% (strongly agree 5% and agree 4%) who agree about .share involvement in the organisation, the 59% margin between the two indicates the lack of share opportunities in the industry.

Question 7.4.5 Has there ever been a deputy female general manager

The representation of women in management levels was to be investigated regarding this question, determining whether there has been a past or history of women representation in the industry and how organisations and how it effects the industry.

Response: 150 people responded to this, looking at the above literature in the previews chapters women management has not been dominate and the currently is not as developed regarding this question the results from the research are indicated in figure 7.2.1 below.

Figure 7.2.1 Female general manager representation

	Strongly Disagree	Disagree	Agree	Strongly Agree	TOTAL
Percentage	25%	57%	8%	10%	100%
Frequency	37	85	12	16	150
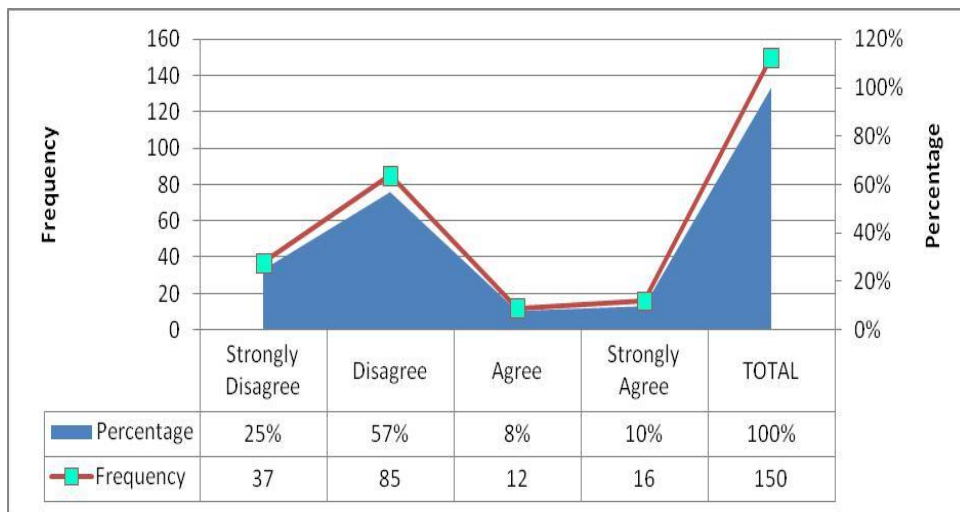
Source: author's own construction

82% (strongly disagree 25% and disagree 57%) of the respondents believe that there has not been any deputy female general manager even if the man is a general manager women have not even been promoted to middle/senior management levels, 18% (10% strongly agree and 8% agree) that there has been a deputy manager the percentage difference of 64% more then the half way mark indicates that female deputy managers are lacking in the industry and hence if there is a shortage of deputy's then general managers may also fall under a small margin.

Question 7.4.6 Do women feel empowered to apply for managerial positions

The question is a follow up of the previous and there may be a connection between the two, hence from the previous question there are few deputy general managers, it may be due to women not feeling empowered to apply, not given opportunities to apply. **Response:** 150 people responded to this, the intention was to find out if women are empowered , challenged in applying for managerial positions , what are the organisations doing to insure that women are presented in managerial levels and what are the women themselves doing to insure they are represented, results are indicated in figure 7.4.6 below.

Figure 7.4.6 Women empowerment regarding managerial positions
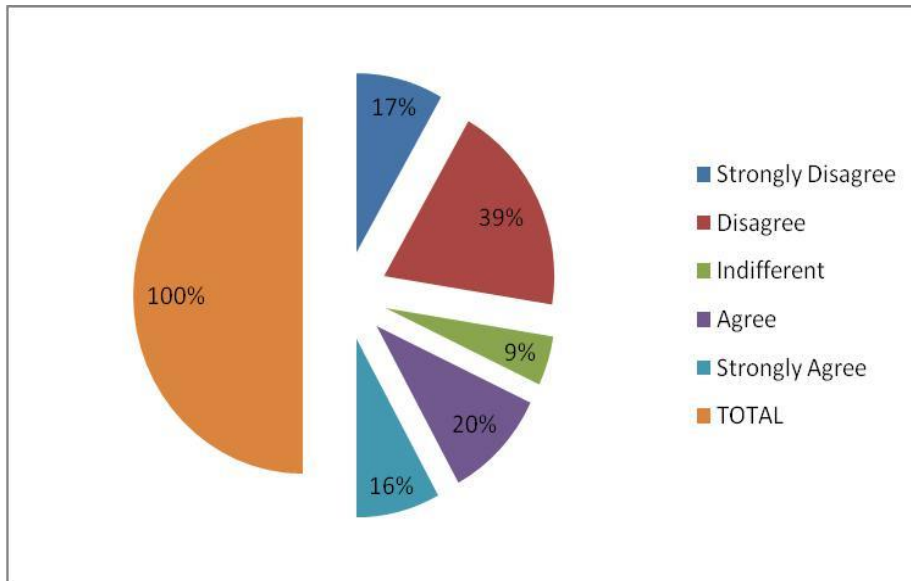
Source: author's own construction

From the graph one can see that 56% (39% disagrees and 17% strongly disagrees) which is just above average disagrees that women feel empowered to apply for the different managerial positions available in organisations, 29% which is just above ¼ of the respondents indicate that women are empowered to apply for the managerial positions and possibly they do not know of the empowerment opportunities and could possibly not be interested in the empowerment opportunities.

Question 7.4.7 The General manager is an employee

The intention of this question was to find out whether the general manager is an employee in the establishment are indicated in figure 7.4.7below.

Figure 7.4.7 The general manager being an organisational employee

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	15%	53%	8%	15%	9%	100%
Frequency	23	80	11	23	13	150
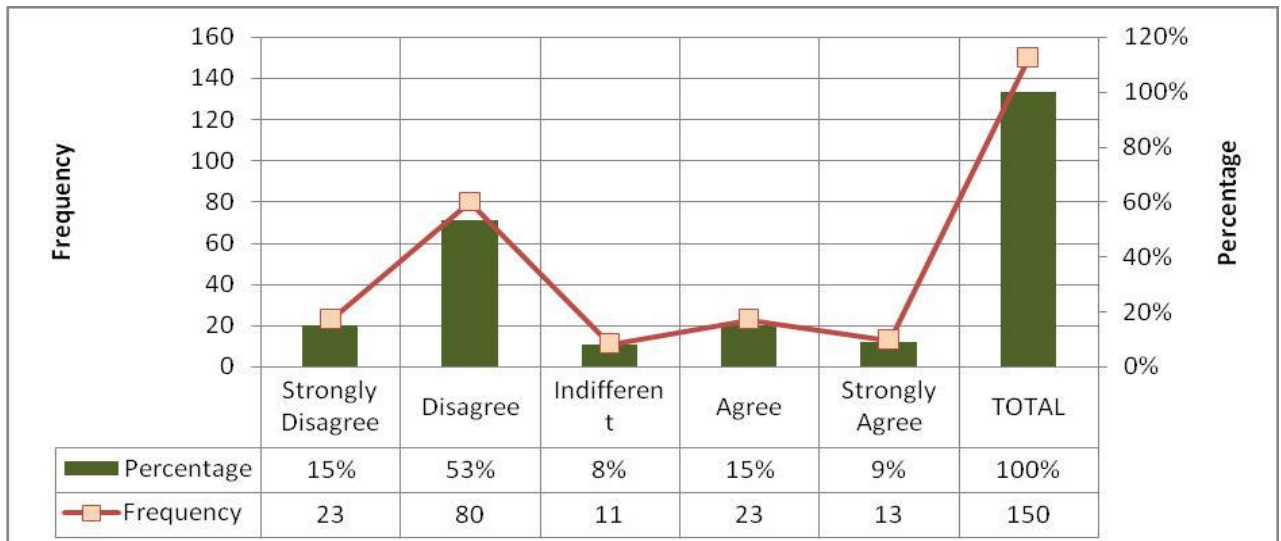
The survey results indicate that 53% disagree that the general manager is a employee in the organisation, and 15% strongly disagree and 15% agree that the general manager is an employee, followed by the 9% that strongly agree that the general manager is an employee and lastly the 8% that is indifferent.

Question 7.4.8 The general manager decides the recruitment of departmental managers

The intention of this question was to determine whether the general manager decides the recruitment process of the departmental managers in the different departments within the hotel organisation. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this with regards the recruitment process followed by the various hospitality organisation, the results from the research are indicated in figure 7.4.8 below.

Figure 7.4.8 Recruitment process of managers

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Frequency	25	11	11	48	55	150
Percentage	17%	7%	7%	32%	37%	100%
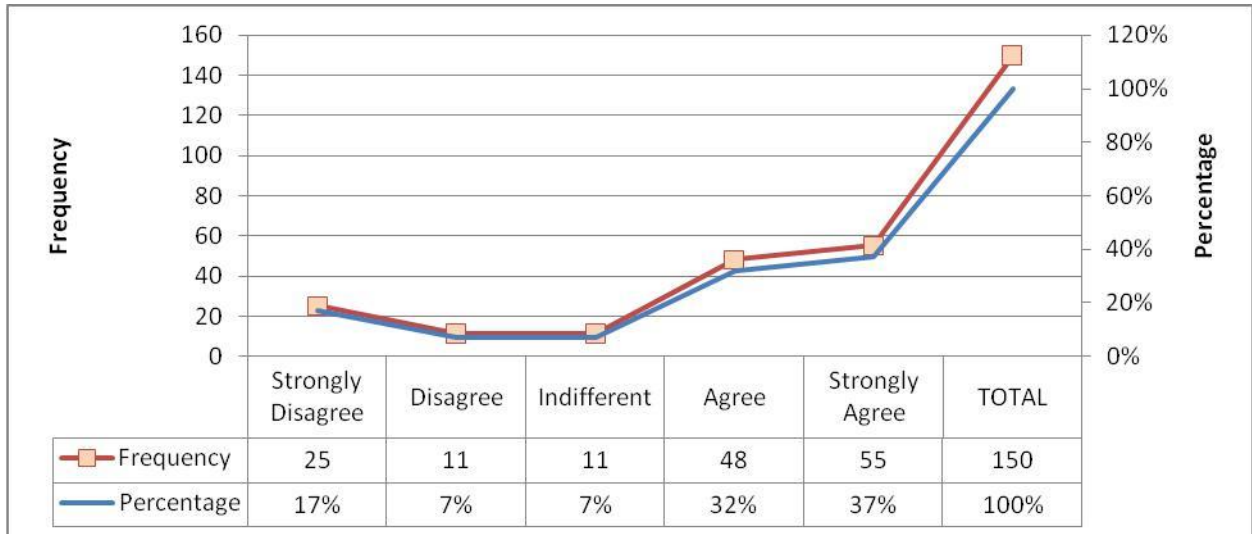
The survey results shows that majority 37% strongly agree that general managers decide the recruitment of departmental managers in the hotel organisation, followed by 32% who also agree that departmental managers are elected by the general manager, 17% strongly disagree that the recruitment of departmental managers is not decided by the general manager, and 7% also disagree while 7% is indifferent.

