

**TO EVALUATE WOMEN'S CAREER ASPIRATIONS
IN THE HOSPITALITY AND TOURISM INDUSTRY
IN MUMBAI, (MMRDA AREA)**

मुंबई में आतिथ्य और पर्यटन उद्योग में महिलाओं के कैरियर की
आकाशाओं का मूल्यांकन करना, (एमएमआरडीए क्षेत्र)

**A
Thesis**

**Submitted for the Award of the Ph.D. degree of
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DECLARATION

I, **LAXMI TODIWAN W/O MR. RAJESH TODIWAN** resident of A 102, Nilgiri Gardens CHS, Sector 24, Uran Road, Near Wonders Park, CBD Belapur, Navi Mumbai - 400614, hereby declare that the research work incorporated in the present thesis entitled **“To Evaluate Women’s Career Aspirations in the Hospitality and Tourism Industry in Mumbai, (MMRDA Area)”** मुंबई में आतिथ्य और पर्यटन उद्योग में महिलाओं के कैरियर की आकाक्षाओं का मूल्यांकन करना, (एमएमआरडीए क्षेत्र) is my original work. This work (in part or in full) has not been submitted to any University for the award or a Degree or a Diploma. I have properly acknowledged the material collected from secondary sources wherever required.

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LAXMI TODIWAN

DEDICATED TO MY
FAMILY, MY
ORGANISATION, FRIENDS
AND WELL WISHERS

PREFACE

The contemporary dynamics of the global workforce have brought about significant changes in the role and representation of women in various industries, including Hospitality and Tourism. This study aims to evaluate women's career aspirations within the context of the burgeoning Hospitality and Tourism industry in the Mumbai Metropolitan Region Development Authority (MMRDA) area. By focusing on the unique challenges and opportunities specific to this region, the research endeavors to offer a nuanced understanding of the factors influencing women's career trajectories in this sector.

Using a comprehensive mixed-method approach, the study engages a diverse sample of women professionals at different stages of their careers, integrating surveys, interviews, and observational data collection methods. This multifaceted approach allows for a holistic examination of the various dimensions that shape women's career aspirations, including societal norms, family expectations, and organizational dynamics. The investigation also considers the impact of educational background, socioeconomic factors, and cultural influences on women's career choices and ambitions.

Through an extensive review of existing literature, the study contextualizes the challenges faced by women in the Hospitality and Tourism industry, highlighting the need for gender-inclusive policies and practices to facilitate a supportive and enabling work environment. By closely examining the correlation between personal and professional aspirations, the research aims to identify the underlying factors that either foster or hinder women's career advancement in this rapidly growing industry.

The findings of this study are expected to offer valuable insights for policymakers, industry stakeholders, and human resource professionals, enabling them to develop tailored strategies that promote gender diversity and inclusivity within the Hospitality and Tourism sector in the MMRDA area. Moreover, the research seeks to contribute to the broader discourse on women's empowerment and gender equity in the professional realm, advocating for the creation of a more equitable and conducive workplace environment for women in the field of Hospitality and Tourism.

Keywords: Women's career aspirations, Gender inclusivity, Societal norms, Workforce dynamics, Mumbai Metropolitan Region Development Authority (MMRDA), Hospitality industry, Tourism industry, Professional advancement.

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CHAPTER - I

INTRODUCTION



1.01 Background of the Study

Throughout various historical periods, working women have faced accusations of being immoral, unfeminine, and objects of pity. Some commentators even went so far as to label them as bad mothers. Furthermore, women employees often encountered dismissive attitudes from their employers, colleagues, and society at large (Nieva & Gutek, 1981). Their family responsibilities made it challenging for women to pursue a career (Valdez & Gutek, 1987). In addition to their professional duties, societal expectations required women to fulfill the roles of wives and mothers. When women prioritized their career goals, some felt guilty or self-centered (Heins, Hendricks, & Martindale, 1982). The pressures of both work and family life significantly impacted women's careers, as noted by Valdez and Gutek.

According to Heins et al. (p. 455), the attainment of professional status might pose greater challenges for women compared to men. Despite their increasing presence in the workforce, women often found themselves in lower-paying jobs of lower status, with a concentration in a limited range of traditional occupations (Tinklin, Croxford, Ducklin, & Frame, 2005). These traditional positions, such as office assistance, marketing, customer service, healthcare, education, social services and secretarial work were shaped by long-standing societal beliefs concerning gender-specific job responsibilities (Rainey & Borders, 1997; Sellers, Satcher, & Comas, 1999; Stephenson & Burge, 1997; Watson, Quatman, & Elder, 2002).

Due to these constrained professional choices, women's salaries remained behind those of men with similar education and expertise (Farmer, 1985; Stephenson & Burge). While it was observed that income grew with educational accomplishments and years of work (Day & Newburger, 2002), women generally earned approximately two-thirds of men's earnings, partly because of differences in the types of jobs traditionally associated with each gender. For instance, women were less frequently employed in male-dominated fields like science and engineering, and even when they were, their earnings were approximately 20% lower compared to their male counterparts (Graham & Smith, 2005). This gap was influenced by various factors, including societal and familial pressures, limited exposure to non-traditional career paths, unwelcoming environments in many male-dominated sectors, discriminatory practices in certain industries, high turnover rates for women, and comparatively lesser seniority in specific occupations.

Stephenson and Burge also highlighted that these factors collectively contributed to the observed income disparity between men and women.

The perception of women's roles in the workplace has undergone a profound transformation over time. Historically, society held the belief that a woman's primary place was within the confines of her home, where she would care for her husband and children, rather than in a professional career. There was a prevailing fear that women's entry into the workforce would lead to the erosion of valued feminine qualities like meekness and submissiveness (Astin, 1984; Nieva & Gutek, 1981).

The roots of women working outside the home can be traced back to the period before the Industrial Revolution, where women often assisted their husbands with family businesses or contributed to the workforce without receiving financial compensation. In cases where they did receive compensation, women earned less than their male counterparts (Nieva & Gutek).

As time progressed, women gradually entered the workforce in roles such as domestic work and clerical positions. This integration of women into the workforce was a lengthy process that often faced societal disapproval (Nieva & Gutek, 1981). Although some women were beginning to engage in work, they were generally perceived as temporary employees, with their careers expected to take a back seat after marriage and childbirth (Gutek & Larwood, 1987; Tinklin et al., 2005).

By the mid-nineteenth century, an increasing number of women were active in education, nursing, and clerical professions. These occupations were viewed as feminine and suitable for unmarried women (Nieva & Gutek).

In 1890, merely 3% of married women were engaged in employment outside their homes, but the workforce participation of women climbed to approximately 25% by 1900. This figure experienced a rapid surge, reaching about 7.5 million women employed by 1910, and it maintained stability until the onset of World War II (Nieva & Gutek, 1981). The wartime period saw a significant boost in women's involvement in the labour force as they took on skilled and union positions that were previously inaccessible to them, alongside their conventional roles (Nieva & Gutek).

After World War II, an increasing number of women joined the workforce regardless of their marital or parental status (Rainey & Borders, 1997; Watson et al., 2002). Women's participation in the labour market grew from 30% in 1950 to over 50% in

1980 (Astin, 1984; Farmer, 1985; Stephenson & Burge, 1997). By the late 1970s, almost half of married women and 40% of women aged 16 and above were employed (Nieva & Gutek, 1981). However, their employment was often secondary to their household duties (Tinklin et al., 2005). In 1990, approximately 57 million adult women aged 16 and above were employed (Rainey & Borders; Watson et al.), and despite a brief slowdown in the early 1990s, women's labour force participation rates started rising again by 1994 (Hayghe, 1997).

Around the mid-1990s, women made up about 46% of the U.S. workforce, challenging the prevailing notion of the stay-at-home wife and breadwinning husband, which characterized only about 7% of American households during that time. This significant increase in working women marked a departure from the traditional norm (Jalilvand, 2000; Stephenson & Burge; Tinklin et al., 2005).

By 2005, women's representation in the labour force had risen to approximately 48%, encompassing roughly 72 million individuals (Rainey & Borders, 1997; Stephenson & Burge; Tinklin et al.; Watson et al., 2002). Moreover, Fullerton, Jr. (1999) anticipated a continuous rise in women's participation in the workforce until 2015. The surge in women's employment rates was linked to more positive perceptions of working women, longer life expectancies, changing marriage trends, and progress in and acceptance of birth control methods, as emphasized by Nieva and Gutek (1981). The involvement of women in the workforce has now become an established reality, with working women no longer being considered exceptions but rather the norm (Rainey & Borders).

1.02 Importance and nature of Hospitality and Tourism industry

In India, the tourism and hospitality sector has emerged as a key driver of development within the service industry. This global industry, worth ₹ 7.6 trillion, encompasses 15 distinct yet interconnected sectors, including hotels, lodging facilities, restaurants, amusement parks, airlines, casinos, clubs, cruise lines, and more. In 2014, it contributed to the creation of 277 million jobs, accounting for one in every eleven jobs in the global economy (WTTC, 2015). Annually, the worldwide hospitality industry generates between ₹ 400 billion and ₹ 500 billion in revenue (Statista, 2013). It significantly contributes, with 6.23 percent, to India's national GDP and accounts for 8.78 percent of the nation's employment (Market Research, 2013). Tourism, in particular, generates numerous employment opportunities and serves as a

substantial source of foreign revenue for the country. In 2013, the travel and tourism sector added ₹ 2.17 trillion (US\$ 36 billion) to India's GDP, and projections suggest it will reach ₹ 4.35 trillion (US\$ 72.17 billion) by 2024 (Shine, 2014). Over the past few years, the Indian hospitality industry has grown at a 14 percent annual rate, contributing significantly to the country's foreign currency reserves. According to the World Economic Forum's 2013 Travel and Tourism Competitiveness Report, India ranks 11th in the Asia Pacific region and 65th globally (Shine, 2014). As per India's Planning Commission, the hotel industry has the potential to generate more jobs per million rupees invested than any other industry. The World Travel and Tourism Council (WTTC) also states that India's travel and tourism industry could directly or indirectly employ nearly 50 lakh people by 2019, making it the world's second-largest employer (Shine, 2014). The WTTC predicts that global tourism will create 70 million new jobs over the next decade, with Asia contributing to 70% of these positions. With such robust growth prospects, particularly in Asia, the hospitality sector should take a more strategic approach to promoting gender diversity. Despite adopting numerous aspects of modern technology, the fundamental human aspect of service remains crucial for hotels. As Korczynski (2002) terms it, they rely on "customer sovereignty" to maintain a thriving and profitable operation.

According to data from the World Travel and Tourism Council, the hospitality industry is expected to employ 275 million people by 2019 (WTTC, 2015), with countries like Brazil, Russia, India, and China playing significant roles in this growth. These nations represent the present and future of the hospitality industry. India currently boasts approximately 90,000 hotel rooms, with ongoing construction projects set to increase this number to about 2.40 lakh, opening up numerous job opportunities for graduates with hotel management qualifications (HVS, 2014).

India houses approximately 140 accredited hotel management institutes, with about 10,000 students graduating annually with hotel management degrees or certifications (aspiringminds.in, 2014). However, even if all these new graduates possess the necessary skill sets and are employable, this figure falls far short of the yearly labour demand. Furthermore, perceptions of the hotel industry, including long working hours, comparatively low remuneration, and related challenges, contribute to the existing labour shortage (Kumar, et al., 2014).

1.03 Women in the Workforce

Gender issues have been central to the development discourse for the past four decades. As a response to these concerns, the Equal Remuneration Act of 1976 was enacted to address gender-based discrimination in recruitment, pay, job transfers, and promotions. During this period, notable advancements took place in the realm of women's employment in India. The Indian constitution guarantees equality of opportunity, with several articles, such as Article 14, Article 15 (1), Article 15 (3), Article 16, Article 42, and Article 15(A) (e), ensuring gender equality and granting specific privileges to women (Chaudhary & Gupta, 2010).

Prior to these developments, women's participation in formal employment was exceedingly limited, with the majority confined to traditional roles such as teaching, banking, and nursing. Only a small percentage of women managed to reach the upper echelons of the corporate hierarchy. It wasn't until the 1980s that women in India began making significant strides in managerial positions (Nath, 2000). Today, modern Indian women exhibit a strong interest in pursuing professional education, leveraging their skills, and seeking equal opportunities in fields like medicine, engineering, law enforcement, aviation, and defence services. To thrive in the professional realm, they have become assertive and capable of multitasking. This shift can be attributed to increased societal acceptance of working mothers and their pursuit of higher education.

The era of globalization and liberalization ushered in a new wave where more women not only enrolled in professional courses but also received training to excel in their respective fields. Parents began to recognize the importance of educating their daughters and supporting them in building successful careers, leading to a transformation of previously existing socio-cultural barriers into advantages. To strike a balance between work and family, mutual understanding and extended family support played a significant role, making it easier for women.

Moreover, there is a distinct trend among middle-income households that prioritize their daughters' education and are willing to make personal sacrifices to ensure their success. The progress of women in the workplace and in education has been facilitated by a growing awareness of personal needs, as well as greater equality and recognition both within and outside the home (Nath, 2000). Due to changing attitudes among women in major Asian countries, a growing number of women are postponing

marriage and childbirth, potentially paving the way for increased female representation in leadership roles in the future (The Flight from Marriage, 2011).

Today's women are capable of being leaders, top executives, and board members, confidently pursuing their ambitions. In spite of the recent rise in the involvement of women, their presence in India is still comparatively lower when compared to other Western or Asian countries. Moreover, women's access to senior management roles across different sectors continues to be insufficient. Female labour force participation in India was only 35.9% in 2012, the lowest among Southeast Asian countries (MasterCard Worldwide Index on Women's Advancement, 2014). Furthermore, the percentage decreased to 35.8% in 2015, instead of increasing. Women's representation in senior management roles has also seen a decline, with only 15% of top positions held by women. Additionally, women hold just 4.5% of chief executive positions in Fortune 1000 companies (Number of Women in Top-Level Management Tapers Severely, 2013).

