

# Hospitality Industry: Work Life Balance and Existing Glass Ceiling

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***Abstract- Work life balance is a crucial but routine problem in any organization. But when we talk about women it is more critical and arguable. The paper is all about work life balance problem, its main variables and consequence on women's life. Also, paper is focusing on glass ceiling effect present in hospitality sector. This paper will also reveal that regardless of well-publicized exceptions, women are the minority in the highest levels of administrative and executive leadership—a phenomenon traditionally attributed to workplace barriers collectively termed the glass ceiling.***

## I. INTRODUCTION

Women have gained remarkable achievement in those sectors which was considered as “male dominated”, in corporate. Hospitality sector is one of them. The number of women in the workforce has amplified over the years in the number of highly qualified women equipped with technical know-how. However, inequity and biasness against women employee in the workplace has impacted their progression in jobs that acquire higher societal recognition among men. Working women have continually battled against not only horizontal segregation, but also, the separation of women and men into gender specific jobs.

Development and progression of women in managerial jobs has not remarkably increased with the correspondence increase in the number of working women. Their positions in senior management and top level are negligible. Women are entering management positions, yet there is a controlled access at middle management levels. Entry in workplace is easier but growth and progression shows slows down after the middle level and in most situations, regardless of their technical and professional qualifications, experience, and achievements. Women are not permitted or it can be said they are restricted to join at the top. In India, research and surveys reveal that men out-number

women in terms of attaining top managerial positions. Review of secondary sources shows that data on Indian female managers is almost non-existent.

## II. OBJECTIVE AND METHODOLOGY

This paper is a review paper which trying to reveal work life balance in hospitality sector for women employees and it reveals the various challenges faced by women employees in this sector. Paper also disclosed about existing glass ceiling for women employees at middle and higher level.

To find out above objectives extensive literature review is done and various factors also considering to prepare working model for measurement.

## III. LITERATURE REVIEW

(Shukla, Employers' Perception towards Women employees in Hospitality Industry at Gorakhpur city (Uttar Pradesh), 2019) agreed that women employee not only exist but they are ready to deal with all kinds of situation exist in hospitality.

(Shukla, Innovation in Hospitality Industry: A General Overview, 2017) reveals that Women managers in India not only accept challenges and but they are able to explore opportunities and holds good managerial positions in India.

According to Judy Hou, CEO, Les Roches Jin Jiang International Hotel Management College. “One of the biggest challenges is balancing our personal and professional commitments. Female executives have to work hard to find that delicate balance between times spent with family, childcare and work-related issues. This requires planning and sacrifices as hospitality is an extremely intense, time and energy consuming, fast-paced industry.”

(Pandey & Shukla, 2019) Looking at women role in hospitality, has strongly mentioned how hospitality industry dominated by men because of the culture and nature of industry. They also point out female dilemma of making choice between family and career.

The Confederation of Indian Industry released a study “Understanding the Levels of Empowerment of Women in the Workplace in India” taking 149 large and medium size companies across regions, which places of interest that women comprise 16 percent at junior management level, 4 percent each at middle and senior levels and only 1 percent in organizational leadership positions (CEOs).

According to the International Business Owners Survey (IBOS) 2004 by Grant Thornton, 42% (59% globally) of business in India include women in senior management positions, but women occupy 12% (19% globally) of the senior management posts available.

The ASSOCHAM study reveals that in metros and large cities females are opting for self-empowerment. Women are well informed about less or delayed promotions and low career prospects and huge gender biases in hospitality industry. It focused on need for a National Policy for promoting women in top levels of management. Only 3.3% of women are elevated to key positions while 78.9% continues to slog at humble positions and 17.7% of them despite working very hard are able to end up their career at middle management cadre.

#### IV. FINDINGS RELATED TO WORK LIFE BALANCE AND GLASS CEILING EFFECT IN HOSPITALITY INDUSTRY

Throughout history, work and life were basically integrated. Life activities which are carried at home by women like elder care, child care and other routine jobs happened together with the work. Work-Life Balance is not a new concept it has evolved over time. Anne-Marie Slaughter, most recently known for her very burning article, “why women still cannot have it all” forced a discussion among the corporate, political educational circles about how much and when women can balance their personal lives with their careers. Speaking at Harvard Business School, she inspired an evaluation of how much a balance between the

personal and professional territory woman’s life stages can be struck by prioritizing different goals through different life stages. First and foremost, women need to clutch control of and inject the envisioned changes themselves at the workplace and at home. Women need to find their seat at the table and assert themselves instead of self-constructing glass ceiling that cause their professional ascent to fade into yesteryear oblivion. Second, female leaders also need to unabashedly rely upon their family as an asset (www.hindustantimes.com).

The most common self-imposed barriers involved family and household responsibilities holding a higher priority, as well as work–life balance, whereas the most prominent workplace barriers were lack of mentoring, lack of careful career planning, stereotyping, and perception of feminine traits. Some would say it is the need of all individuals to achieve and maintain the balance between their paid work and their life outside of work (Lockett 2008).

For working women balancing a challenging career with life outside work is a complex task. Working women have to maintain a balance between family, career, health and society. In the current scenario it is very important that what place a woman is holding in corporate.