Question 7.4.9 This is a family business and all the family members work here
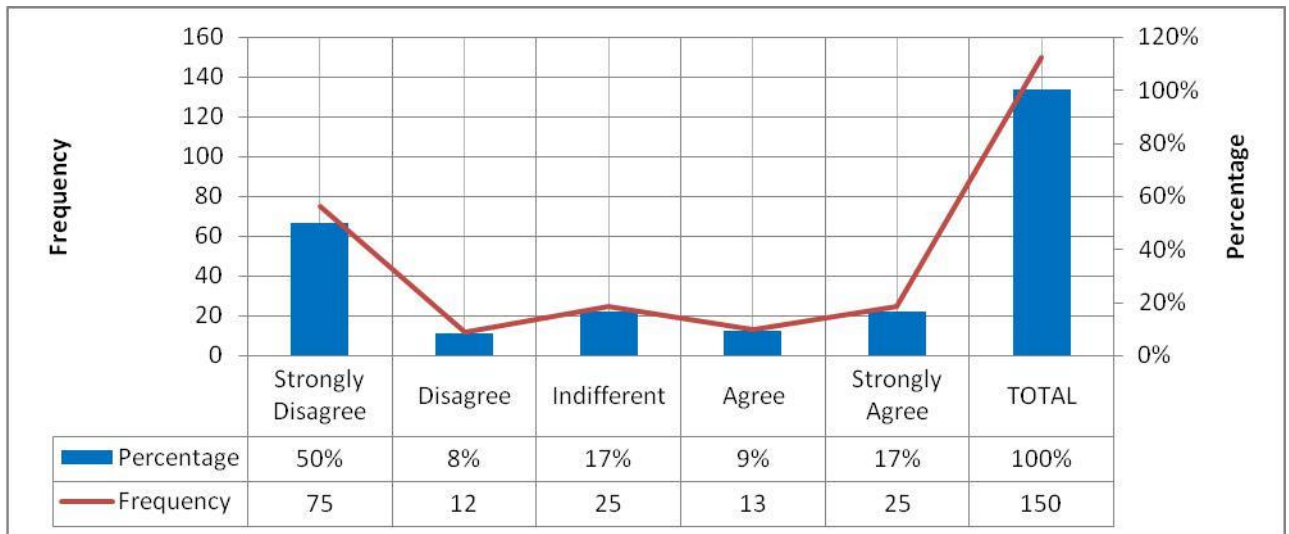
The intention of this question was to find out if the organisation is a family business and if all the family members are employed within the organisation. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.4.9 below.

Figure 7.4.9 Are family members employed in the organisation

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	50%	8%	17%	9%	17%	100%
Frequency	75	12	25	13	25	150

Source: author's own construction

The survey results that majority 50% strongly disagrees that this is a family business and every family member works here, followed by 17% who strongly agree that the organisation is a family business and most of the family members work there, while 17% is indifferent, followed by the 9% who agree that the establishment is a family business and the family members work there, 8% disagree that the organisation is a family business and that family members work there.

Question 7.4.10 Senior positions belong to close friends and family

The intention of this question was to determine whether senior management positions belong to friends and family members in the organisation. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.4.10 below.

Figure 7.4.10 Family members obtain senior positions in the organisation

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	47%	10%	24%	9%	9%	100%
Frequency	71	15	36	14	14	150

Source: author's own construction

The survey results indicate that 47% strongly disagree that senior management positions belong to friend and family members, 24% is in different and 10% disagree that senior management positions within the establishments belong to friends and family members, followed by the 9% who strongly agree and 9% who agree that senior management positions are reserved for friends and family members.

Question 7.5.1 Women face obstacles to advancement in hospitality industry

The intention of this question was to determine whether women face obstacles to career advancement in the hospitality industry. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.51 below.

Figure 7.5.1 Obstacles faced by women in the industry

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Frequency	18	22	31	36	43	150
Percentage	12%	15%	21%	24%	29%	100%
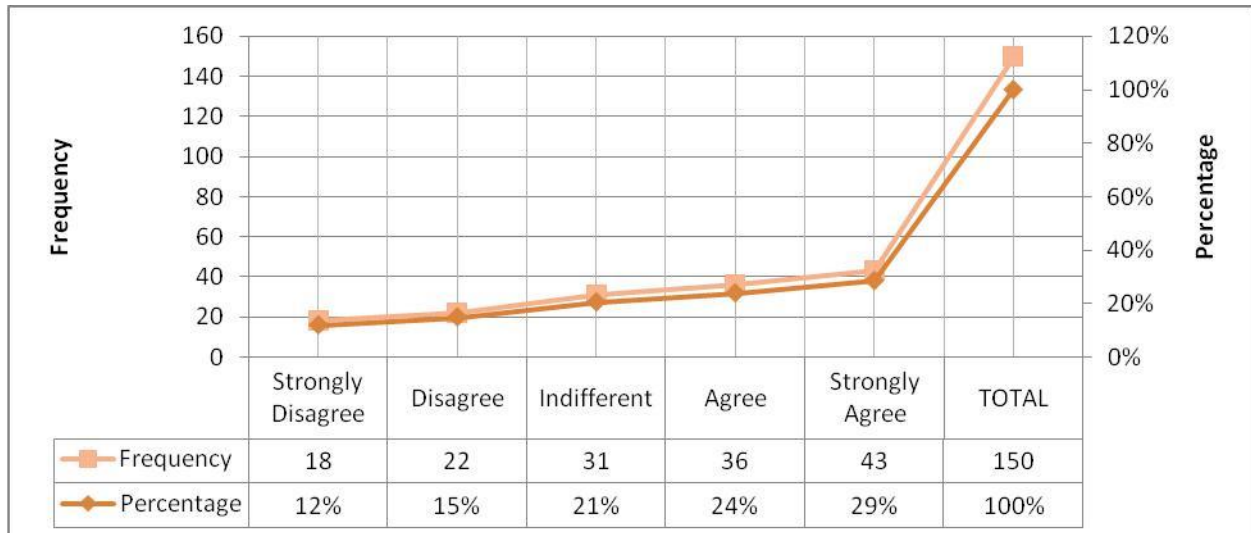
Source: author's own construction

The survey results indicate what was expected that 29% strongly agree that women face obstacles in career advancement within the industry, followed by the 23% who also agree that women are faced with challenges in career advancement within hospitality, while 21% is indifferent and 15% disagree that women have no challenges in advancement within the industry, 12% strongly disagree that women's career advancement is challenged with obstacles.

Question 7.5.2 Female managers treat female employees differently to male employees

The intention of this question was to find out if female managers do treat female employees differently from male employees within the industry. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.5.2 below.

Figure 7.5.2 Different managerial treatment men vs women

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	7%	10%	30%	17%	37%	100%
Frequency	10	15	45	25	55	150
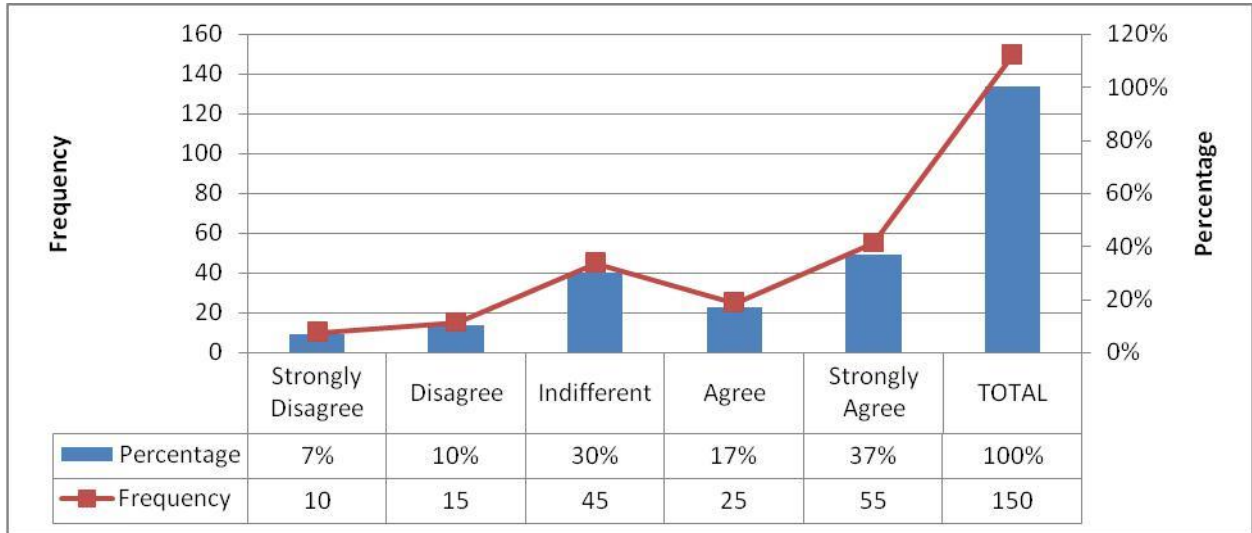
Source: author's own construction

The survey results designate that 37% strongly agree that women in management treat female employees differently than they do male employees, and 30% are indifferent while 17% agree that male subordinates receive different treatment as to the female subordinates from female managers, followed by the 10% who disagree that male employees are treated differently from the female employees by female managers, 7% also strongly disagrees that male and female employees are treated differently by female managers.

Question 7.5.3 Women experience difficulty in establishing creditability in the workplace

The intention of this question was to find out whether women experience any difficulty in establishing creditability in the workplace or work environment within the industry. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in Figure 7.5.3 below.