In India, the influx of female graduates into the workforce is not lacking. However, India stands out due to its lower female literacy rates compared to countries like Australia, Malaysia, and Indonesia, where 57% of graduates are female. As per the 2011 Census, the literacy rate among women in India stands at 65.46%, whereas for men, it is 82.14%. impacting the number of women seeking advanced education. For instance, in 2009-10, only 15% of students entering the Indian Institute of Management were female (McKinsey, 2012). In China, women constitute more than half of professional entry-level positions, while in India, women are a minority both in university and at entry-level positions (McKinsey, 2012). The primary reasons for the high dropout rate among women are childcare and family responsibilities, especially the care of elderly family members. Women often feel compelled to prioritize familial obligations over their careers, a situation referred to as "daughterly shame" (Only 5% Women in Top Corporate Posts, 2014).

In India, progress toward gender parity has been relatively slow, particularly in terms of workforce participation and women's leadership in business. Despite the lack of improvement in workforce participation (59.8 F/M) and the completion of basic and advanced educational resources (85.7 F/M), Indian women maintain an optimistic outlook regarding their future prospects. According to the MasterCard Women's Well-

Being Index, Indian women's life satisfaction improved from 69.6 points in 2014 to 73.3 points in 2015, ranking second among the 16 markets analyzed.

Women in today's workforce are characterized by their intelligence and ambition. According to the MasterCard Global Index (MGI) report, 79% of women aspire to move into the next level of management, with 75% aiming to reach the c-suite. Nevertheless, "second-generation gender bias" continues to be a hurdle for women (People Matters, 2015). According to the same report, India has the largest gender gap in labour force participation, and bridging this gap by enabling women to participate in the labour market as men do could boost India's GDP by 60% by 2025 (Mending Gender Gap Could Add 60% to India's GDP by 2025: McKinsey Report, 2015).

1.04 Women's Role in Hospitality and Tourism

The Indian hospitality sector encounters a significant obstacle in the insufficient utilization of female expertise, particularly in higher-level roles. Although there are a few instances, for instance, Carlson Rezidor, Fairmont, Denihan, and Four Seasons, that presently have or have had women in authoritative positions (Walsh, 2014), this remains an exception rather than the norm. The global average female participation in the hospitality sector, as noted by Baum (2013), stands at 55.5 percent. Encouraging, retaining, and promoting women into managerial leadership positions is essential to meet the future skill and productivity demands of the industry (as cited in Clerk, 2014).

The representation of women at various levels, including managers, supervisors, and staff, is higher at five-star deluxe and five-star hotels. However, this percentage decreases at lower-category hotels, with an average of only two to three percent of women holding general manager positions across all hotel categories in India (Chaudhary & Gupta, 2010). Despite the male-female ratio at lower management tiers being around 5:1, there hasn't been a proportional rise in the count of women in higher management positions. Few women who do reach executive positions tend to occupy staff roles, predominantly in sales and marketing and human resources departments.

In India, the count of students enrolled in higher education is roughly 28.56 million, with boys constituting 15.87 million and girls making up 12.69 million, amounting to 44.5 percent of the overall enrollment (MHRD, 2012). Surprisingly, in professional fields like hospitality, men still outnumber women in the majority of hotel management courses in India (Kumar, et al., 2014). Only about a quarter of graduates

with hospitality management degrees who express a desire to work in the sector are women. For example, at a leading hotel management college in India, the male-female ratio among hotel management students has remained at 7:3 for the past 29 years (72.8 percent boys and 27.2 percent girls). During this period, none of the courses had female enrollment exceeding 38 percent. This pattern is consistent across most hotel management institutes in India, with women having lower enrollment rates, as reported by Aspiring Minds, a consultancy firm.

However, according to Aspiring Minds, female students are more employable (ranging from 8 percent to 32 percent) compared to their male counterparts (6 percent to 16 percent) across various profiles, based on a survey of over 3000 hotel management students from 120 hotel management universities across the country (Basu, 2012). This gender disparity in academic participation is a concern as it contributes to men having a higher presence in the hospitality industry while women have a lower presence. Consequently, while the entry-level workforce has a healthy proportion of women, it becomes significantly skewed toward men as it progresses into leadership roles. The insufficient presence of women in hospitality school programs and within the industry has not resulted in a corresponding growth in the count of women in higher-level managerial roles, thereby raising concerns about gender diversity in the sector (Zhong, 2011). The fundamental question here is whether the hotel industry provides an equal opportunity for aspiring female managers or if it perpetuates a male-dominated system of inequality. Despite the advancements made by women in securing managerial positions overall, the hotel industry has not achieved gender equality and has not experienced a proportional rise in the quantity of women in senior management roles. Throughout its history, there has been a pervasive belief in the industry that male applicants not only outperform female applicants but also have greater potential for long-term careers (Gregg, 1990). Recruiters sometimes make explicit statements such as "this year we have no positions available for female students, and the roles are exclusively open to male students" and "this year, we have more Food and Beverage jobs and we prefer to hire only males" during campus recruitment.

1.05 Nature of women's role in the Hospitality and Tourism industry

Today, the hospitality sector has positioned itself as the leading employer of women globally. It's evident that women have not only made their mark in the hospitality

sector in India but also globally. India's hospitality industry has traditionally offered opportunities for women across various positions. Being a people-oriented industry, women are considered invaluable assets in the sector. Looking at the present scenario, a significant majority of the workforce in this industry comprises women, highlighting the industry's efforts to bridge the gender gap. Hotel companies value their female workforce and offer competitive starting salaries, regular incentives, recognition, and various other attractive benefits. The qualities of patience, tolerance, sophistication, and empathy give women an advantage in the hotel industry and dispel the notion that it remains a male-dominated field. The industry is increasingly attracting women into diverse roles, though these roles often demand intensive commitment and time. Balancing work and family time can be challenging for individuals in the hospitality industry, regardless of gender. However, in recent years, the hospitality industry has evolved to provide a conducive work environment for confident female professionals, matching international standards with regard to working conditions, security, and employment benefits.

Gender equality remains a central global concern, and despite some progress, its effects persist in numerous practices, particularly in business settings (Abdul Rahman et al., 2019; Blayney and Blotnicky, 2017). Workplace gender discrimination has become a significant issue, impacting jobs at different skill levels (Abdul Rahman et al., 2019). The existence of the "glass ceiling" and its impact on women's career growth has been observed globally, irrespective of equal opportunity legal frameworks (Kumara, 2018). Recent studies emphasize the persistent segregation of women in economies (Hutchings et al., 2020). The hotel industry exhibits pronounced signs of gender inequality, affecting aspects such as the distribution of jobs held by women (Masadeh et al., 2019), women's roles within the industry (e.g., Blayney and Blotnicky, 2017), advancement opportunities for women (Masadeh, 2013b), and the prevalence of this issue (Timo and Davidson, 2005).

While gender roles within the organization should not exclude women from the hotel industry, previous research has indicated certain hotel companies demonstrating gender bias and discrimination (Masadeh, 2013c). Women often face a lower likelihood of being hired compared to men (Magablih, 2006), and the overall representation of women in the hotel industry remains limited (Masadeh et al., 2019; Blayney and Blotnicky, 2017). Despite being equally capable, talented, and skilled, it

is uncommon to see women working in predominantly male environments, especially in regions like Jordan (Masadeh, 2013).

Blayney and Blotnick's (2017) update of their 2012 study indicated that the representation of women in the hotel industry remains low. In some regions, such as the Middle East, discussing the role of women in the hotel industry remains challenging. Moreover, data on female workers in the hotel industry are scarce and nearly non-existent in countries like Jordan (Masadeh, 2010). Available literature suggests that women in the hotel industry often occupy semi-skilled or unskilled, low-paying, gender-biased, non-managerial positions (Davies, Taylor & Savery, 2001).

Cultural values and beliefs regarding the suitability of women for certain roles vary across societies. Some cultures consider it inappropriate for women to work in the hotel industry. Women are often deemed more suitable for customer interaction, particularly with male customers, and are therefore preferred in people-oriented roles like room division and marketing departments (Kattara, 2005). However, women are also sometimes stereotyped in seductive roles or even as objects of sexual desire in certain instances.

In terms of managerial positions, the hotel industry remains predominantly dominated by men (Timo & Davidson, 2005). Interestingly, the literature indicates variations in the representation of women in managerial roles among hotels of different star ratings. For instance, in 4- and 5-star international hotel chains, job roles are almost evenly split between men and women (Timo and Davidson, 2005).

While women have been found to be more productive and committed than their male counterparts in some cases (Alhammad, 2020), a key issue of gender inequality, as previously identified, is the lack of career advancement for women. Women tend to show a higher inclination toward entrepreneurship in tourism and hospitality, focusing on cost-reduction rather than income-generation activities favored by their male counterparts, which tend to be more long-term oriented (Alhammad, 2020). Women can make a positive difference when provided with opportunities. Senior managers have begun to recognize that fully committed women often achieve better results than men (Maxwell, 1997). Additionally, female senior managers tend to be more determined and democratic in their management approach, enhancing staff commitment (Liu and Wilson, 2001). Recruiting women into key positions is

associated with long-term company success and provides a competitive edge by tapping into the unique skills that women bring to the workforce, fostering a culture of inclusion through a diverse workforce (Gupta, 2019). Some findings suggest that female employees tend to display higher levels of loyalty. According to Patwardhan et al. (2018), women in managerial positions may adjust their satisfaction levels to minimize conflict and maintain their commitment to their jobs.

1.06 Career Aspirations

Career aspirations pertain to the professional aims, objectives, and ambitions that an individual desires, often encompassing the specific career trajectory they aim to follow and the milestones they intend to accomplish over the course of their employment. These aspirations are indicative of a person's long-term vision for their career and often reflect their personal interests, values, and passions. Career aspirations can be multifaceted and may encompass various aspects, including job roles, industry preferences, skill development, and potential opportunities for advancement.

Individuals typically formulate their career aspirations based on their unique set of experiences, educational background, personal strengths, and desired lifestyle. These aspirations serve as guiding principles that help individuals navigate their career choices and make informed decisions about their professional development and growth. Moreover, career aspirations can evolve over time as individuals gain new experiences, skills, and insights, leading them to reevaluate and recalibrate their goals to align with their evolving priorities and interests.

Career aspirations play a crucial role in motivating individuals to strive for personal and professional development. They serve as a driving force that fuels ambition, perseverance, and dedication, encouraging individuals to set realistic and achievable targets for themselves and work towards realizing their full potential. As individuals progress in their careers, their aspirations may expand to include broader objectives such as leadership roles, professional recognition, and the opportunity to make a meaningful impact within their chosen field.

In the context of organizational settings, understanding employees' career aspirations is essential for fostering a conducive work environment that supports their growth and development. Employers can facilitate the achievement of employees' career

aspirations by providing opportunities for skill enhancement, training programs, mentorship, and a clear pathway for career advancement within the organization. By aligning employees' aspirations with the organizational goals and providing the necessary resources and support, employers can enhance employee engagement, job satisfaction, and overall organizational performance.

A career is often described as a series of progressive roles that constitute an individual's lifelong work journey. Powell and Butterfield (2002) define career aspirations as an individual's ambitions for future employment. As mentioned earlier, aspirations represent strong desires that guide individuals toward their goals when they actively work toward achieving them. Career aspirations originate from an individual and, in turn, shape one's values, beliefs, and norms. Several factors influence an individual's aspirations, including family, education, social institutions, community environment, ethnicity, and age, among others. Baruch (2004) points out that aspirations are integral to intelligent career development and encompass elements such as attitude, ethics, motivation, internal needs, identity, and what drives people to select specific careers, jobs, and lifestyles. Hence, it is crucial to analyze career aspirations because they have a substantial impact on an individual's professional performance. Schein (1975) introduced the concept of career anchors and identified various career interests that guide people's career aspirations. Career aspiration encompasses self-perceptions, including needs, motives, talents, skills, and personal values, which reside within an individual's intrinsic self. It provides a rationale for making choices that align with one's self-image. Schein identified eight career preferences that influence people's career aspirations, encompassing technical and functional proficiency, managerial abilities, autonomy, job security, a sense of service, an appetite for pure challenge, lifestyle considerations, integration of work and personal life, and entrepreneurial skills.

In the context of theories related to career development, the significance of occupational ambitions for young people aiming for professions that resonate with their self-perceptions has been recognized (Patton & Creed, 2007). Super's vocational development theory introduced the idea of vocational self-concept, which is crucial in choosing careers that align with a person's self-identity and is influenced by the interplay between the individual and their surroundings. The social cognitive theory emphasizes the influence of environmental factors such as opportunities, resources,

barriers, financial support, parental behavior, and school influence on the formation of vocational self-concept. Vocational self-concept is linked to an individual's future career expectations (Holcomb-McCoy & Young, 2012) and is associated with the expression of career-related goals and choices. Early aspirations are predictive of later aspirations and, ultimately, the occupational choices individuals make (Rojewski, 2005). Research has demonstrated that adolescents' aspirations and expectations can predict their educational attainment as adults, underscoring the importance of understanding the factors influencing career aspirations (Beal & Crockett, 2010). Career development typically becomes a conscious consideration during adolescence, generally around the age of 14 or older (Gottfredson, 2005). Nevertheless, several teenagers find it challenging to articulate their distinct interests, capabilities, and objectives, in part due to the fact that many of the personal characteristics relevant to their vocational development are not fully formed at this stage. As a result, adolescents may make career choices before fully exploring available options, often due to a lack of awareness about their education and employment opportunities. In some cases, career decisions are more influenced by emotions than by a thorough assessment of career prospects (Holcomb-McCoy & Young, 2012).