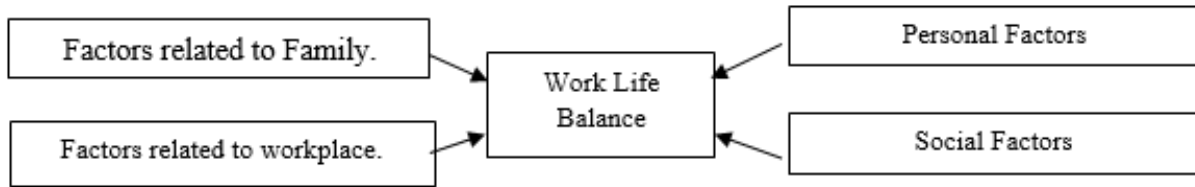
Women in India have faced a challenge to establish an identity and create a respectable position for themselves in their workplace. The principal worry of present times is that women have more time saving devices but less time. Women are very worried and have lack of motivation by life and work both, which seems to keep an eye on them to control this behavior. They are more contactable than ever before, often interrupted during family dinners or other important events by a mobile phone ring (Chakravarty 2000).

Like a kaleidoscope that produces changing patterns when the tube is rotated and its glass chips fall into new arrangements, women also arrange the pattern of their careers by moving different aspects of their lives to arrange their roles and relationships in new ways. More women are now looking flexibility in their work lives and are willing to sacrifice more in order to take care of their home lives. Perhaps this is a sign that women no longer feel as if they have to “do it all” the

career, the husband, the kids and are willing to make some tough choices that result in sacrifices in one area of their lives. On the other hand, may be this is a sign of gender roles at home regressing to previous norms where women were expected to be the caregivers and men were expected to work. Today's women are mostly in full time services and are working 8 hours per day and 5 days in a week minimum and are confronted by increasing workload every day. So, most of them carry work and responsibilities to home but balancing between these two complex situations in the present-day fast life requires talent, tact, skills and

cautions (Lisa A. Mainiero and Sherry E. Sullivan 2005).

In the traditional society, women's role was naturally limited to the family. Since she was the bearer of children, she was fully occupied with her responsibilities as a mother and homemaker. Man's responsibility was to provide the household with raw materials, which were then converted by the woman into consumable products or conditions by means of rudimentary methods and tools (Rajasekhar 2013).



V. CONCEPTUAL FRAMEWORK OF THE FACTORS INFLUENCING WORK-LIFE BALANCE OF WORKING WOMEN

Work-Life Balance is not just about women juggling a home and family-although that is certainly an important part of it. That is also about adjusting working patterns so that everyone, regardless of age, race, or gender, can find a rhythm that enables them more easily to combine work with their other responsibilities or aspirations (Department for Education and Employment 2000).

Work-Life Balance is not “one single ultimate experience” but a series of individual experiences unfolding over time (www.essay.uk.com).

Life is a balancing act, and it is safe to say that in current fast paced society everyone is constantly looking for the right Work-Life Balance. It is imperative to find the true meaning of Work-Life Balance. Indian women belonging to all classes have entered paid occupations due to rise in education level. (Shukla, A Study of Glass Ceiling Effect with Special Reference to Women Employees in hotel & Restaurants at Gorakhpur city, 2018) Most women aspiring to senior management positions believe the glass ceiling to career progression still exists, according to a report by a leading UK management organization. This is on basis of ILM survey. The

survey of 3,000 members of the Institute of Leadership and Management (ILM) found 73% of female respondents felt barriers still existed for women seeking senior management and board-level positions in the UK. In contrast, just 38% of men believed there is a glass ceiling.

For example, the 2011 “Time 100” list is the magazine’s popular ranking of the most influential people in the world. Women made up 29 percent of the list, with only two reaching top ten status and neither of those representing private sector businesswomen.

In fact, research consistently shows that women by far are the minority in top leadership positions within the private sector and government service (Shukla & Tiwari, Work Life Balance: A General Overview and Glass Ceiling Effect in Hospitality Sector, 2016). Catalyst (2013) found that twenty of the Fortune 500 chief executive officers (CEOs) are women, and in 2011, women held approximately 14 percent of C-level positions at these companies. C-level or so-called “C-suite” roles include the CEO or equivalent, and all direct reports—titles typically with “chief” in the title, such as chief operating officer (COO), chief financial officer, or chief marketing officer.

At lower levels, however, women account for just over half the employees occupying “managerial and professional specialty occupations” (Bureau of Labor Statistics 2003).

That is also true of the hospitality industry, but women are not found in great numbers in the hospitality industry's top level.

Of the thirteen hospitality-related companies on the Fortune 500 list, no women held the CEO title in 2012. Since it is evident that women in top roles of organizations remain a novelty, we need to address the issue of why this is the case.

The report, *Ambition and Gender at Work*, suggests women's managerial career aspirations lag behind men's at every stage of their working lives, and that they have less clarity over traditional career direction than men. "They are not an end in themselves, and must be part of a package of measures designed to create a more representative and successful business norm – for example there must also be wider awareness of incidental discrimination, and action to tackle it. But one only has to look at the success enjoyed by those countries that have embraced quotas to see it makes business sense."

#### CONCLUSION

Women who come forward and break boundaries outside the socially recognized roles of wife and mother are experiencing emotional chaos and stress as they have to manage family and work. The manager should take care of women employees and make some flexible policies and strategies that make women employees more creative and productive at organization and help them to manage their homes as well. Work-Life Balance strategies with regards to matter such as time-based flexible leave benefits, and interpersonal relationships have the potential to reduce or increase stress on women employees with life's role and jobs. The provision of Work-Life Balance strategies can provide a positive and direct impact on women employee decision to remain in an organization. Working women with better Work-Life Balance will contribute more meaningfully towards the organizational growth and success.

Also, this require for employer of hospitality sector to change their attitudes towards women employees. Women have proved better in all aspect of life as well as in every level of management. A more care and attention required to remove the Glass ceiling effect,

which occur in Hospitality sector. Employer hesitation to provide higher post and responsibility to women employee is vague concept and should be rectified. Women are more capable and hard working and have full skill to hold higher post and responsibilities.

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