Figure 7.5.3 Women's creditability in the workplace

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
■ Percentage	7%	17%	29%	32%	15%	100%
■ Frequency	11	25	43	48	23	150
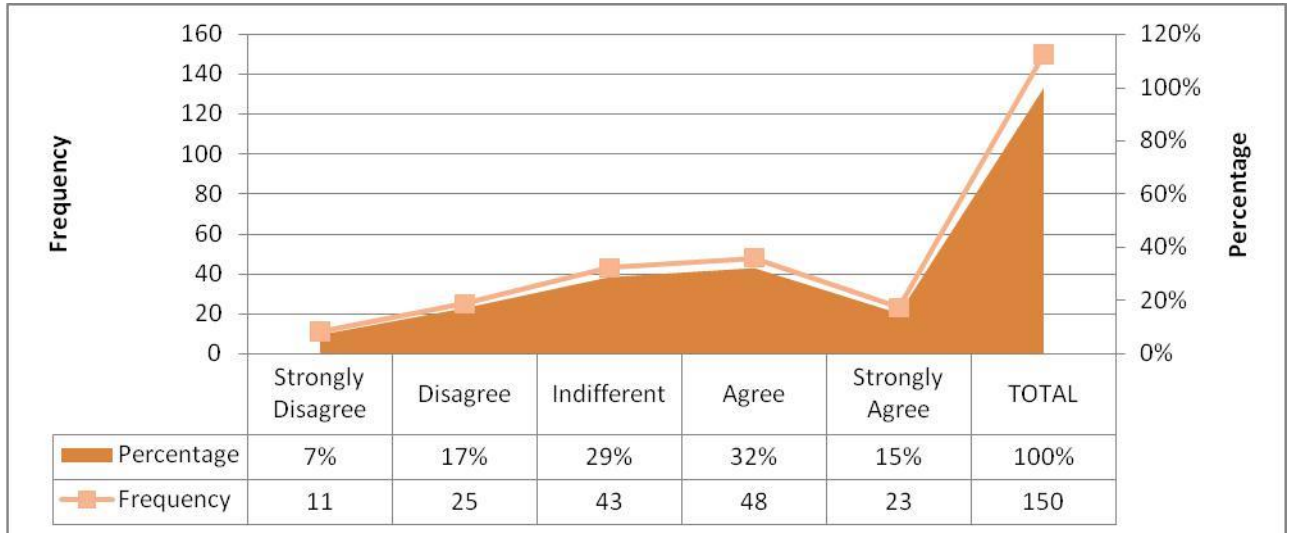
Source: author's own construction

The survey results show that 32% agree that women experience difficulty in establishing credibility in the work environment within the hospitality industry, however 29% were indifferent about they views, followed by 17% who disagree that women do not experience difficulty in establishing credibility within the workplace, and 15% strongly agree that women do face difficulty in credibility in the workplace and lastly 7% however strongly disagree that women face difficulty in the workplace in obtaining creditability.

Question 7.5.4 Work conflicts with family responsibilities

The intention of this question was to determine whether work does conflict with family matters and responsibilities in the household. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.5.4 below

Figure 7.5.4 Work and family conflicts

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	13%	3%	13%	27%	43%	100%
Frequency	20	5	20	40	65	150
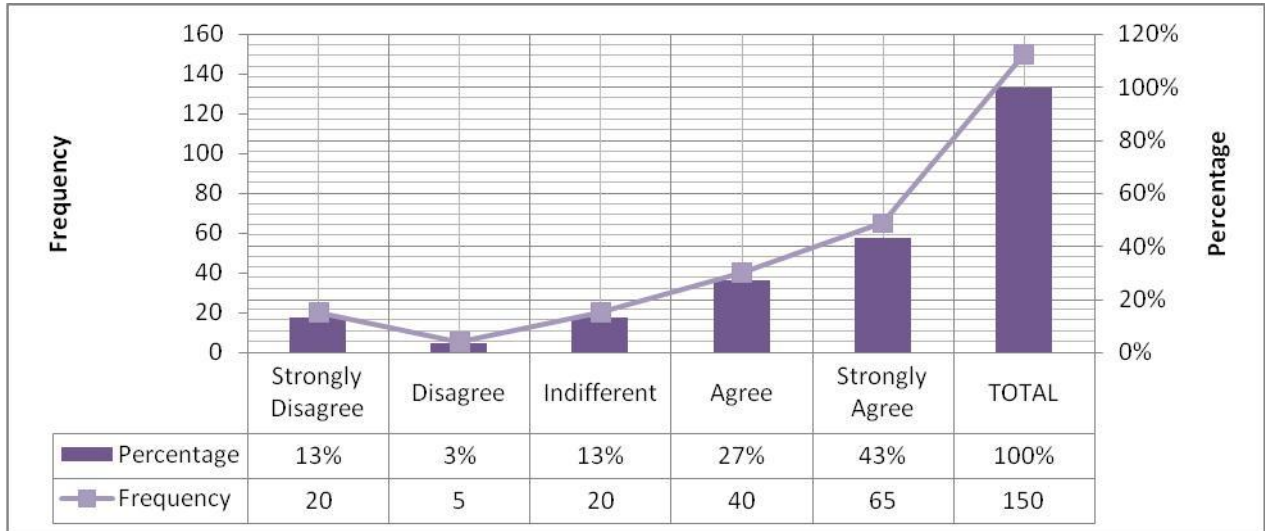
Source: author's own construction

The survey results designate that the uppermost group of respondents strongly agree with 43% that work does conflict with family and household responsibilities, followed by 27% who also agree that work conflicts with family matters, 13% is indifferent and 13% strongly disagrees that work conflicts family duties, and lastly 3% also disagree that work conflicts with family.

Question 7.5.5 Female managers lack mentoring role models in this organisation

The intention of this question was to determine if female managers lack role models in this industry. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.5.5 below

Figure 7.5.5 Mentorship in the organisation

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Frequency	10	10	30	35	65	150
Percentage	7%	7%	20%	23%	43%	100%
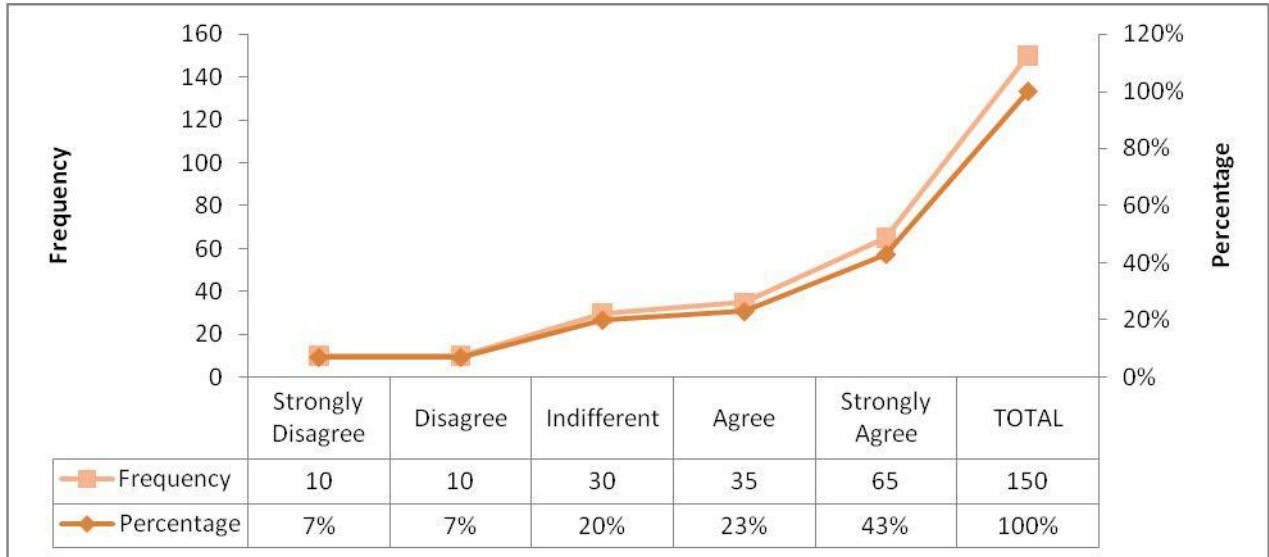
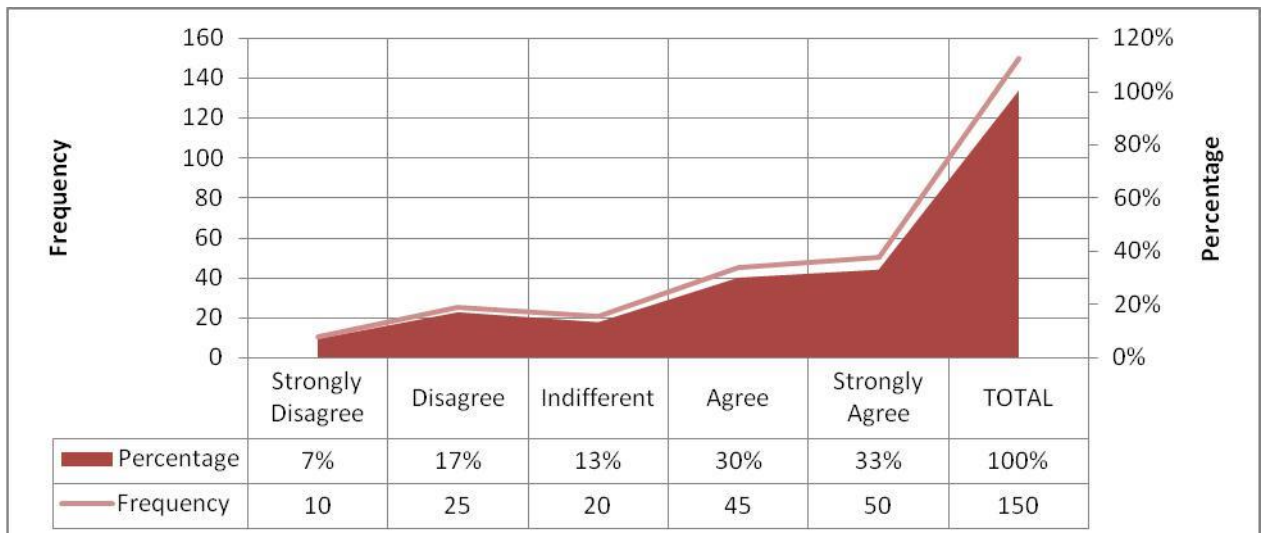**Source: author's own construction**

The survey results indicated that 43% strongly agree that female managers lack mentoring role models in the industry, 23% agree that women in management do lack mentoring role models in the organisation in this industry, while 20% are indifferent and 7% strongly disagree and disagree that female managers lack mentoring role models in the hospitality industry.