Various factors, including social and economic background, academic achievement, parental job roles, parental educational attainment, and parental outlooks all influence career ambitions (Adragna, 2009; Berzin, 2010). These factors establish the criteria against which adolescents measure themselves and offer the context for their pursuit of aspirations. Disparities in career aspirations among male and female adolescents, or the absence thereof, are shaped by contextual elements (Massey, Gebhardt, & Garnefski, 2008). Cultural beliefs about gender significantly influence individuals' perceptions of their competence in various career-related tasks, regardless of their actual abilities. These perceptions, differentiated by gender, impact the career decisions individuals make, directing men and women toward different career trajectories (Correll, 2001). Studies indicate that, on the whole, women tend to harbor higher career aspirations than men (Nadeem & Khalid, 2018). Women also exhibit interest in a broader array of careers and demonstrate greater flexibility in terms of gender roles in their career goals compared to men (Mendez & Crawford, 2002). For instance, women are more inclined to aspire to and achieve high-status professions, even those traditionally dominated by men (Adragna, 2009). Preferences in academic

subjects also display gender distinctions, with females favoring subjects like biology, while males often gravitate toward physics and chemistry (Kang, Hense, Scheersoi, & Keinonen, 2019). A trend shows that males tend to prioritize prestige and external rewards, whereas females are more attracted to internal gratification (Tang, Pan, & Newmeyer, 2008). Nevertheless, some researchers have discovered no significant contrasts between males and females in terms of career aspirations and expectations, which could be attributed to societal changes related to increased gender equality (Creed, Conlon, & Zimmer-Gembeck, 2007).

Furthermore, academic performance has been identified as a predictor of the educational ambitions of secondary school adolescents (Salami, 2008). Consequently, students who excel academically may hold higher career aspirations compared to their less academically successful peers (Adragna, 2009). Importantly, accomplished women exceed the career aspirations of both average-performing women and men and are comparable to the career aspirations of accomplished men (Watson, Quatman, & Edler, 2002). Conversely, adolescents from disadvantaged socio-economic backgrounds with a track record of poorer academic performance are more prone to uncertainty in their career aspirations (Gutman & Schoon, 2012).

Furthermore, young individuals who have faith in their ability to achieve success and credit their achievements to hard work, rather than luck or destiny, tend to have higher aspirations compared to their peers (Gutman & Akerman, 2008). Moreover, females who view themselves as hardworking and internally motivated are more inclined to aspire to careers traditionally dominated by men. In contrast, it seems that males' career aspirations are less associated with their self-perceived drive for accomplishment. This indicates that, for girls, having ambitious career goals is not necessarily the norm, and it is often the most diligent young women who are most likely to aspire to non-traditional careers typically pursued by men (Mendez & Crawford, 2002).

1.07 Challenges for women's career aspirations in Hospitality and Tourism industry

The Hospitality Industry stands as one of the leading sectors that provides numerous employment opportunities for women, contributing significantly to its growth and development. Women play a pivotal role in elevating the industry's status by showcasing their talents and skills. They hold diverse positions within the Hospitality

Industry, ranging from supervisory roles to top-level management, and in doing so, they confront various critical challenges. These challenges encompass aspects like managing family responsibilities, achieving work-life balance, and addressing specific hurdles to attain prestigious careers within the Hospitality Industry.

Roles of Women: Women are now actively involved in various management and key positions within the Hospitality industry, including roles such as Directors, General Managers, and Executives.

Women in the Hospitality Industry: Currently, women are undergoing notable changes and advancements in their roles within the sector. They are taking on more prominent positions in various establishments such as restaurants, hotels, catering companies, and resorts, assuming roles as Directors, General Managers, Executives, and more. Industry experts anticipate a continued increase in the demand for female professionals. As indicated by HR Managers, 50% of those with expertise in hotel management choose to work in upscale hotels, often in establishments rated five stars and above. This inclination is motivated by better career prospects, increased salaries, and enhanced professional reputation. While interviews with HR managers revealed that women in the hotel industry are primarily concentrated in front-office, back-office, and housekeeping roles, there is a positive shift expected in hiring women for traditionally male-dominated departments like food and beverages.

Women in the Tourism Industry: Tourism generates a wide array of opportunities for women through its intricate value chains within the destination economy. Unfortunately, the significant roles and contributions of women in tourism are often overlooked or taken for granted. It is important to acknowledge the significant economic input of women and guarantee their access to financial resources, training programs, educational initiatives, business prospects, support for establishing unions, organizations, and collaborative groups to strengthen their ability to negotiate collectively, and to cater to their safety, well-being, and social welfare needs.

Factors Leading to Underrepresentation of Female Employees in the Hospitality Industry: Several factors contribute to the underrepresentation of women in the Hospitality industry, including conflicting work-family priorities and a predominantly male-dominated corporate culture. Women who aim for top positions often find themselves balancing and occasionally compromising between their domestic responsibilities and professional pursuits. In particular, female newcomers to the

industry should be pragmatic about their career progression, dedicating time to learn and understand the industry's culture and operations comprehensively.

Traditional hiring practices in the hospitality industry often favor women with a strong career profile and substantial operational department experience. Acquiring such experience is deemed essential for career advancement and should be pursued early in one's career, ideally before marriage or assuming domestic commitments. A career in the hospitality industry demands substantial investment in terms of long working hours and irregular schedules, making strong family support a crucial component for women to succeed in this field. Such support allows female employees to invest early in their careers and amass a diverse range of experiences necessary for success.

Numerous factors may impede women's career progression and salaries in the Hospitality industry. While the industry has recently gained social acceptance as a viable career option for women, they still grapple with the challenge of balancing family responsibilities with work commitments. Entertaining and interacting with guests, which is a common requirement in this industry, can be stressful and demanding for many women. Furthermore, even after returning home from work, it can be challenging to completely disconnect from work matters, particularly for those in senior positions.

Challenges in Handling Employee Grievances As stated by Parkin in 2009, employee grievances within the hospitality industry are significantly influenced by a range of factors. These factors encompass issues related to wages, the continuity of employment, promotions, workplace facilities, compensation, penalties, disciplinary measures, leave policies, salary increments, job characteristics, medical and maternity benefits, safety equipment, duty recovery, supervision, retirement plans, working conditions, and employee transfers.

The process of managing grievances offers numerous advantages, contributing to the improvement of the organizational culture and overall work environment in the hospitality sector. It facilitates the open expression of grievances, enabling management to gain a better understanding of these issues and take the necessary steps to address them. Additionally, it serves as a proactive measure in preventing grievances by acknowledging the potential escalation of such concerns. The specific

types of grievances experienced by female employees within the hospitality industry are detailed below:

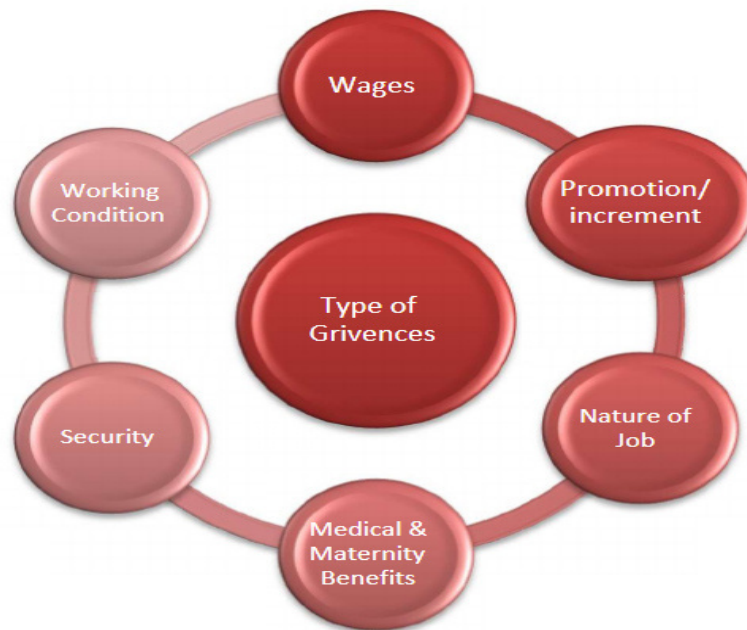


Fig. 1.1 : (Source: Suresh Gyan Vihar University International journal of Economics and management, Manish Shrivastava)

1.08 Importance of the Study

This focus group study is undertaken to assess women's career aspirations within the Hospitality and Tourism industry in the Mumbai (MMRDA) area. A primary concern for women is their ability to continue working after marriage or when starting a family. While some manage to balance their careers with domestic responsibilities, others face difficulties due to a lack of support. Certain women opt to leave the workforce entirely to attend to more pressing duties, such as childcare. Consequently, when they decide to return to work after their children have grown, they encounter challenges in reentering the job market, often resulting in a few years of career hiatus. Opportunities for women after such breaks are limited, and many end up restarting their professional journeys from where they left off or even at lower positions with reduced paychecks. It is essential to note that this issue is not confined to the hospitality industry; it affects various sectors.

Even while employed and putting in a full day's work at their offices, women face an additional set of responsibilities at home. Achieving a balance between work and personal life is crucial for enhancing workplace productivity, necessitating support from both family and the workplace itself.

Attracting and Retaining Talent: The India Skills Report of 2018 indicates that the Travel and Hospitality sector, along with the Banking and Financial sector, has the potential to improve gender diversity given the favorable work environment they offer. By realigning hiring objectives, focusing on overall gender diversity strategies, addressing wage disparities, improving work-life balance, and addressing other factors of equality, these sectors can achieve their gender diversity goals. Nevertheless, data suggests that women tend to leave the industry due to feelings of exclusion from informal communication networks and the perception of being overlooked in decisions related to career advancement. Although change is happening, the aim is to promote gender equity across organizations.

Nevertheless, the unique culture and history that characterizes the hospitality industry, where men predominantly occupy leadership roles, present challenges for change. While this pattern still holds in the hospitality sector, the past few decades have witnessed significant transformation and growth for women within the field. Presently, there is a substantial representation of women in the hospitality workforce, primarily at lower hierarchical levels, with limited female presence in leadership positions. It is crucial to focus on the establishment of role models and leaders through career development, succession planning, and mentorship.

1.09 Scope of the Study

This study is conducted in the MMRDA area of Mumbai, a metropolitan region with ample work opportunities for all, including women. However, women in the region have not achieved successful careers within the Hospitality and Tourism Industry. Despite their qualifications and employment, women do not tend to pursue long-lasting careers within the industry, and even if they do, they struggle to attain higher positions.

Despite possessing the necessary qualifications and entering the workforce, women often confront formidable barriers that prevent them from forging enduring and successful careers within the field of hospitality and tourism. These obstacles manifest in various ways, ultimately resulting in a significant disparity between the professional trajectories of men and women. Despite their entry into the industry, women frequently encounter difficulties in sustaining their career advancement, struggling to secure higher-ranking positions within their respective fields.

One of the key challenges women face is the difficulty in establishing long-term career paths. Despite possessing the requisite skills and educational backgrounds, many women find themselves either compelled to discontinue their careers prematurely or encountering formidable roadblocks preventing their upward mobility within the industry. This predicament often arises due to a combination of societal expectations, organizational biases, and structural impediments ingrained within the fabric of the industry.

Furthermore, the study highlights the prevalence of gender-based disparities in leadership and senior management positions within the Hospitality and Tourism sector in the MMRDA area. Despite the increasing presence of women in entry-level roles, the proportion of women in higher positions remains disproportionately low. This phenomenon underscores the existence of systemic challenges that hinder the professional growth and development of women, ultimately contributing to a gender gap in terms of career progression and leadership opportunities within the industry.

Moreover, the research underscores the significant struggles that women encounter in navigating the complexities of the workplace environment. These challenges can include limited access to mentorship, a lack of support networks, and the pervasive influence of traditional gender roles that can undermine women's ambitions and hinder their advancement within the industry.

Overall, the study underscores the pressing need for comprehensive interventions to address the underlying systemic issues that impede the successful career advancement of women within the Hospitality and Tourism Industry in the MMRDA area of Mumbai. By recognizing and addressing these barriers, it is possible to create a more inclusive and equitable environment that fosters the professional growth and development of women, enabling them to achieve their full potential within the industry.

1.10 Conceptual Model

A conceptual model serves as the blueprint for a research study, outlining the key concepts, variables, relationships, and hypotheses to guide the investigation. In the context of evaluating the career aspirations of women in the hospitality and tourism industry in Mumbai MMRDA area, conceptual model provides a structured framework for understanding and analysing this complex issue. Here's a simplified conceptual model for this research topic:

1. **Independent Variables:**
 - a. **Socio-Demographic Factors:** - Age - Educational Background - Marital Status - Family Support
 - b. **Workplace Factors:** - Type of Employment (e.g., full-time, part-time, freelance) - Position and Hierarchical Level - Workplace Culture and Gender Diversity
2. **Mediating Variables:**
 - a. **Personal Aspirations and Goals:** - Career Goals - Work-Life Balance Aspirations
 - b. **Perceived Opportunities and Challenges:** - Perceived Career Opportunities - Perceived Gender-Related Challenges
3. **Dependent Variable:**
 - a. **Career Aspirations of Women within the hospitality and tourism sector in Mumbai MMRDA Area.**
4. **Hypotheses:**
 - a. H1: Socio-demographic factors significantly influence women's career aspirations in the hospitality and tourism industry in Mumbai MMRDA.
 - b. H2: Workplace factors have a significant impact on women's career aspirations in this industry.
 - c. H3: Personal aspirations and goals mediate the relationship between socio-demographic factors, workplace factors, and career aspirations.
 - d. H4: Perceived opportunities and challenges mediate the relationship between workplace factors and career aspirations.
5. **Research Methods:**
 - a. **Data Collection:** - Surveys/questionnaires to gather quantitative data on socio-demographic factors, workplace factors, personal aspirations, perceived opportunities, and challenges, and career aspirations.
 - b. **Data Analysis:** - Statistical techniques like regression analysis to test hypotheses and identify significant factors influencing career aspirations.
6. **Expected Outcomes:**
 - a. Identification of key socio-demographic factors that impact career aspirations.
 - b. Insights into the role of workplace factors in shaping aspirations.

- c. Understanding how personal goals and perceptions mediate these relationships.
 - d. A comprehensive view of the career aspirations of women in the hospitality and tourism industry in Mumbai MMRDA.
7. **Policy Implications:**
- a. The results can guide the development of policies and programs designed to foster gender parity and bolster the advancement of women's careers in the industry.
 - b. Recommendations for nurturing a workplace culture of inclusivity and improving opportunities for women.
8. **Limitations and Future Research:**
- a. Acknowledgment of potential limitations, such as the sample size or data collection methods.
 - b. Suggestions for future research directions, including longitudinal studies or qualitative investigations for deeper insights.

This conceptual model provides a structured framework for studying the career aspirations of women in the hospitality and tourism industry in the Mumbai MMRDA area. It outlines the variables, relationships, and hypotheses that will guide the research process, ultimately contributing to a better understanding of this important issue and informing policies and strategies to support women's career aspirations in this sector.

1.11 Objectives of the Study

The aims of the research are,

- To recognize or identify the key priorities and barriers in women's career aspirations in Hospitality and Tourism industry
- To gain consensus on key issues faced by women in Hospitality and Tourism industry
- To urge the industry leaders and HR heads to incorporate women friendly policies in their organisations. To identify the key drivers that motivates women to have successful careers in the hospitality and tourism industries.
- Make hospitality industry conducive to employment of women by way of women friendly policies.

- Ladies can have well planned and successful careers in the Hospitality and Tourism Industry.

1.12 Hypothesis of the Study

- Age and Career Aspirations
- Economic background and career aspirations
- Career aspirations and marital status of women
- Single women and married women
- Levels of education and career aspirations
- Achievement needs and Career aspirations
- Use career aspirations scale of Gregor and O Brian to measure Professional, Educational and Achievement aspirations

Hypotheses framed for the study based on the above:

Age and Career Aspirations Hypothesis:

Null Hypothesis (H0): There is no significant relationship between age and career aspirations among women in the hospitality and tourism industry.

Alternative Hypothesis (H1): Age is significantly related to career aspirations among women in the hospitality and tourism industry.

Economic Background and Career Aspirations Hypothesis:

Null Hypothesis (H0): Economic background has no significant influence on the career aspirations of women in the hospitality and tourism sector.

Alternative Hypothesis (H1): Economic background significantly affects the career aspirations of women in the hospitality and tourism sector.

Career Aspirations and Marital Status Hypothesis:

Null Hypothesis (H0): Marital status does not impact the career aspirations of women in the hospitality and tourism industry.

Alternative Hypothesis (H1): Marital status is a significant factor affecting the career aspirations of women in the hospitality and tourism industry.

Single Women and Married Women Hypothesis:

Null Hypothesis (H0): There is no significant difference in career aspirations between single and married women in the hospitality and tourism sector.

Alternative Hypothesis (H1): Career aspirations differ significantly between single and married women in the hospitality and tourism sector.

Levels of Education and Career Aspirations Hypothesis:

Null Hypothesis (H0): Levels of education do not have a significant impact on the career aspirations of women in the hospitality and tourism industry.

Alternative Hypothesis (H1): Levels of education significantly influence the career aspirations of women in the hospitality and tourism industry.

Achievement Needs and Career Aspirations Hypothesis:

Null Hypothesis (H0): There is no significant relationship between achievement needs and career aspirations among women in the hospitality and tourism sector.

Alternative Hypothesis (H1): Achievement needs are significantly related to career aspirations among women in the hospitality and tourism sector.

Use of the Career Aspirations Scale by Gregor and O'Brian Hypothesis:

Null Hypothesis (H0): The use of the career aspirations scale by Gregor and O'Brian does not accurately measure the professional, educational, and achievement aspirations of women in the hospitality and tourism industry.

Alternative Hypothesis (H1): The career aspirations scale by Gregor and O'Brian is a valid measure of professional, educational, and achievement aspirations among women in the hospitality and tourism industry.

CHAPTER - II

REVIEW OF LITERATURE



2.01 Introduction

The review of literature is an indispensable component of the research process, serving as the foundation upon which every study is built. It is a meticulous and systematic examination of existing scholarly works, research, and theories related to a particular topic or research question. This critical exploration of prior knowledge provides researchers with essential insights, contextual understanding, and a platform for identifying gaps in the existing literature that their research aims to address. It being an integral part of the research process, assumes a paramount role in laying the groundwork for any study. It entails a comprehensive analysis of existing academic works, research endeavors, and theoretical frameworks pertinent to a specific research topic or inquiry. This meticulous examination of prior scholarship equips researchers with invaluable insights, contextual comprehension, and the ability to pinpoint gaps in the existing literature that their research endeavors seek to fill.

We will delve into the significance of the review of literature within the research framework, emphasising its role in guiding and informing the research process. The review of literature is the conduit through which we connect with this wealth of knowledge, enabling us to build upon it, challenge it, or extend it in our pursuit of answering compelling research questions.

In this chapter, we explore the methodologies and strategies for conducting an effective review of literature. This involves identifying relevant sources, critically evaluating their credibility and contributions, and synthesizing the findings to provide a thorough examination of the present condition of knowledge in the field. While conducting the review of literature, it is essential to recognise that this process is not a passive survey of past works but an active engagement with the community.

2.02 The Need and Significance of a Review of Literature

The need and significance of a review of literature in any research endeavor are paramount for several reasons. Firstly, it serves as a foundational step that helps to establish the context and rationale for the research. By exploring and analyzing existing academic works, research studies, and theoretical frameworks related to the topic, researchers can gain a complete grasp of the current state of information and recognition of the deficiencies that their research aims to tackle.

Additionally, a review of literature aids in the identification of key concepts, theories, and methodologies that have been used in previous research. This allows researchers

to expand on established insights and contribute to the progress of the discipline. Moreover, it allows them to evaluate the strengths and limitations of past studies, thereby informing the design and approach of their own research.

Furthermore, a comprehensive review of literature helps to provide a theoretical framework for the research, guiding the formulation of research questions and hypotheses. It can also assist in the development of a coherent and logical structure for the research, ensuring that the study is grounded in a solid theoretical and conceptual foundation.

A review of literature also plays a crucial role in the identification of research gaps and unanswered questions within the field. By highlighting areas that require further investigation or clarification, it can guide researchers towards meaningful and relevant research inquiries, thereby contributing to the expansion of knowledge in the area of study.

A review of literature being an integral part of any research endeavour, providing a strong foundation for the study and serving several essential purposes:

1. **Contextualisation:** It places the research within the broader context of existing knowledge. By reviewing prior works, researchers can understand what has already been studied, what gaps exist, and how their research fits into the larger academic landscape.
2. **Identification of Gaps:** It helps identify gaps, inconsistencies, or contradictions in the existing literature. Recognising these gaps is crucial because it informs the research question and justifies the need for the study.
3. **Theory Development:** For theoretical research, a literature review is essential for constructing or refining theoretical frameworks. Researchers can build on or challenge existing theories to advance their field.
4. **Methodological Guidance:** It offers insights into research methodologies and methods that have been successful or problematic in similar studies. Researchers can learn from others' experiences and make informed decisions about their own methods.
5. **Avoiding Duplication:** It prevents duplication of efforts by ensuring that the proposed research has not already been conducted or published in a similar form. This saves time and resources.

6. **Quality Control:** It helps in assessing the quality of research sources. Researchers can distinguish between credible, peer-reviewed sources and less reliable information, ensuring the integrity of their study.
7. **Supporting Arguments:** A comprehensive review of literature provides evidence and support for the arguments and hypotheses proposed in the research. It strengthens the rationale for the study's objectives.
8. **Enhancing Credibility:** It adds credibility to the research by demonstrating the researcher's knowledge of the subject and the careful consideration of previous work. This enhances the research's overall trustworthiness.
9. **Breadth and Depth:** It offers both breadth and depth. Researchers get a broad overview of the topic from various angles while also diving deep into key studies that inform their work.
10. **Contributing to Knowledge:** A well conducted review of literature contributes to the advancement of knowledge in a particular field. It provides a synthesis of existing ideas, which can inspire future research.

2.03 Historical Evolution

The early nineteenth century saw a scarcity of published books, while the foundations of contemporary career development theory can be traced back to 1909. Parsons introduced the first structure for making career decisions, later termed the trait-and-factor theory. Williamson, in 1939, identified a dearth of literature addressing students' issues, emphasizing the importance of gathering valid and reliable data for effective counseling. Ginzberg, in 1972, delineated the stages of career decision making: fantasy choices, tentative choices, and realistic choices, stressing the significance of his theory for human resources research. However, these theories had limited practical impact until the 1950s when sociologically-based theories emerged, incorporating psychological and sociological perspectives on career decision making. Brown (2002) underscored the complexities of combining different theories due to varying definitions of key terms. Similarly, Osipow (1990) highlighted the discrepancies among different theorists in defining personality and congruence, posing a challenge to achieving a unified framework. Patton and Creed (2007) conceptualized occupational aspirations as a crucial developmental task for adolescents, influenced by their vocational self-concept and the interplay between personal and environmental factors. Self-concept, as emphasized by the social

cognitive theory, was linked to future career projections and early aspirations as predictors of later occupational choices. Adolescent vocational development, as described by Gottfredson (2005), becomes apparent during the phase of conscious awareness. However, many adolescents encounter challenges in understanding their interests and capabilities, often making choices without a comprehensive understanding of available options. Rowan-Kenyon, Perna, and Swan (2011) discovered a significant portion of students who were uncertain about their career aspirations, suggesting that their future-focused thoughts fluctuated due to influences from social, familial, economic, and school-related factors. As adolescents recognize the barriers impeding their aspirations, they progress from initial idealistic ambitions to tentative and eventual expectations (Patton & Creed, 2007). Various elements, such as gender, socio-economic status, academic achievements, parental occupation and educational background, and parental expectations, can shape career aspirations (Adragna, 2009; Berzin, 2010; Domenico & Jones, 2006). These factors establish a structure through which adolescents evaluate their ambitions and navigate their pursuit of objectives. Differences in career aspirations between males and females can be linked Based on contextual elements (Massey, Gebhardt, & Garnefski, 2008). Perceptions within a cultural context of gender can impact how individuals view their capabilities in different career-related responsibilities, potentially affecting their career choices (Correll, 2001). Studies suggest that women generally have higher career aspirations than men, with a heightened interest in diverse career paths and greater flexibility regarding gender roles (Blackhurst & Auger, 2008; Nadeem & Khalid, 2018; Mendez & Crawford, 2002). Moreover, females demonstrate a propensity for high-status occupations, even in traditionally male-dominated fields, while males lean towards realistic careers over social ones (Adragna, 2009; Feliciano & Rumbaut, 2005; Kang, Hense, Scheerso, & Keinonen, 2019; Migunde, Agak, & Odiwuor, 2012). Males often prioritize external rewards and prestige, whereas females are more drawn to internal rewards (Tang, Pan, & Newmeyer, 2008).

Scholastic success or academic achievement has been associated with the educational and professional ambitions of high school students, as those with notable achievements often exhibit elevated aspirations (Salami, 2008; Watson, Quatman, & Edler, 2002). Adolescents from less privileged backgrounds and with a history of lower academic performance typically harbor uncertainties about their career goals

(Gutman & Schoon, 2012). Individuals who perceive their abilities positively and attribute their success to hard work are inclined to have higher aspirations (Gutman & Akerman, 2008). Women's career aspirations towards male-dominated professions are influenced by their own perceived drive for accomplishment, whereas for men, their career aspirations appear to be largely unaffected by their perceived drive for accomplishment (Mendez & Crawford, 2002).

Parental aspirations strongly influence adolescents' own aspirations, with higher parental aspirations often corresponding to higher aspirations in teenagers (Schoon & Parsons, 2002). Additionally, vocational aspirations during adolescence differ between genders and are associated with parental education levels and mathematics test scores (Schoon, 2001).

Parental engagement in academics and their dedication to their children's education have a positive influence on student career aspirations (Ma & Wang, 2001). Furthermore, the educational histories and socio-economic positions of parents are linked to their children's professional ambitions, with the socio-economic status of the family being especially influential on the educational aspirations of boys (Guo, Marsh, Parker, Morin, & Yeung, 2015). Teenagers or adolescents from more affluent families tend to aspire to professional occupations, whereas those from less affluent families may have a wider range of potential career options (Ashby & Schoon, 2010; Gutman & Schoon, 2012). Nevertheless, among families where parents have lower educational attainment, active parental participation in education is directly linked to increased ambitions indicating that parental participation can influence adolescents' future prospects (Hill et al., 2004).

Although the level of prestige aspired to by children's reported real jobs may slightly exceed that of their parents, this discrepancy could be driven by career obstacles motivating students to aim for higher achievements, reflecting the desire for upward mobility (Creed et al., 2007).

The most significant determinants of persistence in science and engineering career aspirations were identified as academic proficiency and self-confidence in mathematics (Mau, 2003). Mathematics seemed to function as a decisive factor, limiting students' future choices. Those who received lower grades in math not only began with lower career expectations but also experienced a more pronounced decline in aspirations during their mid high school years (Shapka, Domene, & Keating, 2008).

Ma and Wang (2001) highlighted the significance of math education in fostering students' professional ambitions, indicating that those who perform well in math are inclined to establish higher career goals.