Question 7.5.6 Lack of support system in organisation

The intention of this question was to find out whether there is a lack of support system in the organisation for female managers. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, The results from the research are indicated in figure 7.5.6 below

Figure 7.5.6 Support systems in the organisation

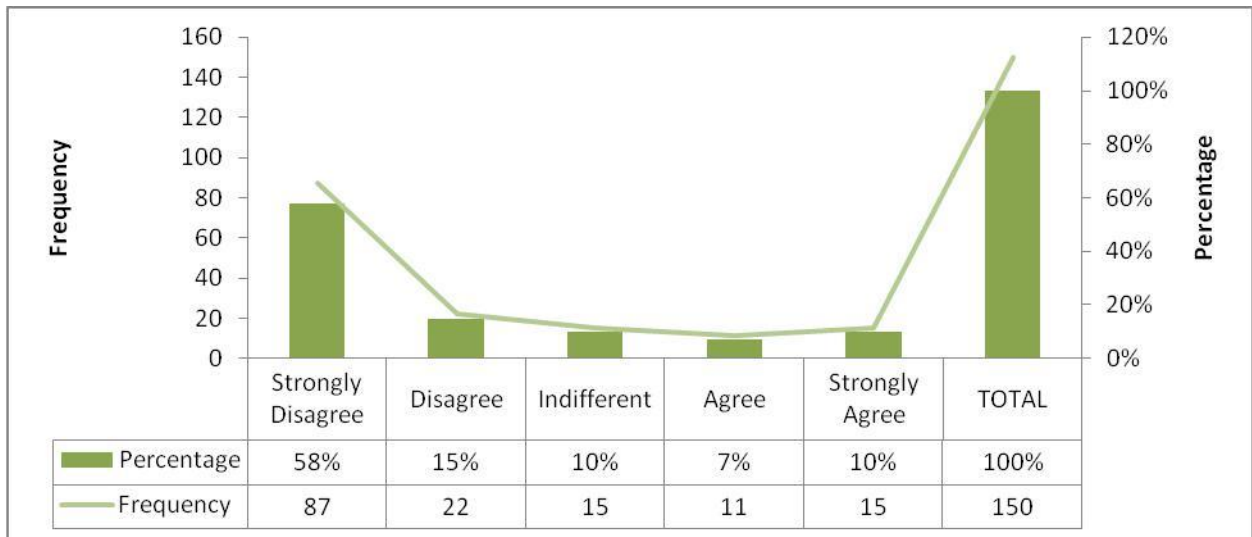|	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	7%	17%	13%	30%	33%	100%
Frequency	10	25	20	45	50	150

The survey results designate that 33% strongly agree that women lack support systems from the organisation, 30% also agree that there aren't any support structures for female managers within the organisation, however 17% disagree that there is a lack of support systems in the organisations, 135 are indifferent and lastly 7% strongly disagree about the lack of support systems in organisations.

Question 7.5.7 Female managers do not make good leaders

The intention of this question was to determine whether female managers make good leaders. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.5.7 below

Figure 7.5.7 The leadership of women

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	58%	15%	10%	7%	10%	100%
Frequency	87	22	15	11	15	150

The survey results designate that the majority of 58% strongly disagree that female managers do not make good leaders, while 15% also disagree that female managers do not make good leaders, followed by the 10% that is indifferent and the 10% that agrees that female managers do not make good leaders and the 7% that agrees that female managers do not make good leaders
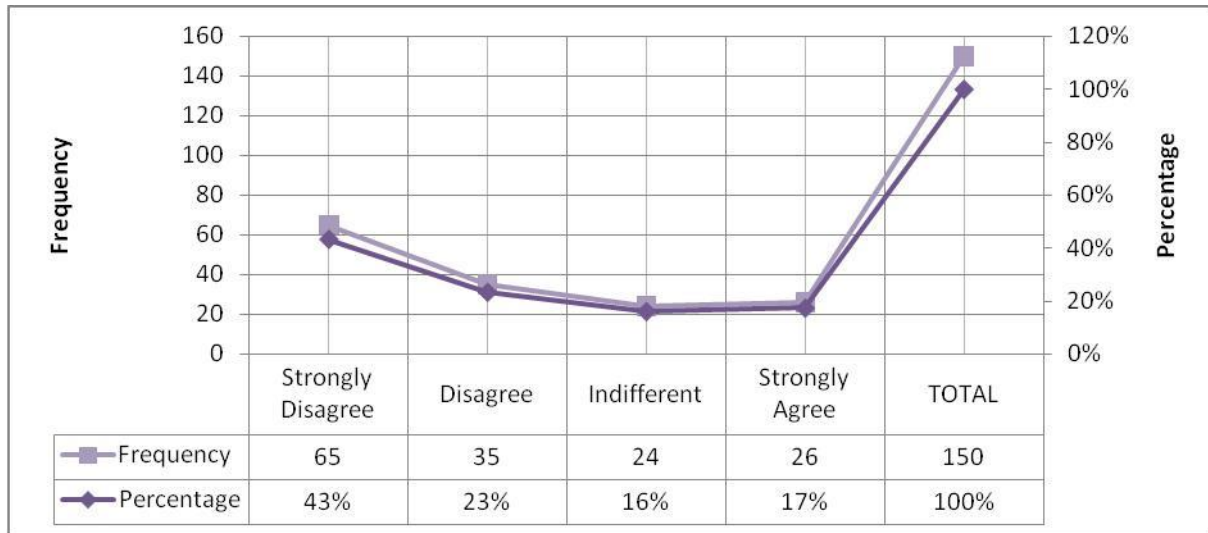
Question 7.5.8 Applying for a management position is too much work/effort

The intention of this question was to determine whether applying for management positions is too much work/effort for the women in the organisation. The involvement of the respondents in the industry was very crucial their response to this particular

question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.5.8 below

Figure 7.5.8 Applying for a management position

	Strongly Disagree	Disagree	Indifferent	Strongly Agree	TOTAL
Frequency	65	35	24	26	150
Percentage	43%	23%	16%	17%	100%

Source: author's own construction

The survey results show that 43% strongly disagree that applying for management position is not too much work/effort, followed by the 23% who also disagree that applying for a management position is too much work, followed by the 17% strongly agree that applying for managerial position is too much work and how much effort and lastly 16% is indifferent.

Question 7.5.9 Women cannot handle continuous hard managerial work

The intention of this question was to find out whether women cannot handle continuous hard managerial work. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.5.9 below
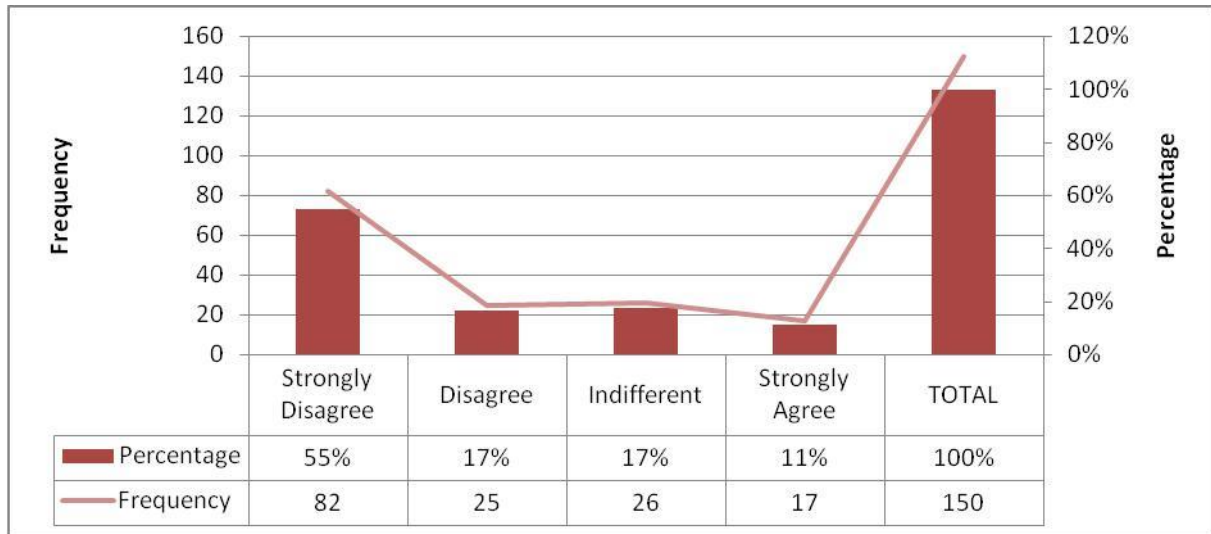
Figure 7.5.9 Women handling managerial work

	Strongly Disagree	Disagree	Indifferent	Strongly Agree	TOTAL
■ Percentage	55%	17%	17%	11%	100%
— Frequency	82	25	26	17	150

Source: author's own construction

The survey results indicate that 55% strongly disagree that women cannot handle continuous hard managerial work, while 17% also disagree that women cannot handle continuous hard managerial work and 17% are indifferent , followed by the 11% strongly agree that women cannot handle hard managerial work.

Question 7.5.10 Being a women is a barrier to obtaining a higher senior management position

The intention of this question was to determine whether gender for women is a barrier in obtaining a high senior management executive position. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.5.10 below
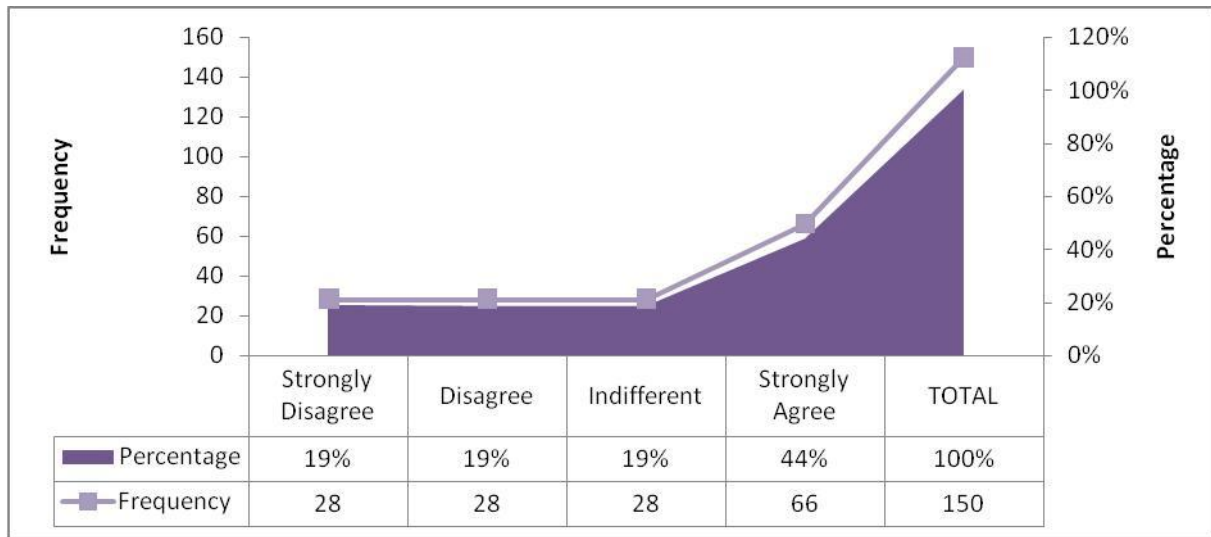
Figure 7.5.10 Gender being a barrier to promotion

|	Strongly Disagree	Disagree	Indifferent	Strongly Agree	TOTAL
Percentage	19%	19%	19%	44%	100%
Frequency	28	28	28	66	150

Source: author's own construction

The survey results show that 44% strongly agree that female gender is a barrier to career advancement for women in the industry, interestingly 19% are indifferent and 19% strongly disagree that gender has nothing to do with women not obtaining any senior management positions, followed by the 19% who also disagree that being a women has nothing to do with barriers in obtaining senior high level management positions.

Question 7.6.1 Do you think having women in an organisation's executive management structure will advance progression and operations of the organisation

The intention of this question was to find out if having a woman in an organisation's executive management structure will advance the progression and operations of the organisation. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.6.1 below

Figure 7.6.1 Women's contribution to organisational progression
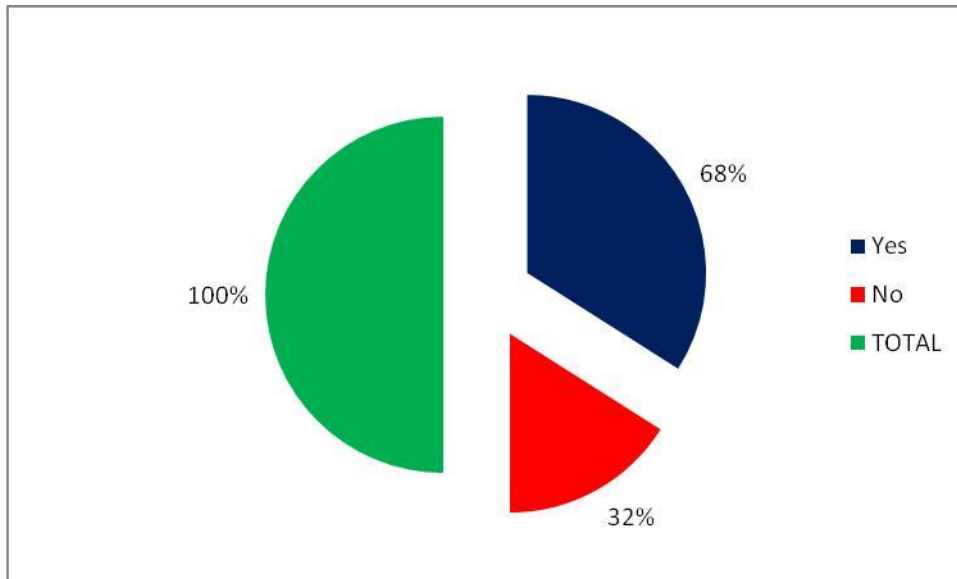
Source: author's own construction

The survey results designate that the majority 68%say yes that having a woman in an organisation's executive management structure will advance the progression and operations of the organisation. While 32% say no that having a woman in an organisation's executive management structure will advance the progression and operations of the organisation.

Question 7.6.2 What opportunities do you think are open to female employees in advancing to management levels in your establishment

The intention of this question was to find out what opportunities are open to female employees in advancing to management levels in the establishment. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, The results from the research are indicated in figure 7.6.2 below

Figure 7.6.2 Opportunities available for women in the organisation

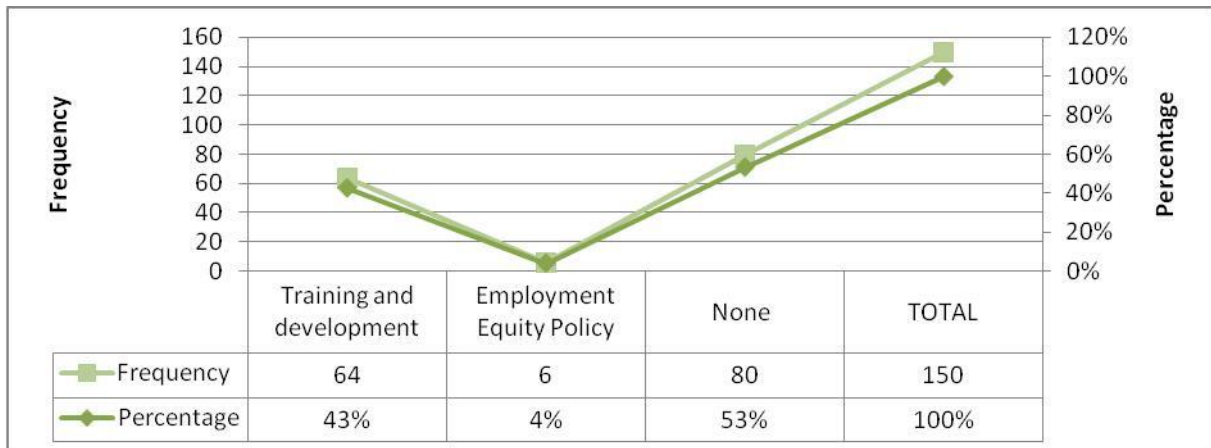|	None	Mentorship	Management Developement Programs	TOTAL
Percentage	54%	23%	23%	100%
Frequency	81	34	35	150
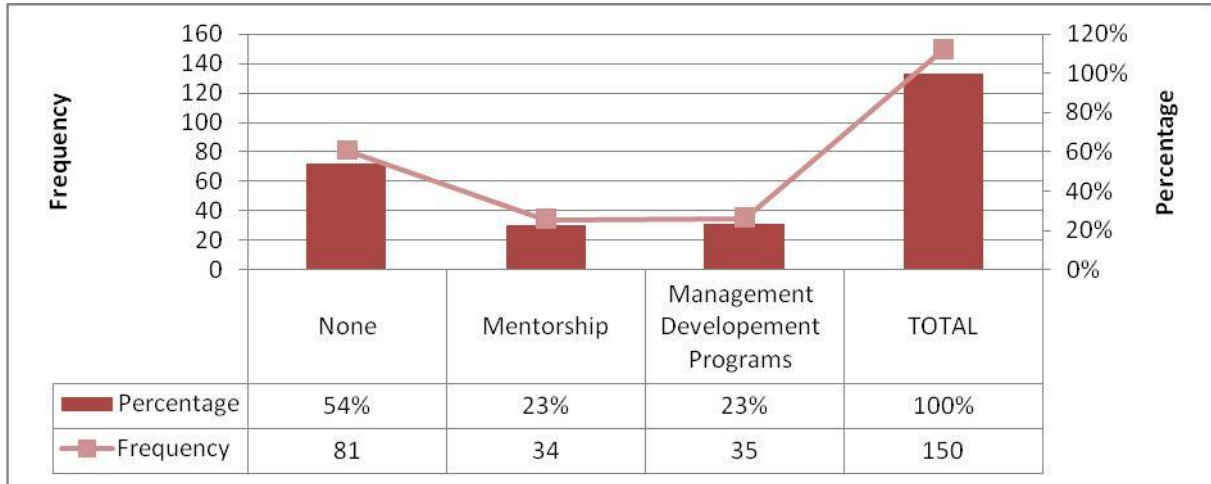
Source: author's own construction

The survey results designate 52% believe that they are none opportunities for women to advance into management level positions within the organisation, while 23% believe that mentorship is an opportunities that advances women into management level positions, followed by the 23% who believe that management and development programs is an opportunities that are available for women to advance to management level positions.

Question 7.6.3 What support structures does your organisation have in place to enable a female employee to advance to management level

The intention of this question was to determine what support structures does organisations have in place to enable a female employee to advance to management level. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, the results from the research are indicated in figure 7.6.3 below

Figure 7.6.3 Structures in place for women advancement

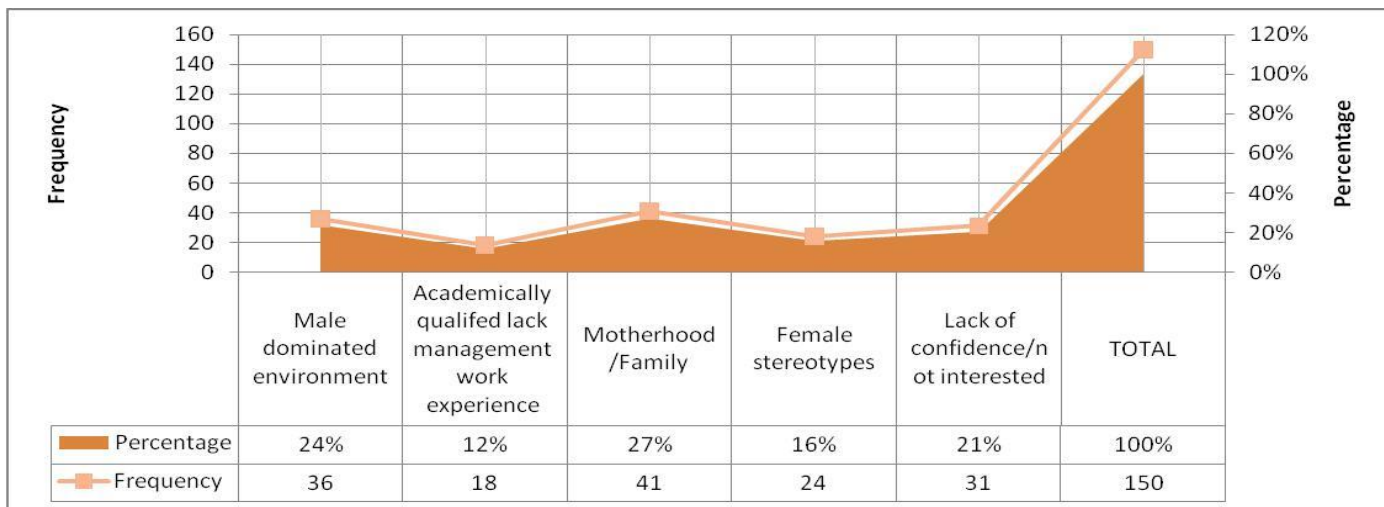|	Training and development	Employment Equity Policy	None	TOTAL
Frequency	64	6	80	150
Percentage	43%	4%	53%	100%

The survey results designate that 53% believe that no support structures have been put in place to support female employees to advance to management level positions, while 43% believe that training and development is the support structure put in place to assist female employees advancement to managerial level, lastly employment equity policy with 6% is also a support structure in supporting women to advance to management level positions.

Question 7.6.4 List Factors that you believe are affecting women's career development in hospitality

The intention of this question was to find out what different factors are affecting women's career development in hospitality. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments.