Understanding the career ambitions of young individuals holds great significance in the Arab world, where uncertainty about future career paths is widespread (AlMunajjed, Sabbagh, & Insight, 2011; Heggli, Haukanes, & Tjomsland, 2013). Furthermore, differences in academic performance between boys and girls in Oman have led educators and parents to propose higher expectations for male students (World Bank, 2013). Research shows that girls not only outperform boys in primary and secondary schools but also that the percentage of boys without access to education is at least 20 percentage points higher than that of females (AlMunajjed et al., 2011; Steer, Ghanem, & Jalbout, 2014).

Young people are considered a crucial resource for development, serving as a driving force for economic progress. Despite facing significant challenges, especially in terms of employment and livelihoods, they represent the present and future potential as educators, innovators, entrepreneurs, healthcare professionals, scientists, politicians, and peacemakers (Dar, 2019). However, gaps in existing research regarding populations, career concepts, and family factors have hindered counseling psychologists from fully understanding the impact of families on career development (Gutman & Schoon, 2012; Wahl & Blackhurst, 2000). Exploring the concept of career aspirations could help counselors and policymakers design interventions and provide diverse resources to enhance children's educational and career expectations (e.g., AlMunajjed et al., 2011; Gutman & Schoon, 2012; Schoon & Polek, 2011).

The significance of investigating career aspirations lies in the discovery that the career ambitions of adolescents are linked to the social status they attain as adults (see Ashby & Schoon, 2010; Feliciano & Rumbaut, 2005; Mello, 2008). Therefore, it is crucial to prepare students from various racial, cultural, and socio-economic backgrounds for post-secondary options that cater to their individual needs and meet the demands of the job market and the national economy (Wahl & Blackhurst, 2000). Encouraging parental involvement by providing them with information about available career resources and emphasizing the importance of showing interest, trust, confidence, and pride in their children is another essential aspect of nurturing aspiring children (Keller & Whiston, 2008).

Occupational Aspirations in Career Development

Within the domain of career development theories, aspirations pertaining to careers hold particular significance, especially for adolescents aiming to harmonize their career paths with their self-perceptions (Patton & Creed, 2007). Super's theory of vocational development, encompassing the concept of vocational self-perception, emphasizes the significance of one's self-perception in career choice. The formation of the vocational self-perception occurs through the interaction between an individual and their surroundings, playing a crucial part in selecting careers that align with their self-concept. Social cognitive theory underscores the impact of environmental elements such as opportunities, resources, obstacles, financial support, parental conduct, and education on career development. The self-concept is closely connected to projecting one's future career, career-related goals, and career choices. Early aspirations can serve as predictors of future aspirations and, ultimately, the choice of profession (Rojewski, 2005).

Research has shown that adolescents' career aspirations and expectations can predict their educational achievements in adulthood, even eight years later (Beal & Crockett, 2010). The awakening of vocational development typically occurs in adolescence, around the age of 14 or older (Gottfredson, 2005). Nevertheless, several teenagers encounter difficulties in pinpointing their particular interests, capabilities, and objectives, partly due to the ongoing evolution of many attributes pertinent to their careers. This developmental phase poses the danger of adolescents committing to a specific career trajectory before fully understanding the array of options open to them. Significantly, numerous students lack awareness of the educational and professional prospects within their reach. For example, some students base their career decisions more on emotions rather than on an appraisal of the potential career opportunities available to them (Holcomb-McCoy & Young, 2012).

As indicated by research conducted by Rowan-Kenyon, Perna, and Swan (2011), a significant proportion of students (10.2%) were undecided about a specific occupation and had difficulty pinpointing their areas of interest. Moreover, a greater percentage of eleventh-grade students, in comparison to ninth graders (13.5% versus 7.6%), expressed uncertainty regarding their occupational aspirations. In a more recent investigation by Dar (2019), it was found that 17.83% of teenagers displayed low aspirations for their careers, while 58.33% fell into a moderately ambitious category.

This suggests that while some young individuals maintain clear aspirations and expectations for their future occupations, others experience fluctuations in their forward-thinking, influenced by various factors such as societal pressures, family backgrounds, socio-economic status, access to opportunities, and school-related aspects (Akos, Lambie, Milsom, & Gilbert, 2007; Gutman & Schoon, 2012; Sadolikar, 2016; Schoon, 2001).

Patton and Creed (2007) proposed that adolescents may need to adjust their occupational aspirations over time, transitioning from initial fantasy aspirations to tentative ones and ultimately solidified expectations, as they become increasingly aware of personal and contextual barriers that may impede the realization of their aspirations.

Several factors, such as gender, socio-economic status, academic performance, parental occupation and education levels, and parental expectations, play a significant role in shaping career aspirations (Adragna, 2009; Berzin, 2010; Domenico & Jones, 2006). These factors establish the benchmarks against which adolescents assess themselves and form the context in which they pursue their goals. Gender differences in career aspirations are influenced by contextual factors (Massey, Gebhardt, & Garnefski, 2008), with cultural beliefs about gender contributing to the formation of individuals' perceptions of their competency in various career-related tasks, ultimately influencing their chosen career paths, sometimes independently of their actual capabilities (Correll, 2001).

Research on career aspirations indicates that, generally, females tend to hold higher career aspirations than males (Blackhurst & Auger, 2008; Nadeem & Khalid, 2018). Moreover, females tend to exhibit a wider interest in diverse careers and greater flexibility in terms of gender roles within their career aspirations compared to their male counterparts (Mendez & Crawford, 2002). For instance, females often strive for and achieve high-status occupations, including those traditionally dominated by males (Adragna, 2009; Feliciano & Rumbaut, 2005). Additionally, females commonly lean towards biological subjects, while males demonstrate a preference for physics and chemistry (Kang, Hense, Scheersoi, & Keinonen, 2019). Males often favor pragmatic career choices, while social professions are more appealing to females than males (Migunde, Agak, & Odiwuor, 2012). Males often prioritize prestige and external rewards, while females are more attracted to internal rewards (Tang, Pan, &

Newmeyer, 2008). However, some studies suggest a trend toward increased gender equality, with no significant disparities between the career aspirations and expectations of males and females (Creed, Conlon, & Zimmer-Gembeck, 2007).

Furthermore, academic achievement plays a role in shaping the educational aspirations of high school students (Salami, 2008). It is likely that high-achieving students tend to have higher career aspirations compared to their lower-achieving peers (Adragna, 2009). High-achieving females often surpass the aspirations of both average-achieving females and males, matching the aspirations of high-achieving males (Watson, Quatman, & Edler, 2002). Conversely, adolescents with lower academic achievement and socio-economic backgrounds are more prone to experiencing uncertainty in their career aspirations (Gutman & Schoon, 2012). Individuals who believe in their ability to succeed and attribute their accomplishments to hard work, rather than luck or fate, tend to have higher aspirations than their peers (Gutman & Akerman, 2008). Additionally, females who perceive themselves as hardworking and internally motivated are more likely to aspire to careers traditionally dominated by males, whereas male career aspirations appear to have little correlation with self-perceived motivation and achievement. Among females, it is often the most hardworking individuals who aspire to non-traditional careers for women (Mendez & Crawford, 2002).

Generally, personal achievements are positively linked to self-perception in academics across 52 nations and to professional ambitions in individuals from 42 countries. The favorable impact on career aspirations is mediated by self-perception across 54 countries. These results highlight apprehensions regarding career goals. Students equipped with the requisite skills for pursuing careers in fields such as science and technology, yet surrounded by high-achieving peers, are more likely to experience reduced confidence in their abilities and may be dissuaded from pursuing further education in these areas (Nagengast & Marsh, 2012).

It is clear that parental aspirations significantly impact the career aspirations of adolescents. When parental aspirations are high, teenagers also tend to hold elevated aspirations (Schoon & Parsons, 2002). Moreover, vocational aspirations of adolescents differ between females and males and are tied to parental education and math test scores (Schoon, 2001). Parental dedication to their children's education, as demonstrated by academic encouragement, has a positive effect on students' career

aspirations. Students are more inclined to internalize their parents' academic expectations, resulting in increased career ambitions (Ma & Wang, 2001). Moreover, the educational level and socio-economic status of parents are linked to the career aspirations of their children. Particularly, the family's socio-economic status significantly impacts the educational goals of boys (Guo, Marsh, Parker, Morin, & Yeung, 2015). For instance, teenagers with employed mothers tend to consider a wider array of professions compared to those whose mothers are unemployed (Gutman & Schoon, 2012). Adolescents from more affluent families are more inclined to aspire to professional vocations than those from less affluent households (Ashby & Schoon, 2010). While socio-economic status may represent the educational resources accessible at home, parental encouragement for academic success ensures that these resources are dedicated to the student's education (Wang & Staver, 2001).

Interestingly, in families where parental education levels are lower, parental engagement in academics is directly linked to heightened career ambitions. Hence, parents with limited socio-economic means may not actively participate in their children's education in ways that directly influence their academic behavior or performance. Nonetheless, their involvement may communicate their expectations for their teenagers' future success and social advancement (Hill et al., 2004). Furthermore, even though there was no notable contrast in the perceived status of parents' and students' professions, the tendency indicated that youngsters aimed for marginally more prestigious vocations compared to those reported by their parents. This inclination might be attributed to the challenges related to careers in the lives of students, serving as motivation to surpass their parents rather than limiting their aspirations (Creed et al., 2007).

Success in academics and confidence in mathematical skills were strong indicators for the endurance of aspirations toward careers in the fields of science and engineering (Mau, 2003). Mathematics often acts as a determinant, narrowing the scope of future options for students. Students with lower math grades not only initially displayed lower career expectations but also experienced a more rapid decline in aspirations during the latter half of high school (Shapka, Domene, & Keating, 2008). Ma and Wang (2001) highlighted the critical role of mathematics education in elevating students' career aspirations. Studies suggest that students excelling in mathematics education are more inclined to set ambitious career goals.

The exploration of adolescent career ambitions is essential, especially in the Arab region, considering the prevailing uncertainty that complicates predictions about future career paths (AlMunajjed, Sabbagh, & Insight, 2011; Heggli, Haukanes, & Tjomsland, 2013). Additionally, in the Omani context, there exists a discrepancy in academic achievements between genders, prompting suggestions for educators and parents to cultivate higher expectations for male students (World Bank, 2013). Girls consistently surpass boys in academic performance, with a significantly higher percentage of boys encountering academic challenges in both primary and secondary education (AlMunajjed et al., 2011; Steer, Ghanem, & Jalbout, 2014).

Youth represent a valuable asset for development, capable of contributing to economic progress as educators, innovators, entrepreneurs, health professionals, scientists, politicians, and peacemakers, despite confronting significant obstacles, particularly concerning employment and livelihoods (Dar, 2019).

Additionally, significant gaps in current research concerning populations, aspects of career development, and family-related variables have hindered counseling psychologists from gaining a thorough grasp of how the family impacts career growth (Gutman & Schoon, 2012; Wahl & Blackhurst, 2000). Exploring the idea of career ambition can provide valuable understanding for counselors and policymakers to create measures and offer resources that aim to improve the educational and career outlook for children (e.g., AlMunajjed et al., 2011; Gutman & Schoon, 2012; Schoon & Polek, 2011).

Comprehending career ambitions holds significant value as studies have revealed a connection between the career goals of adolescents and their future social status and accomplishments in adulthood (refer to Ashby & Schoon, 2010; Feliciano & Rumbaut, 2005; Mello, 2008). Hence, it is crucial to equip students from various racial, cultural, and socio-economic backgrounds with suitable post-secondary options that cater to their specific requirements and the needs of the job market and the national economy (Wahl & Blackhurst, 2000). Cultivating the aspirations of children involves equipping parents with knowledge about accessible career resources and highlighting the significance of expressing interest, trust, confidence, and pride in their children (Keller & Whiston, 2008).

2.04 Evolution of Modern career Decision Making and Occupational Aspiration Theories

In the aftermath of the 1950s, a wave of newly developed psychological theories emerged and gained widespread acceptance in the realm of career decision-making research. Bordin, Nachmann, & Segal (1963) detected a psychological gap, as the major approaches at the time focused on comparing occupational problems in relation to personality theories, their structural attributes, and the assumptions governing the decision-making process. They introduced a novel framework with the aim of establishing a set of dimensions connected to infantile physiological functions that encompass all the job satisfactions work could offer. This framework illustrated that any occupation could be described based on the relative strengths of these component dimensions and their relationship to a series of modifying characteristics. Lofquist and Dawis (1969) introduced their first edition of work adjustment theory, providing insights into the psychological perspective of individual challenges in a work-oriented society. Krumboltz, Mitchell, & Brian Jones (1976) conducted a study involving 255 community college students, using their Decision-Making Questionnaire (DMQ) to evaluate actions and thoughts representing five distinct decision-making styles: rational, impulsive, intuitive, dependent, and fatalistic. They found that decision-making behavior was most strongly linked to ratings of decision outcome satisfaction, decision importance, and decision confidence.

Career ambitions encompass "declared objectives or selections related to one's profession" that substantially drive career-related conduct and eventual educational and professional achievements (Rojewski, 2005, p. 132). These aspirations can yield enduring impacts, influencing an individual's career and residential choices, as well as the level of prosperity they attain. Despite extensive exploration of occupational aspirations in Western settings, they have not been directly scrutinized in China, despite the growing interest in career research within the country (Granrose, 2007). This study specifically delved into the career ambitions of a notable cohort of Chinese adolescents approaching the conclusion of their formal secondary education and contemplating their prospects after graduation.