Response: 150 people responded to this, The results from the research are indicated in figure 7.6.4 below

Figure 7.6.4 Factors affecting womens development

	Male dominated environment	Academically qualifed lack management work experience	Motherhood /Family	Female stereotypes	Lack of confidence/not interested	TOTAL
Percentage	24%	12%	27%	16%	21%	100%
Frequency	36	18	41	24	31	150

The survey results designate that 27% (most frequent reason given) believe that balancing between work and family is the first factor that affects women's career development, followed by 24% subscribe to the belief that the work environment is a male dominated environment so there is no opportunity for development. Interestingly, 21% (not far from the 24%) believe that women lack the confidence to advance and are not interested in career development. Many factors impact on the confidence-levels of all human beings in general. Of particular is the fact that there is already a feeling that
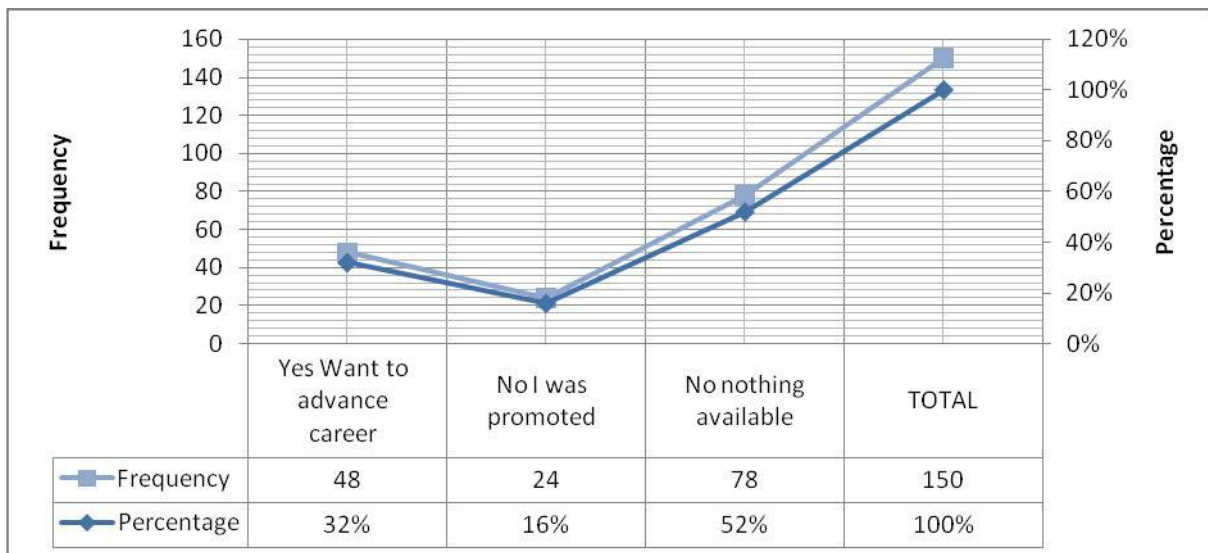
the industry is male dominated, contrary to existing statics on the general numbers of employees in general being higher for women. A small but significant 16% feel that gender stereotypes are hinder any career development for women in the industry, and lastly 12% believe that even though they are academically qualified to take up the positions, they lack the necessary experience. This may indicative of organisational weaknesses in that they (management) has no clear career-pathing for its employees and has no succession planning to complement their effort to assist women develop into middle management positions, let alone senior management positions.

Question 7.6.5 Have you applied for a management position in this organisation, please indicate why

The intention of this question was to find out if the respondents had applied for a managerial position and reasons why they applied. The involvement of the respondents in the industry was very crucial their response to this particular question gave the study the accuracy of what's happening in the hospitality industry and individual establishments. The expected reasons range from but are not limited to; I felt that I qualified for the position, or because there is women empowerment, so I opted for this opportunity.

Response: 150 people responded to this, The results from the research are indicated in figure 7.6.5 below

Figure 7.6.5 Reasons for management applications

	Yes Want to advance career	No I was promoted	No nothing available	TOTAL
Frequency	48	24	78	150
Percentage	32%	16%	52%	100%

Source: author's own construction

The survey results indicate that 52% did not apply because there was nothing available and 32% did apply because they want to advance in the career goals, followed by 16% that did not apply because they were promoted into managerial positions. For any of

these people to be promoted, companies use different methods, some subjective and others objective. When a position is advertised, it means that there are expectations of open competition with the rest of the processes being open and objective. However too often, positions are created within the organisation to either introduce a new operational head or sometimes merely to acknowledge the good performance of an employee within the system.

CHAPTER SUMMARY

Generally it is difficult to come out clearly with one answer or finding because of the various factors that impact on the society and women specifically. The women themselves are divided on what role women should play in the community of which they are part. This is compounded by the fact that women themselves also have serious problems being lady by fellow females, preferring male leadership instead. After all is said and done, the reality remains that women are in the majority in the industry in general, but are fewer at the top where decisions to run the business are made. As alluded to earlier, most women prefer to be employed and not to be the owners of the businesses in which they seek employment. Confidence then becomes the to effective performance as a leader in an organisation, means willing to take the risks knowing that you may mean well and yet the results may contrary to expectation. People without self-confidence would generally be those who are risk-aversive and will not want to lead and go against the grain.

CHAPTER EIGHT

SUMMARY, CONCLUSIONS AND RECOMMEDATIONS

8.1 Introduction

The previous chapter detailed the questionnaire participation with the women in the hospitality industry regarding career development of Cape Town's four and five star hotels. The researcher gained valuable information from the data collection method used. The data derived from the questionnaires will now be used to make recommendations regarding factors impacting women's career development in hospitality industry. This concluding chapter will also provide a summary of previous chapters, recommendations on areas regarding career development for women in the hospitality industry.

8.2 Summary of Chapters

In the first chapter, core problems within women's career development in the hospitality within Cape Town's five and four star hotels were highlighted. In the research study. The direction of the study was determined by outlining the objectives and hypotheses with questions aimed at extracting the information from the respondents. Concepts were defined in the process in order to create the context, and the research design, methodology, population, sampling, and data analysis were discussed.

The second chapter was literatures review focusing on the hospitality industry (accommodation sector). The different organisational structures within the industry were discussed to a great length to provide background information to the environment the women work in. Together with this was discussed; the politics, culture, socio-economic structures and gender distribution was discussed.

The third chapter is a continuation of the literature review and this section focused on matters leadership and management, including leadership styles, leadership theories, and followership in the hospitality industry,and the impact of the theories on the current leadership and management practices.

The fourth chapter discussed literature review with specific emphasis on women leadership theories, styles, and arguments around their effectiveness. The concept of women's career development and the different women leadership styles were also

debated and the labour law and how women are included in the South Africa's law system.

The fifth chapter provides a conceptual framework of the study focusing on the historical overview of management and leadership highlighting the advantages and disadvantages, conceptual model relating to the work environment based on experience and observation as determinant on how the study was conducted.

The sixth chapter provides research methodology and research design with emphasis on controversies around positivistic and other methodologies. The larger part focused on the population, sampling, data collection, data analysis as well as the recording of the data.

The seventh chapter provides data analysis and interpretation of the collected data from the questionnaires with graphical and tabular representations. The findings were explained question by question detailing the responses and purposes / reasons why those questions were asked.

This concluding chapter wherein recommendations are made regarding factors that impact women's career development in hospitality, several recommendations are a result of suggestions of women's questionnaire responses. This chapter also addresses important insights gained through the study and offers possible areas for further research.
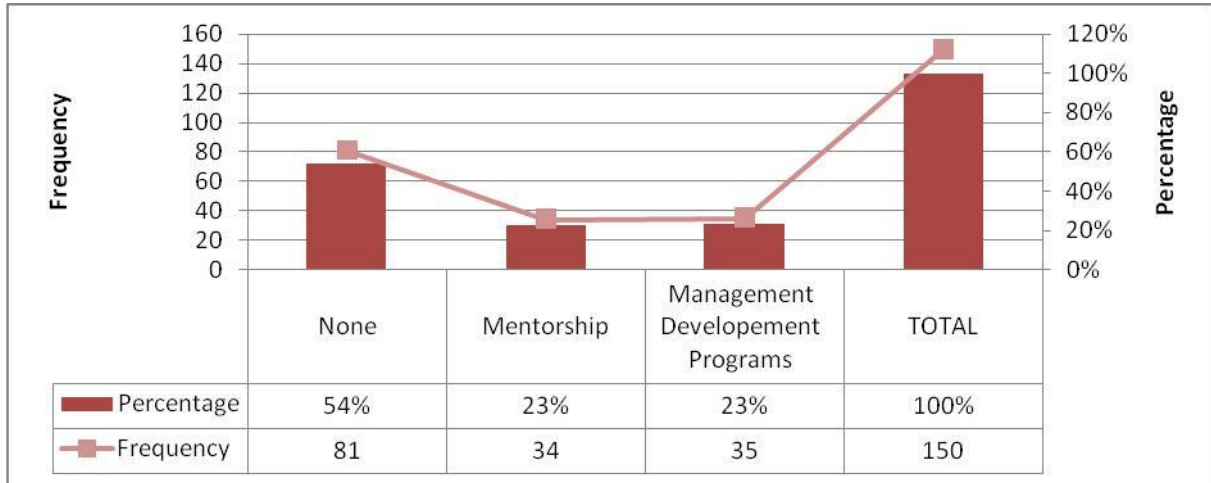
8.3 Findings and Aim

The main aim of this research is to explore the different factors that impact women's career development in hospitality. Once the factors and issues are identified it is easier to find solutions and recommendations for the challenges women currently encounter. To accomplish this, the study has identified the factors that impact women's development, the perception of women's roles in the industry and solutions and strategies to enhance women's career development and involvement more effective.

This research is motivated by the fact that the South African labour law redresses and maintains equity and equality in all sectors and industries within the country. The conceptual framework of the study also assumes that the leadership and management of women can contribute to the efficient and effectiveness of the hospitality industry. More women need to be empowered with management and leadership positions within the industry. The next section presents the findings of the research study and the recommendations.

The aim considers exploring the different factors that impact women's career development in hospitality.

The findings indicated that the representation of women in management and senior management positions is low even when women are the majority and with good education for all practical purposes. The women also fall into the gender stereotyped industry departments, and believe that a female representation in management will enhance the organization, employees and the industry. As per figure 7.6.2 and Figure 7.6.3

Figure 7.6.2 Opportunities available for women in the organsation

	None	Mentorship	Management Developement Programs	TOTAL
Percentage	54%	23%	23%	100%
Frequency	81	34	35	150

Author: own construction

Whilst a large part of the respondents (54%) say that there no opportunities for women to develop their careers, it should be understood that not all men get the chance to anywhere. But encouragingly, 46% (23% for mentorship and 23% for management development programs) of the respondents are of the view that there should be mentorships and management development programmes. It is encouraging to note that these respondents indicate that there is some hope in the upliftment of women.

Figure 7.6.3 Structures in place for women advancement

	Training and development	Employment Equity Policy	None	TOTAL
Frequency	64	6	80	150
Percentage	43%	4%	53%	100%
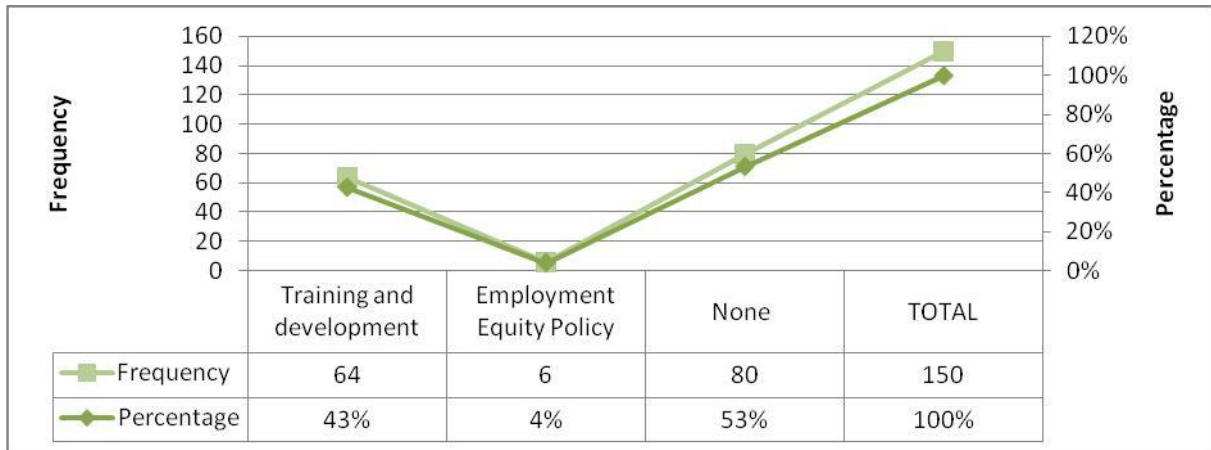
Source: author's own construction

There is lack of women entrepreneurship representation in the industry, which will also decrease the promoting of female leadership and business ownership. Amongst others the factors identified are the lack of support structures for women from the organizations, the industry and associations , shown in the above chapter in figure 7.6.2 and 7.6.3 The balance between motherhood, family and work and lastly and interestingly women themselves not wanting to advance themselves in any form of career development.
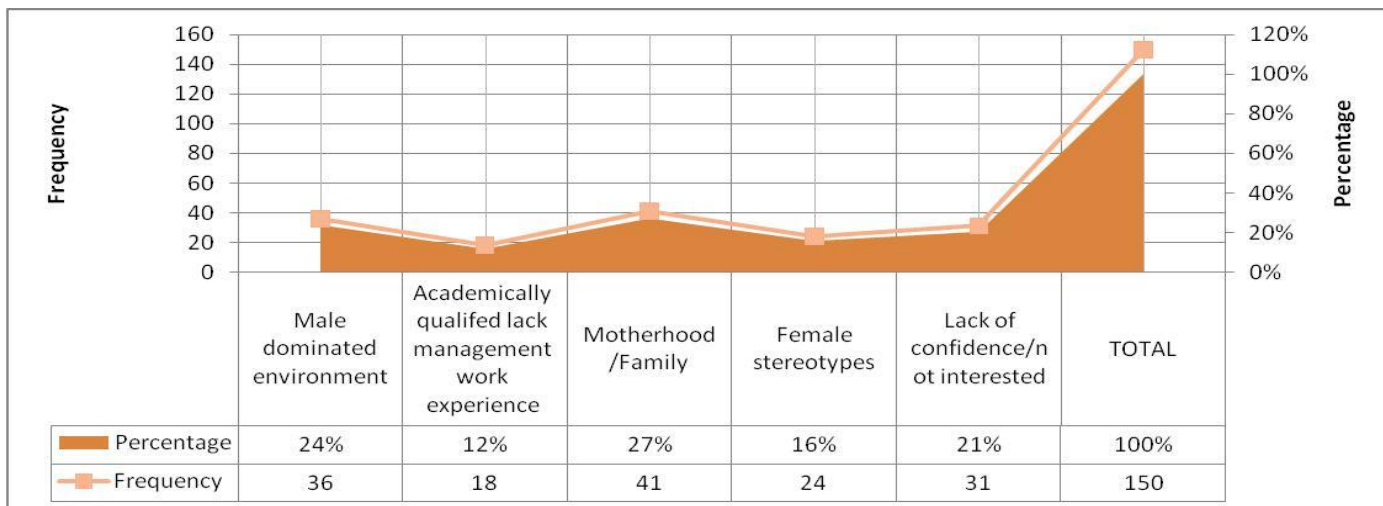
8.4 Research Objectives revisited

This section addresses the objectives posed by the researcher at the outset of the research:

Research objective 1

To identify the barriers to the development of women into management position in the hospitality industry in Cape Town

The research was undertaken through the collection of data from women in the hospitality industry in Cape Town hotels. The questionnaires responses fairly positive on the different factors that contribute to the development of women's career in the hospitality industry. It was ascertained that the industry being a 365 days and 24 hour industry demanding dedication and commitment from employees is not so easy for the women to balance work pressure and motherhood as well as family commitments. As per figure 7.64 and 7.6.5

Figure 7.6.4 Factors affecting women's development

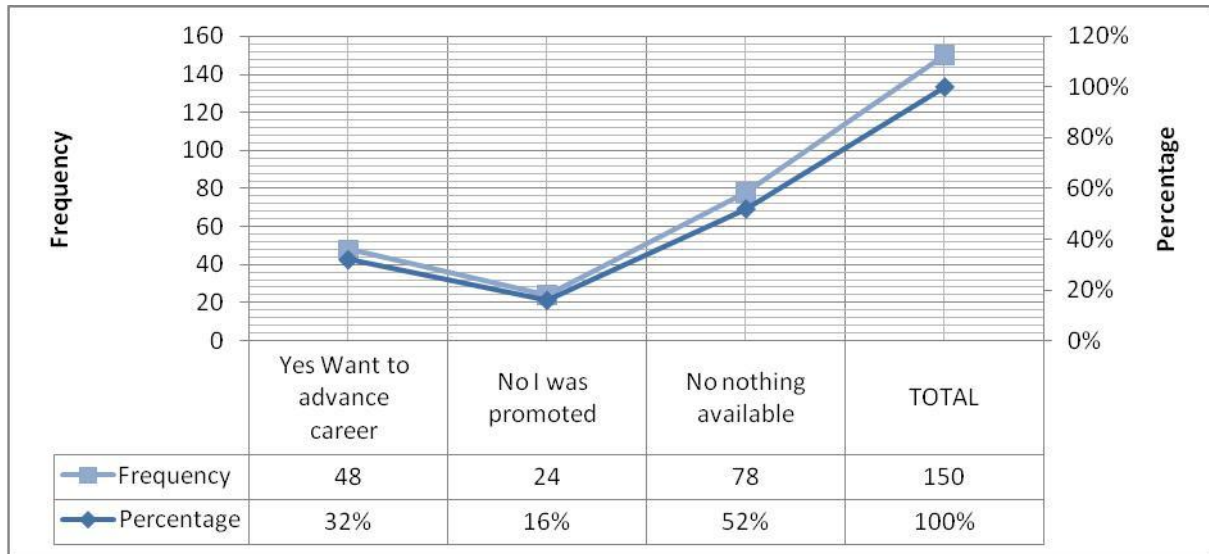|	Male dominated environment	Academically qualifed lack management work experience	Motherhood /Family	Female stereotypes	Lack of confidence/n ot interested	TOTAL
Percentage	24%	12%	27%	16%	21%	100%
Frequency	36	18	41	24	31	150

Source: author's own construction

Even though there is a high score on motherhood (27%) being a major cause or significant reason for the perceived impediment to women's progress in the industry, it would appear that most women have not attributed that to their failure. No information on marital status and family responsibilities was requested for thus the it is difficult from

these findings to determine the extent to which that factor is a barrier. The concept of stereotyping as a cause may have serious problems trying to approve, because many other factors are to be taken into account over and above the rest. In the interview room, generally no one knows (those outside) what the other candidates may have, nor the personal conduct of the interviewee. None of the factors put here is outstanding, making it difficult to generalise on the issues. Hence there is no single factor impeding the career development of women, though there may be generic factors leading to that.

Figure 7.6.5 Reasons for management applications

	Yes Want to advance career	No I was promoted	No nothing available	TOTAL
Frequency	48	24	78	150
Percentage	32%	16%	52%	100%

Source: author's own construction

The study also indicated that the executive work environment being male dominated does not make it accessible for women to pull through into executive ladder without any representation and support/mentorship at the top of the management hierarchy. This has discouraged women and motivates lack of confidence to even want to attain any career development within the industry.

Research Objective 2

To establish through research the existence of barriers to the development of women into management positions in the hospitality industry.

Through the study and literature the existence of barriers and challenges women face into management positions within the industry were identified. Through using the likert scale model it allowed the researcher the opportunity to garner large amounts of data and triangulate it with relevant literature outlined. The researcher found that there are different organisational barriers; lack of organisational support to women in advancing

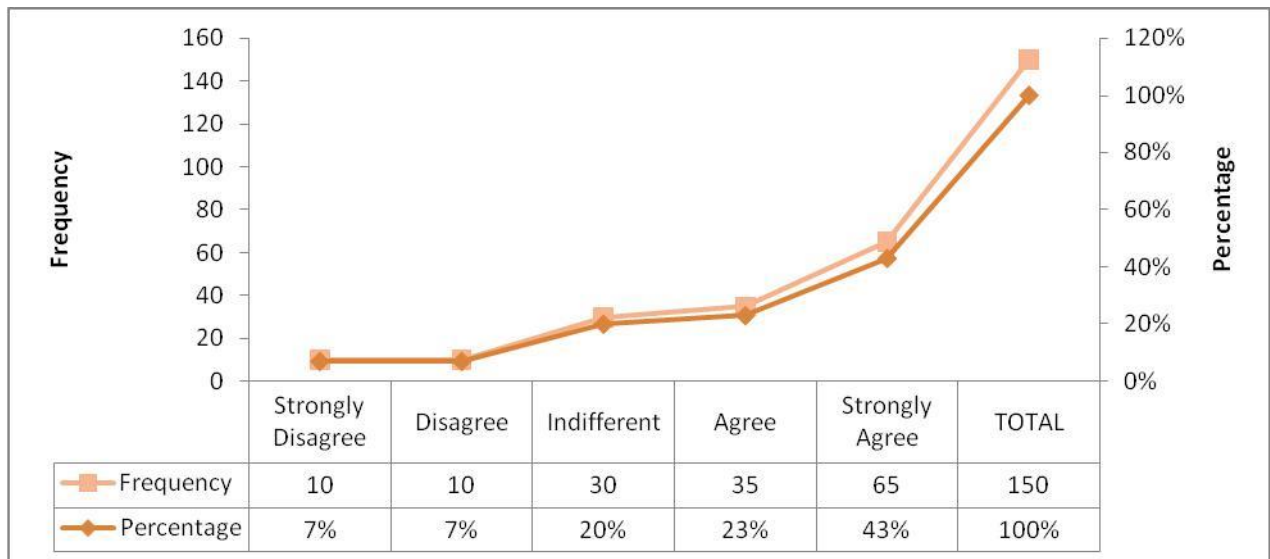their career in the industry, personal barriers from family affairs and women themselves not wanting and demanding recognition in the industry by being satisfied with no career goals and ambitions because they feel the is nothing that can be done for them in the hospitality industry. As per figure 7.5.5 and 7.5.6