Occupational ambitions hold a key position in multiple theories of career development. They commonly progress from envisioned future ideals to well-considered evaluations based on abilities, interests, values, and opportunities

(Gottfredson, 2002). These aspirations can be categorized as either idealized or realistic. Idealized aspirations involve professions one would prefer if there were no limitations on opportunity, financial resources, or capability when choosing a career. Conversely, realistic aspirations, or expectations, represent the occupations one foresees considering perceived or actual constraints (Rojewski, 2005). Both aspirations and expectations reflect attitudes and beliefs, making them cognitive constructs presumed to influence current behavior as well as future planning. In Gottfredson's terms, disparities between aspirations and expectations arise from compromises and limitations in what one would like to do occupationally and what one is realistically able to achieve. When such disparities occur, they typically indicate a decline in aspirations relative to real or perceived career barriers (Rojewski).

Occupational aspirations and expectations have been found to be associated with a wide range of individual and situational variables, including gender (Wahl & Blackhurst, 2000), race, socio-economic status (Hellenga, Aber, & Rhodes, 2002), educational aspirations and achievements (Marjoribanks, 2002), self-esteem and self-efficacy (Fouad & Smith, 1996), family and school environments (Bo, 1994), social support (Wall, Covell, & McIntyre, 1999), parental aspirations and expectations (Wilson & Wilson, 1992), and parenting style (Steinberg, Lamborn, Dornbush, & Darling, 1992).

In terms of concept, Lent, Brown, and Hackett (1994) proposed significant roles for self-assurance in career matters and expected results in shaping aspirations. However, only a limited number of studies have directly investigated these connections. In an Australian study (Patton & Creed, 2007), adolescents aiming for esteemed careers displayed heightened confidence in making career decisions and less uncertainty, while those facing discrepancies between their aspirations and expectations exhibited reduced confidence in career decision-making, increased indecisiveness, and lower levels of career advancement.

The process of career decision-making is crucial for career advancement (Betz, 1992), closely intertwined with aspirations, especially occupational expectations. Dating back to 1909, Parsons described the process of career decision-making as one, involving self-awareness and comprehension of the work environment, leading to the capacity to combine these elements and choose a career path. More recently, Gati, Kraus, and Osipow (1996) conceptualized career decision-making as comprising a

preparatory stage, where challenges such as lack of motivation, indecisiveness, and dysfunctional beliefs can surface, and a decision-making phase, where access to reliable information about the decision-making process, self-awareness, and the career landscape is pivotal. Disruptions in either phase can distort the decision-making process, leading to less favorable outcomes, particularly during the decision-making phase when individuals are assimilating information about themselves and potential career paths.

Career impediments, defined as "events or circumstances, either internal or external, that hinder career advancement" (Swanson & Woitke, 1997), significantly influence the career decision-making process. These hindrances may be actual or perceived, with individuals perceiving them as influential (Swanson & Gore, 2000). Lent, Brown, and Hackett (2000) argued that "individuals are less likely to translate their career interests into goals and their goals into actions when they perceive their efforts to be obstructed by insurmountable barriers or inadequate support systems" (p. 38). Consequently, career obstacles are also likely to be associated with vocational aspirations and expectations. Gottfredson (2002) and Lent et al. depicted career obstacles as the primary factor prompting individuals to adjust their career objectives, aligning their aspirations with their expectations.

For a considerable duration, the hospitality industry has been predominantly male-dominated. Although more women have recently joined the sector, they encounter challenges hindering their career progress. Consequently, Schreiber (1998) suggested that in this environment, female employees often adopt masculine qualities to succeed in their careers.

A study conducted by Meyerson (2001) uncovered that historically, men were typically perceived as the primary earners while women were primarily responsible for domestic tasks and caregiving. Women, possessing some degree of masculine traits, often need to emulate male models and conform to male cultural norms to succeed in the hospitality industry (Bierema & Cseh). For instance, the trait of emotional restraint is exemplified, as women in managerial positions are sometimes labeled as excessively emotional. Furthermore, Bierema & Opengart (2002) have identified various obstacles to women's career advancement, including gender roles and societal pressures, the traditional caregiving role of women, increasing opportunities in alternative fields, the lack of female role models, career trends that

diverge from those of men, and the implicit knowledge essential for thriving in environments dominated by males.

The "double-bind theory," proposed by some business leaders, argues that women are perceived as overly sensitive and insufficiently strong to handle clients and challenges. Simultaneously, these women may be labeled as "difficult" if they display strength and assertiveness (Carroll, 1989). Several studies indicate that modern successful companies prioritize collaboration, adaptability, and comprehensive perspectives and approaches (Appelbaum et al., 2003).

Consequently, effective leaders in organizations are expected to exhibit inclusive thinking, foster collaborative teams, and prioritize harmonious work relationships, traits commonly associated with women's management styles (Fletcher 1998, Colwill and Townsend 1999).

Gilligan (1982) attributes the development of women to the maturity and understanding that occurs in both men and women during the years following their graduation from college. She suggests that women's career progression should be viewed as interconnected rather than independent. According to Gilligan, principles such as caring, avoiding harm, generosity, and building relationships are essential in the adult development of women. "As women construct the adult world, the realm of relationships emerges and becomes the central point of attention and concern."

In her research, Michele Howe (2012) maintains that the hospitality industry's traditionally male-dominated nature is influenced partly by its culture and characteristics. She also highlights that senior-level woman employees in the industry face the dilemma of balancing family and career due to the dynamic and mobile nature of the field. Theoretical discussions on women's career advancement underscore the social and theoretical underrepresentation of women in comparison to men (Bierema & Opengart, 2002). The authors suggest that explaining women's career advancement is more intricate than that of men, presenting a challenge in deciding whether to adapt existing theories or develop new ones (Swanson & Fouad, 1999). Some theories on women's career development emphasize their capacity to manage various work schedules owing to their societal roles as homemakers and caregivers (Bierema, 1998).

An investigation by Eagley and Johnson (1990) into gender disparities in leadership styles revealed that women possess both interpersonal relationship skills and task-oriented capabilities, whereas their male counterparts prioritize task completion to a greater extent. Chawla (2009) notes the increasing visibility of women in management and key positions. With the surge in business growth, opportunities for women in India have expanded. He further suggests that women are naturally adept at networking and communication, excelling at multitasking, as evidenced by those who efficiently manage both businesses and families.

Babaria and Chedda (2010) highlighted that educated women in India advocate for equal opportunities and increased societal recognition. They are venturing beyond the confines of their homes with the determined goal of achieving significant positions in business through hard work, determination, perseverance, and competence. Evangelia Marinakou's (2014) study indicates that women exhibit talents equal to those of their male counterparts, displaying skills considered more effective and crucial in the hospitality industry. They are recognized as caregivers, possessing superior communication abilities, adaptable to supportive behaviors, and more adept at managing intense competition and adapting to changes efficiently.

2.05 Theory of Occupational Aspirations

Gottfredson (1981) is a prominent figure in the development of the theory of occupational aspirations. In her work titled "Circumscription and Compromise: A Developmental Theory of Occupational Aspirations," she identified six key observations that served as the foundation for her theory:

1. Prevailing psychological theories on vocational choices primarily focus on either the developmental process or the content of these choices. While some address how individuals make career decisions, others concern themselves with which professions are selected.
2. Despite the general acknowledgment of the significance of socioeconomic background and intelligence as critical predictors of occupational aspirations, these variables are often overlooked or downplayed in favor of weaker predictors, such as the values and interests of young individuals and their parents. The importance of elements like social class, intelligence, and gender is frequently assumed and not systematically explained.

3. Mainstream psychological theories of vocational choices are built on the fundamental premise that people aim to align their self-knowledge with the type of work they pursue. Consequently, vocational adjustment and satisfaction depend on the degree to which a job aligns with an individual's self-concept. Integrating aspects like social class and intelligence into a self-concept theory of career choice would be a logical step.
4. While the importance of self-concept might be evident to most psychologists, non-psychological perspectives on career choices tend to focus on environmental factors that steer individuals into professions regardless of their personal preferences. Psychological theories, on the other hand, pay little attention to the environmental contingencies, some of which are likely connected to social class, intelligence, and gender. Creating connections between these psychological and non-psychological perspectives can result in a more holistic comprehension of the evolution of career aspirations.
5. Research and theory have predominantly centered on vocational development during high school and college, despite the acknowledgment that self-concept begins developing earlier. Furthermore, aspects of vocational selection, such as preferences for the level of masculinity or femininity in jobs, appear to be well-established during adolescence.
6. While some major theorists have recognized the importance of compromise in career decisions, vocational theories have generally overlooked the specific compromises individuals encounter in their professional journeys and how they manage them. This is a complex area with limited available evidence, but exploring this theoretical terrain may yield valuable insights.

Gottfredson employed a social system perspective alongside psychological approaches in her research. She established a connection between self-concept and occupational perceptions, leading to the perception of compatibility between oneself and certain professions (preferences) and the perception of access to job opportunities and barriers. These factors contribute to the range of viable career options (perceived social space), which, coupled with the stimulus to identify a specific job title as a goal, ultimately leads to occupational aspirations (as shown in Figure 2.1). She defined occupational aspiration as "the single occupation identified as the best choice at any given time. As perceptions of compatibility and accessibility change, an

individual's assessment of the best alternative may also shift, even if the social space remains stable." In later modifications to her theory in 1996, Gottfredson suggested that individuals make slight compromises concerning their interests, prestige, and gender roles, with greater compromises related to prestige and significant compromises related to interests. Gender roles were usually the last aspect to be compromised.

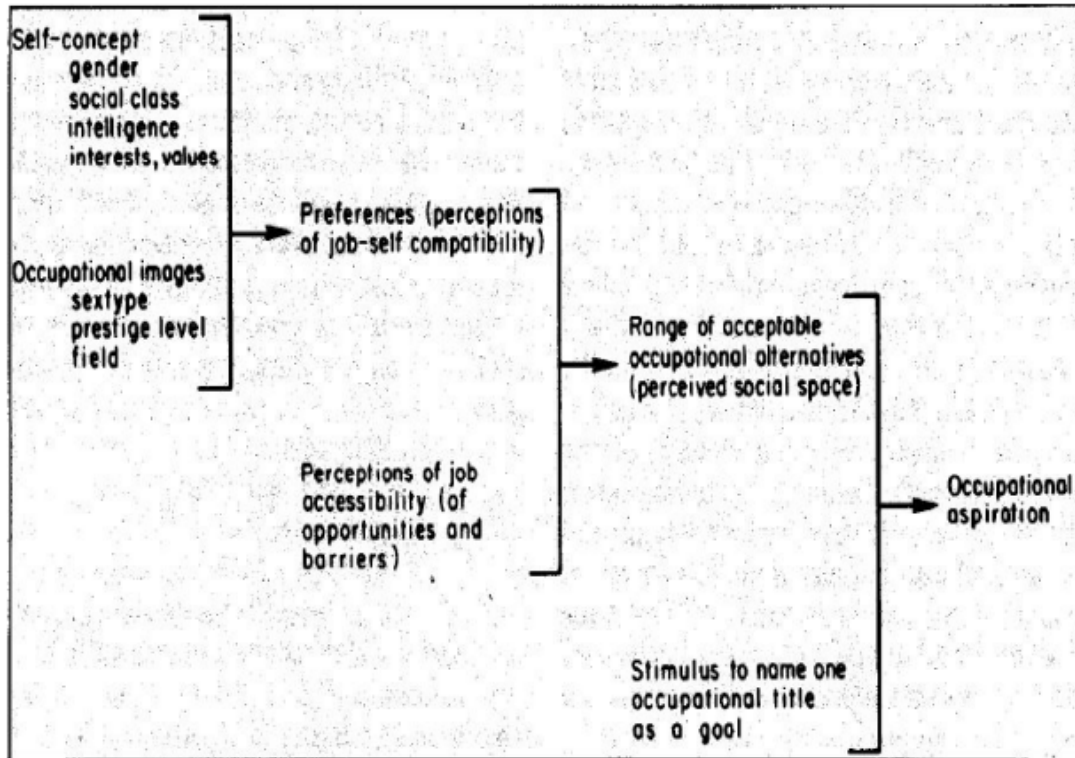


Fig. 2.1: Relations among theoretical constructs;

Source: (Gottfredson, 1981)

Watson and Stead (2006) argued that "career theories are a reflection of the era in which they were developed" and highlighted the necessity for continuous refinement to align with the evolving macro environment. While the fundamental concepts of "theories of content" and "theories of processes" have evolved over time, researchers have recognized the need for theories to consider both content (characteristics and context) and process (development and interaction). Several preceding theories, such as trait and factor theory, personality theory, developmental theory, work adjustment theory, theory of circumscription and compromise, social learning career theory, and social cognitive career theory, have encountered censure for their failure to sufficiently consider matters concerning socio-economic status, women, and various ethnic groups. In reaction, fresh theories have emerged to confront career development issues for individuals from these diverse contexts (Patton & McMahon,

2014). These new theories have also integrated specific career advancement issues related to women and have emerged over the last two decades (Minor, 1992).

The objective here is not to delve into the details of any specific theory but to provide context for understanding the position of women in management.

Theory of Work Adjustment:

The Theory of Work Adjustment (TWA) was originally formulated in two phases during the 1960s and 1970s by Lofquist and Davis, and it was subsequently refined by Dawis (2002). TWA presents a developmental model that describes the ongoing interaction between individuals and their work environment. It is commonly known as the theory of the correspondence between individuals and their work environment, treating career development as an ongoing process of adaptation and adjustment. TWA primarily emphasizes the match between the individual's needs and the demands of the work setting in relation to satisfaction (Leung, 2008). This theory encompasses two crucial components: "satisfaction" and "satisfactoriness." The theory posits that an individual's tenure in a specific work environment is jointly predicted by their level of satisfaction and the environment's satisfactoriness.

The robustness or strength of TWA is evident in the diverse set of assessments created to evaluate the factors linked to the theory, such as requirements, preferences, competencies, capabilities, fulfillment, and matching indicators. Collectively, TWA aims to elucidate career development and satisfaction by considering the correspondence between individuals and their environments. The theory maintains that differences between men and women on the achievement scale are minimal and, in many cases, represent unreliable and inaccurate bases for assessments.