Figure 7.5.6 Support systems in the organisation

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Percentage	7%	17%	13%	30%	33%	100%
Frequency	10	25	20	45	50	150
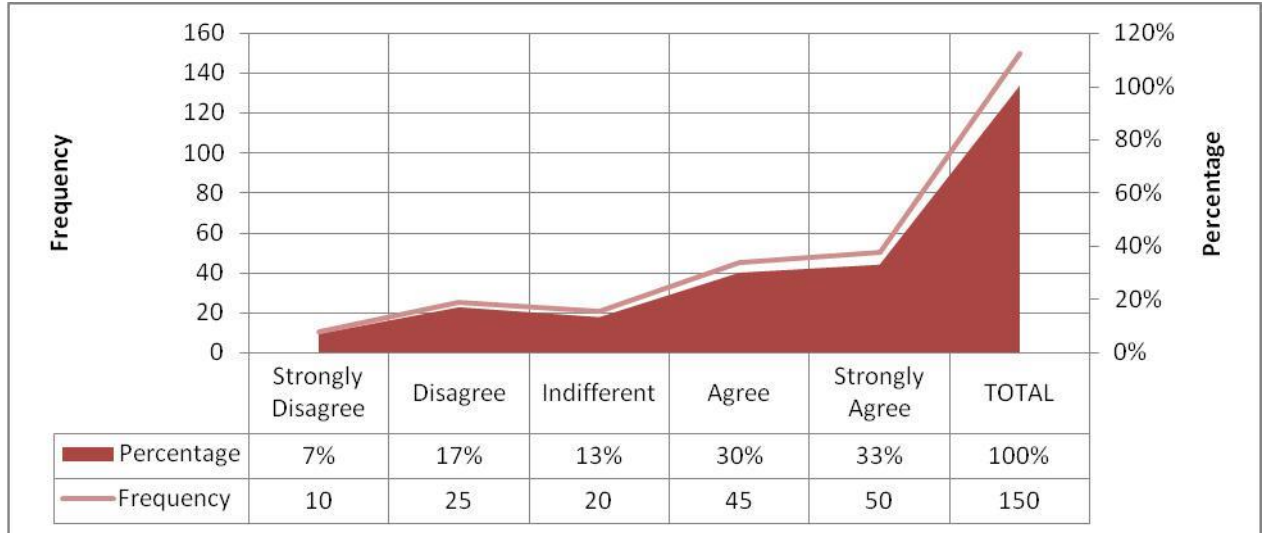
Source: author's own construction

Figure 7.5.5 Mentorship in the organisation

	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	TOTAL
Frequency	10	10	30	35	65	150
Percentage	7%	7%	20%	23%	43%	100%

Source: author's own construction

Research Objective 3

To recommend solutions to the problems as they relate to the barrier on women in developing into management positions in the industry

The study undertaken provided different solutions to the different problems that women experienced relating to the barriers experienced in women's career development in the hospitality industry. These solutions were recommended by the respondents from the study, from literature and the country's labor laws, the recommendations are listed below.

8.5 Recommendations

The researcher assessed the data collected and findings in previous chapters, the researcher now puts forth recommendations for the various stakeholders concerned, namely: hospitality industry associations, the women in the industry and organisations within hospitality. The main aim of this study was to identify the factors that impact women's career development in the hospitality industry. In light of literature review and findings from the study, the recommendations are thematically categorised, providing a multi-faceted view of the hospitality industry women's career development challenges and possible solutions, both locally and globally.

8.5.1 Recommendation 1: Organizational support structures

The hospitality industry establishments and associations need to put in place support structures for the women concerning their career advancement in hospitality, mentorship programs need to be put in place and there should be a follow up program to check up on the different women managers who are mentoring and those being mentored. An external committee can be established for the career development of women in hospitality, the main objective of the association will be implementing career development modules specifically for women in the industry. Internally within establishments the training and development departments in hospitality outlets will be responsible with providing information that builds an internal support structure for women's career development. Videos, television programs, magazines and articles displaying women's capabilities in hospitality establishments locally and globally should be sent out monthly to women in different hospitality establishments.

8.5.2 Recommendation 2: Women

Women managers working together and supporting each other is a vital important contribution to the advancement of development for women in the industry. Therefore there should be a local and global network communicating forum of women managers and aspiring leaders in hospitality in order for them to be more self-reliant and confident

in their performance as managers, supervisors and leaders. Women managers should learn to work together in determining the essential needs, critical issues and problems that occur in individual hospitality organizations. Through this the women will be able to link their abilities and gain self confidence in their work and management positions. In addition women in the industry should engage in society groups, and development groups that will contribute to their development as women in the industry.

8.5.3 Recommendation 3: Equity and equality in Human resources

Bias in women career development inhibits organizational structures from being effective and productive. Excellence cannot be achieved in hospitality establishments without valuing both male and female inputs in job performance and organizational activities. Therefore human resources of all outlets in the industry need to make sure both sexes male and female are treated equally in recruitment processes and programs.

8.5.4 Recommendation 4: Educational programs

Educational programs in hotel schools and hospitality training programs, should include management and leadership skills, job skills, personal skills, management styles, leadership styles , how to be a good manager, as part of the course curriculum. It is important for women to gain skills and have confidence in women leadership. Educational system should build programs on women's strengths, courage and ingenuity. This could be done by providing women with more skills and resources. Therefore women should be encouraged to attend more seminars and institutions that focus on women's career development. Job skills and personal skills should be included in women's training programs.

8.6 Areas for further research

In this research study women were regarded as the main elements in their career development. The research can look at the different management and leadership styles women use in the industry and how this effects the work at hand and work environment. Future research may also consider the views of male managers or males in the industry to show how their perceptions differ from that of women in similar job positions. This concept will help understand the impact of gender on the challenges and factors experiences of managers in the industry. Further studies may also be embarked on to establish the impact on both men and women if more women got involved in entrepreneurial activities and start their own organisation. Whilst there are numerous

other activities that women get involved in, their ability to start and manage their own companies will enable the "me too" syndrome. People remember longer what they say more than what they hear, women leadership should be seen and not be heard / talked about only at convenient times. Future research should identify possible connections or relationships between role modeling through promoting women in the workplace and or encouraging women to start their own enterprises and become the role-model-CEOs for other women in the community.

Another important area of study should trying to identify why so few women get to start their own businesses when numerous government programmes have been put in place to enable women to start their own businesses.

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QUESTIONNAIRE

Factors impacting women's career development in the hospitality Industry

The Majority of employees in the hospitality industry are women, but women are not advancing to middle and senior management positions in the industry. This academic exercise seeks to identify the factors that impact womens career development in the industry. **This is purely an academic exercise, do not; write your name or that of your firm. No information will be passed on to any authorities, you are safe and protected.**

SECTION A. BIOGRAPHY
Please cross the applicable boxes
What is your position in the organisation?

Non-management	Shop steward	Supervisor	Manager	Senior Manager

If other please state in space below…..………………………………………………………

Gender; please indicate your gender, this is purely for statistical purposes and does not affect the research.

Male	Non-management	Female	Non-management
Male	Shop steward	Female	Shop steward
Male	Supervisor	Female	Supervisor
Male	Manager	Female	Manager

What is your highest qualification, please select from boxes below and cross applicable

No matric	Matric	Post-matric certificate	Post-matric diploma	Post matric degree

How long have you been working in the organisation/Industry?

0 - 5 years	6 – 10 years	11 – 15 years	16 – more years

How did you get to the current position? Were you promoted because of education?

On the basis of my old qualification	Was promoted after my new qualification	Was never promoted after new qualification	Education does not get you promotion here

Have you been through any training for your current position?

No	Sometimes	Fairly regularly	Always

What department do you work in, please indicate in the boxes below?

Housekeeping	Front Office	Food and Beverage	Human Resources

IF OTHER please specify; …………………………………………………………………

SECTION B;

WHAT IS YOUR UNDERSTANDING ON THE DIFFERENT PERCEIVED FACTORS?
Please rank the following by crossing the most applicable. The weightings are; 1 to 5 on an increasing scale (1 strongly disagree, disagree, neutral, agree, strongly agree)

		Strongly disagree	Disagree	Indifferent	Agree	Strongly agree
	ORGANISATIONAL– POLICIES	0	0	0	0	0
1	Deliberate policies on who gets promoted exist.	1	2	3	4	5
2	The policies are purely *segregational* in their nature.	1	2	3	4	5
3	Promotion policies are based on open competition	1	2	3	4	5
4	Education is used as the main deciding factor on promotion	1	2	3	4	5
5	Years of experience are used as main factors for promotion	1	2	3	4	5
6	Race is used as the main factor in promotion in the firm	1	2	3	4	5
7	Gender is used as the main promotion factor by the management	1	2	3	4	5
8	Unions are actively involved in all job placements in the firm	1	2	3	4	5
9	There is no union activity in the firm and no one is unionised	1	2	3	4	5
10	You never know when there are any openings for promotion	1	2	3	4	5
	ORGANISATIONAL – OWNERSHIP	Not sur r	Yes it	No, the e	Owners	Family

		e, not clearn	is & we know	y friends	don't work manage	business
11	The owner of the business is the managing director	1	2	3	4	5
12	Owner of business does not work here	1	2	3	4	5
13	Owners decide the recruitment of department managers	1	2	3	4	5
14	Opportunitiesfor employeestoownpartofthe organisation(shares)	1	2	3	4	5
15	Has there ever been a deputy female general manager	1	2	3	4	5
16	Do women feel empowered to apply for managerial positions	1	2	3	4	5
17	The general manager is an employee	1	2	3	4	5
18	The general manager decides the recruitment of dept managers	1	2	3	4	5
19	This is a family business and they all work here	1	2	3	4	5
20	Senior positions belong to close friends and family	1	2	3	4	5
	ORGANISATIONAL – THE WOMEN THEMSELVES	0	0	0	0	0
21	Women face obstacles to advancement in hospitality Industry	1	2	3	4	5
22	Female managers treat female employees differently to male employees	1	2	3	4	5
23	Female experience difficulty in establishing creditability in workplace	1	2	3	4	5
24	Work conflicts with family responsibilities	1	2	3	4	5
25	Female managers lack mentoring/role models in organisation	1	2	3	4	5

26	Lack of support system in organisation	1	2	3	4	5
27	Female managers do not make good leaders	1	2	3	4	5
28	Applying for management position is too much work/effort	1	2	3	4	5
29	Women cannot handle continuous hard managerial work	1	2	3	4	5
30	Being a female is a barrier to obtaining a higher senior management position	1	2	3	4	5

SECTION C; WHAT PROBLEMS DO YOU ENCOUNTER IN YOUR WORKPLACE?

Do you think having women in an organisations executive management structure will advance the progression and operations of the organisation?

....

……………………………………………………………………………………

……………………………………………………………………………………

What opportunities do you think are open to female employees in advancing to management levels in your establishment?

....

……………………………………………………………………………………

What support structures does your organisation have in place to enable a female employee to advance to management level?

....

……………………………………………………………………………………

List 3 factors that you believe are affecting women's career development in hospitality

....

……………………………………………………………………………………

……………………………………………………………………………………

Have you applied for a management position in this organisation? If yes or no please indicate why.

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THANK YOU FOR PARTICIPATING IN THIS RESEARCH