Gottfredson's Theory of Career Aspirations:

One of the initial and notable frameworks addressing the role of gender in career aspirations is Gottfredson's (1981) developmental model. This model is particularly relevant for women due to its concepts of circumscription and compromise, which are tied to socialization and gender roles. It elucidates how women determine a range of acceptable occupational alternatives. The theory underscores the influence of early-life socialization and cultural training, which shape an individual's perceptions of power and the type of work typically associated with men and women. Gender-specific socialization is believed to manifest in the hospitality industry (Nzioka, 2013).

The model also outlines the impact of feedback from the environment on women's self-perceptions and occupational choices, as well as the barriers and opportunities present in the environment (Minor, 1992 as cited by Thomas, 2005). In a later update of the theory, Gottfredson (2005) examines the interactive relationship between inherent genetic tendencies and external influences. Beyond mere limitation, the career development process for women incorporates a necessary "compromise" in reaction to external circumstances and restrictions. Due to their multiple roles, women often need to adjust their occupational preferences to align with what is achievable in the real world.

Gender Role Congruence Theory

This theory underscores the persistent belief, held by both men and women, that women should take on a larger share of household chores. Understanding the concept of gender role congruity is crucial for comprehending biases against female leaders and the phenomenon of the glass ceiling (Thomas, 2005). In people's perceptions, there are inconsistencies between the qualities they associate with women and the requirements they see for leadership roles. Typically, communal traits are linked to women, while agentic qualities are attributed to men (Eagly & Karau, 2002). While it's commonly assumed that women's underrepresentation in higher-level positions is due to their lack of commitment, in reality, it often results from women seeking a balance between work and personal life (Thomas, 2005). Stereotypical views that women are better suited for non-leadership roles (Oakley, 2000) have a negative impact on their career progression and performance.

Another perspective suggests that women's attitudes and behaviors are influenced by the uneven distribution of men and women in various job roles, along with the impact of structural factors and opportunities. Mayer's (2001) research delves into the organizational environment to understand how women operate, concluding that their career success is contingent on organizational conditions and access to challenges that allow them to enhance their skills and reap rewards. Successful managers are often associated more with male figures than female figures because of perceived traits such as self-reliance, emotional stability, a desire for responsibility, leadership capabilities, straightforwardness, and knowledge (Rajan & Krishnan, 2002). In today's rapidly evolving global economic landscape, workplace culture may no longer necessitate the emulation of traditionally masculine skills. Instead, there may be a shift towards more team-oriented work environments, where women have increased opportunities to thrive.

Protean and Boundaryless Career Models

Over the past decade, two fresh outlooks on careers have emerged and gained popularity in the realm of organizational literature. The protean career, advocated by Hall (2002), is driven by the individual's self-directed vocational actions, aiming for subjective career success. Those embracing this model are committed to continuous learning and actively seek out challenges. On the other hand, the boundaryless career, introduced by Arthur (1994), characterizes a career that is not reliant on traditional structures but instead emphasizes "physical mobility," involving actual job, organization, and occupation changes, and "psychological mobility," signifying the willingness to forge work-related relationships across various organizations. This theory centers on multi-level analyses of both objective and subjective career dimensions, encompassing aspects like flexibility, mobility, opportunity structure, organizational position, and the work environment while downplaying the dependence on organizational promotions and predefined career paths (Briscoe et al., 2005).

Individuals who adopt a protean career attitude rely on their personal values to navigate their career path, taking a self-directed approach to professional development. Conversely, those who don't adopt this attitude are more likely to seek external guidance. These two interconnected but distinct constructs are expected to have a mutual influence in an individual's career journey. When applied to the lives of contemporary women managers, referred to as "solid citizens" by Briscoe and Hall (2006), who manage their careers based on personal values and exhibit psychological mobility but not physical mobility (boundaryless), this combination helps meet societal expectations regarding career advancement, marketability, or work-life balance (Sullivan & Arthur, 2006). Boundaryless careers are more about learning than adhering to traditional age-related career paths and are applicable to a broader range of employees (Broadbridge, 2008). Women managers today, the researcher argues, exhibit a protean attitude, driven by growth and achievement rather than job security. They are adaptable and progress through their career cycle while expecting fulfilling personal relationships, as well as organizational commitment and support. Although the initial research didn't uncover variations between genders, a study conducted by Inceoglu, Segers, Bartram, and Vloeberghs (2008) indicates that women are more inclined toward values and are guided by personal ethics compared to men. Moreover, Sullivan and Arthur (2006) suggest that women might be more adaptable on a

psychological level, while men could be more adaptable on a physical level, possibly due to psychological and social differences.

Kaleidoscope Career Model

Mainiero and Sullivan developed the Kaleidoscope Career model in 2005 to illustrate how men and women conceptualize and navigate their careers today. Like a kaleidoscope, one's career is dynamic and adaptable to life's changes, allowing individuals to modify their careers to fit evolving circumstances instead of letting organizations dictate their lives. The model highlights three fundamental elements—authenticity, balance, and challenge—and underscores that the emphasis on these elements shifts throughout an individual's life (Broadbridge, 2010). Men generally follow a linear career pattern, focusing on challenges first, followed by self-concerns, and ultimately aiming for balance and interpersonal relationships. Women, on the other hand, make career choices from a relational perspective, considering how their work impacts the people in their lives. Consequently, their career paths tend to be more intricate than those of men, potentially involving career breaks or transitions driven by family-related reasons as they seek a satisfying equilibrium between work and family life. Cabrera's (2009) findings support this model, emphasizing that women, particularly in mid-career, adjust their career aspirations to achieve more flexible schedules (Mainiero & Sullivan, 2007).

Career Development Phase Model

O'Neil and Bilimora (2005) introduced a model that outlines the development of women's careers across different life stages. They identified three key factors - women's family responsibilities, their positions in higher organizational levels, and the significance of relationships in women's growth and development - that justify focusing on women's career trajectories. The model identifies three age-related phases in women's careers. In the first phase (ages 24-35), women are driven by a desire to achieve, self-motivated to succeed, and seek opportunities to make a meaningful impact. They exhibit an internal locus of control, believing in themselves and their ability to overcome challenges within the organization. Phase two (ages 36-45) sees women's careers taking on various forms, such as structured or emergent, and they tend to have an external locus of control. Their career paths are influenced by external factors, and they become more aware of organizational issues. This is the life stage where women often need to make definitive choices regarding their commitment to

their careers and family responsibilities (O'Neil & Bilimora, 2005). In the third phase (ages 46-60), women often shift their focus towards contributing to organizations, families, and broader communities, aiming to make a positive impact on others (Broadbridge, 2010). This model illustrates how women's career priorities shift from an internal to an external locus of control as they progress through different stages of life and proves valuable for understanding the realities of women's career paths.

Career Progression for Women (Women's Career Development) Model - Contest and Sponsorship Pathways

Ines Wichert (2013) from the Kenexa High-Performance Institute (KHPI), a subsidiary of IBM, presented a women's career development model that emphasizes three primary dimensions: the individual, the immediate work environment, and the organizational context. Within this framework, there are four essential behaviors that individuals should demonstrate to enhance their prospects for career advancement: career planning, career development (including networking and mentoring), seeking opportunities, and effective self-promotion. Two pathways for career advancement are based on measuring promotions and progress within the organizational hierarchy. The "contest pathway" is primarily individual-based, while the "sponsorship pathway" is organizational-based and is instrumental in career progression. This model comprises three levels and eleven critical components that significantly influence the career advancement of women professionals. The middle level involves access to three vital career resources: supportive supervisors, crucial job assignments, and mentors and sponsors. The third level addresses the work-life culture and objective HR practices, which are essential in addressing gender stereotypes and biases that often hinder women's progress into senior roles.

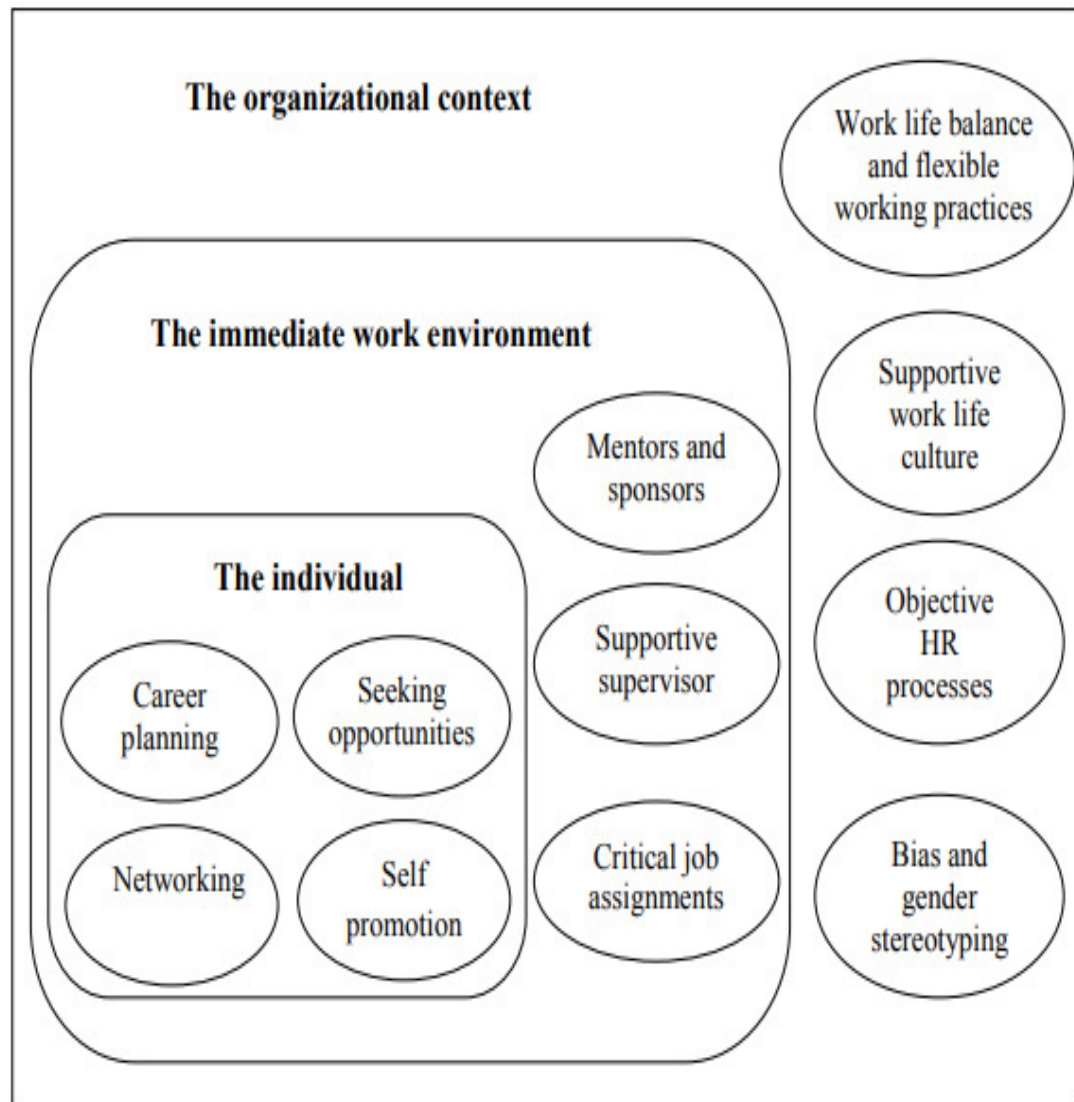


Fig. 2.2 : Kenexa model of career advancement

2.06 Farmer's Career and Achievement Motivation Model for Women and Men

Farmer presented an all-encompassing model in 1985 that integrates three separate groups of influences: Background, personal, and environmental. These influences are targeted at three primary aspects of motivation: (a) aspirations, (b) mastery, and (c) career commitment. Notably, Farmer's research revealed a particularly strong impact of Background factors on aspirations when compared to their influence on mastery and career commitment. Subsequently, in 1997, Farmer recommended the application of self-efficacy theory as a guiding framework for addressing women's career development (Farmer, 1997).

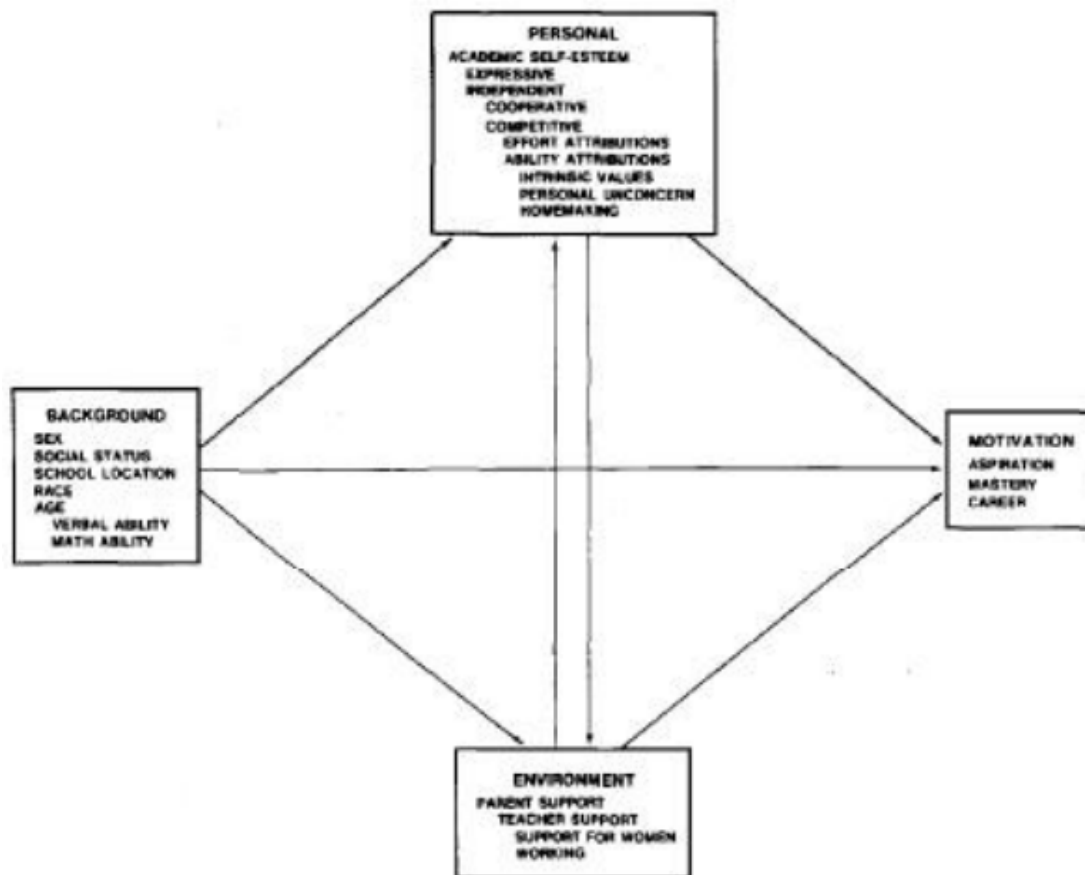


Fig. 2.3: Farmer's Conceptual model for testing the contribution of Background, Personal, and Environment factors to three dimensions of motivation: aspiration, mastery, and career.

Source: Farmer, H. S. (1985)

2.07 Social Cognitive Theory

The foundations of the theory of social cognitive behavior can be traced back to the book "Animal Drive and Learning Process," authored by Edwin B. Holt and Harold Chapman Brown in 1931. They postulated that all animal behaviors are driven by the fulfillment of their psychological needs related to emotions and desires (Holt, 1933). In 1941, Miller and Dollard revised Holt's social learning and imitation theory, introducing four key elements: cues, drives, responses, and rewards. They also included social motivation as a driving force, which incorporated the concept of imitiveness (Miller & Dollard, 1941).

Albert Bandura, one of the most cited and influential psychologists of all time, made significant contributions to the development of the social cognitive behavior theory

throughout his career. He proposed that "psychological procedures, in any form, can impact self-efficacy levels and strengths." He suggested that "expectations of personal efficacy stem from four primary sources of information: performance achievements, observational experiences, verbal persuasion, and physiological states." Bandura explored the relationship between different modes of learning (enactive, vicarious, and emotive), perceived self-efficacy, and changes in behavior (Bandura, 1977). In 1981, Hackett and Betz examined the application of Bandura's self-efficacy theory to the career decision-making process. They conducted a study with male and female undergraduate students, discovering that women generally had higher self-efficacy expectations for careers traditionally associated with women and lower self-efficacy expectations for male-dominated occupations (Hackett & Betz, 1981). In 1989, they realized that their theory couldn't fully explain career behaviors (Hackett & Betz, 1989). Following this, Romac (1990) introduced the social cognitive theory of career decision-making.

2.08 Social Cognitive Career Theory (SCCT)

While SCCT is rooted in Albert Bandura's general social cognitive theory (Bandura, 1986), it closely aligns with the perspectives of Hackett and Betz. Serving as a direct extension of social cognitive theory, SCCT highlights cognitive, self-regulatory, and motivational processes that go beyond fundamental learning and conditioning. It integrates three essential factors from the broader social cognitive theory: (1) self-efficacy, (2) outcome expectations, and (3) personal goals. These elements play pivotal roles in career development, enabling individuals to exert personal control. Among these, self-efficacy has been extensively examined in literature concerning career development (Hackett & Lent, 1992; Lent et al., 1994; Locke & Latham, 1990; Swanson & Gore, 2000). In this context, self-efficacy refers to an individual's belief in their capability "to organize and execute actions required to achieve specific performance outcomes" (Bandura, 1986, p. 391). Lent et al. (2000) proposed that SCCT could offer valuable insights for research focusing on the career progression of women and minority groups.

The previous "Self-Efficacy Model" developed by Hackett and Betz (1981) sought to elucidate the elements influencing the formation of self-efficacy expectations in women. They expanded upon Farmer's (1997) concept of internal and external barriers, developing their own model encompassing internal barriers (low self-

efficacy expectations) and external barriers (discrimination and sexual harassment). They concluded that internal barriers are modifiable, while external barriers can be managed. Their work was driven by the observation that differences in access to learning experiences could help understand the continued underrepresentation of women in traditionally male-dominated career fields (Betz, 2007). While investigating women's career obstacles, Swanson (1997) advocated the application of SCCT to study these barriers, stating it was the most promising model for establishing connections between barriers and other vital career-related factors outlined in SCCT (Raif, 2004).

2.09 Post 2000 Developments in Career Aspiration

Following the year 2000, many authors conducted studies to examine the connection between career aspirations and various related variables. These variables included work-role significance (McClintock-Comeaux, 2007), career orientation in relation to women's educational aspirations and vocational attitudes (Battle & Wigfield, 2003). Research indicated that career-oriented attitudes might help reduce the rate of women leaving the workforce after having young children, as women's career aspirations assisted them in managing their responsibilities in both work and personal life (O'Brien et al., 2000; Marks & Houston, 2002). The studies also looked into factors such as family responsibilities (O'Brien et al., 2000), expectations regarding women's roles as mothers (Marks & Houston, 2002), and expectations associated with different occupations, encompassing educational prerequisites and career rewards (Beal & Crockett, 2013).

In their research, Tang, Pan, and Newmeyer (2008) explored elements impacting the vocational ambitions of secondary school students. Their study, based on the social cognitive career theory, demonstrated that girls displayed greater interest in occupations that involved working with people, creativity, helping others, and self-expression. They illustrated the intricate interplay between self-efficacy, learning experiences, interests, and outcome expectations in students' career development processes.

Nevertheless, researchers like Fassinger (1990) argued that using single-item measures to gauge career orientation failed to capture the extent of women's aspirations regarding their chosen careers. She recommended that "future models should differentiate more clearly between women entering traditional fields

committed to excelling and those entering nontraditional fields without aspiring to high levels of achievement in those areas" (p. 457). To address Fassinger's concerns about the measurement of career orientation, O'Brien (1999) devised a measure of career aspiration, addressing the gap in existing literature. His scale became widely adopted for measuring women's career aspirations. The model has been used to measure women's career aspirations multiple times (O'Brien & Fassinger, 1993, O'Brien, 1996, and Gray & O'Brien, 2007). In 2007, the model expanded to include leadership aspirations and educational aspirations as sub-scales, which were subsequently utilized in various research studies (Thompson & Dahling, 2010; Fisher, Gushue, & Cerrone, 2011; Strauss, Griffin, & Parker, 2012; Laschinger et al., 2013). All these studies and their outcomes underscored the need for a multidimensional assessment of career aspirations in the research literature.

2.10 Career Choice / Career Aspiration Studies in India

In India, Agarwala (2008) delved into the factors influencing career choices among management students. The research indicated that "capabilities, skills, and competencies" were the most critical element, and the role of "fathers" significantly affected the career decisions of Indian management students. Although collectivism was the dominant cultural value, there were instances where students demonstrated individualistic tendencies in specific contexts, guided by a protean perspective. Diwan, Minj, Chhari, and DeCosta (2013) carried out a survey that spanned 792 first-year medical students from both public and private medical schools in Madhya Pradesh using a cross-sectional approach. Central India. Their study compared the motivations and career aspirations of rural and urban medical students, utilizing variables such as financial incentives, prestige, security, altruism, parental influence, and personal ambition to measure motivation and aspiration. Results indicated statistically similar motivations and career aspirations between students from public and private schools.

According to Wang and Staver (2010), career aspiration emerged as the most influential factor shaping students' future work experiences. Bindu and Padmanabhan (2016) assessed the degree of career aspiration among 250 higher secondary school students in Kerala, using Grewal's (2011) Career Aspiration Scale. Findings revealed that, on average, higher secondary school students had a moderate level of career

aspiration. Gender, locality, and socio-economic status were identified as factors influencing the level of career aspiration.

In another investigation by Dudovitz, Chung, Nelson, and Wong (2017). Concentrating on disadvantaged minority teenagers in Los Angeles from 9th to 12th grade, the study explored career ambitions in connection with feelings of hopelessness, self-confidence, substance usage, violence, and risky sexual behavior. Results suggested that adolescents with high career aspirations were less likely to experience hopelessness and exhibited higher self-efficacy. Career aspirations linked to professions with advanced educational requirements were associated with reduced alcohol and substance use, as well as decreased engagement in risky sexual activity.

Mtemeri (2017) explored the factors influencing career choices among high school students in Zimbabwe's Midlands Province, involving 1010 students and 20 teachers. Findings highlighted the substantial influence of family members, immediate and extended, schools, school locations, and peers on students' career choices. The OECD (2013) also reported that, in general, girls tended to have more ambitious aspirations than boys, often aiming for high-status careers. However, career choices were sometimes affected by stereotypes, with certain fields perceived as more masculine or feminine.

2.11 Women's Career Aspirations in Hospitality and Tourism industry in Mumbai

Numerous studies in the literature have explored women-friendly workplace policies that often overlap with family-friendly working policies. These measures are crafted to extend specific advantages to female employees, promoting a harmonious integration of their professional and personal lives (Bardoel et al., 1999). These initiatives encompass several elements, including the accommodation of extended work hours, flexible scheduling, part-time opportunities, contract-based employment, and remote work arrangements (Bryson et al., 1998). They also address issues such as leaves, maternity benefits, paternity leave, and the provision of amenities such as childcare centers or assistance programs (Scheibl and Dex, 1998; Bryson et al., 1998). Furthermore, some policies focus on assisting women in advancing their careers by providing training and development programs that help them attain leadership roles.

While these policies are generally perceived as an advantageous investment by human resources (Blau et al., 2002), there are challenges associated with their gradual

implementation. Monitoring the flexibility offered to employees can be complex, potentially resulting in additional costs for human resource management to adjust work schedules. However, research indicates that investing in these policies is a profitable strategy for organizations seeking to retain female talent. The success of an organization greatly hinges on the caliber of its workforce and how effectively their potential and talent are harnessed to achieve organizational objectives (Nankervis & Debrah, 1995). Therefore, organizations must establish effective human resource management practices and policies that aid in the recruitment, selection, and retention of skilled employees, ultimately contributing to the accomplishment of organizational goals.

Literature emphasizes the significance of women-friendly HR policies and their impact on women's performance within the industry, with one of the most notable benefits being cost reduction. High turnover rates resulting from work-life balance issues can incur substantial costs. For example, According to Abbot et al. (1998), the estimated expense associated with staff turnover concerning work-life balance might reach up to \$75,000 per employee.

Chiu and Ng (2001) conducted a survey of organizations in Hong Kong to assess the prevalence of women-friendly policies and their impact on employees' quality of work life. Their findings indicated that less than 10% of organizations implemented only half of these policies.

Moreover, Freundlich's research (2004), as reported by the Equal Opportunities Commission, revealed that women-friendly policies led to a 20% reduction in the cost of absenteeism associated with stress-related sickness or emergency leave for childcare.

A study by Megha Gupta (2015) suggested that the absence of a supportive work environment and the lack of women-friendly policies in the hospitality industry discouraged parents from encouraging their daughters to pursue careers in this sector.

The implementation of these policies serves as a valuable tool for retaining employees, attracting skilled professionals, and recruiting well-trained and qualified staff. It also fosters employee morale, commitment, and loyalty (Women and Equality Unit, 2003). Other researchers such as Sparrowe and Popielarz (1995) and Kuepper (2005) found that although women possessed essential academic qualifications, a

significant proportion attributed the slow progression of their careers to a lack of relevant training and skills. Thus, deliberate development and training were considered essential for improving intellectual capabilities and communication skills.

Dr. Kathleen Farrell (2015) asserted that the benefits for organizations are not solely about numerical flexibility but are also connected to functional flexibility and work-life balance initiatives. Educational reasons and leisure time were identified as crucial factors in work-life balance issues. Consequently, the study concludes that hotels need to adopt more organizational supports, such as work and care assistance, to help employees achieve a better work-life balance.

To foster gender diversity, various international hotel chains have introduced women-friendly practices. For example, Starwood Hotels & Resorts has introduced more part-time work options for female employees, while Hyatt Hotels provides significant incentives, including days off and complimentary room nights. Marriott India has implemented a 40-hour workweek with hour-long lunch breaks.

However, these policies often face challenges related to parental expectations, especially in a traditional society. Despite these hurdles, the economic advantages of employing more women have become evident, including improved teamwork, emotional intelligence, and communication skills (Kuepper, 2005).

The aspirations of women in peri-urban areas are influenced by their confidence in achieving their career goals. Younger women, in particular, are less inclined to engage in manual labour and aspire to hold white-collar government jobs. These aspirations are further bolstered by a good match between their skills and the labour market, safe transport options, and accessible public spaces. Nevertheless, deep-seated attitudes at home, including those of parents, spouses, and in-laws, play a pivotal role in determining the extent of women's education, employment, and career advancement opportunities.

According to a report by PwC, more women are pursuing career advancement opportunities with 73% actively seeking such opportunities. Yet, concerns about the impact of starting a family on their careers persist, with 48% of new mothers feeling overlooked for promotions upon their return to work.

Jhangiani (2016) underscored the presence of various internal and external challenges that impede women's professional ambitions. To explore these hindrances, a research

investigation was carried out, utilizing the survey panel on the female workforce conducted by the Korean Women's Development Institute. from 2007. The research revealed that educational credentials had a notable impact on the career aspirations of female managers. Policies promoting a balance between work and personal life were identified as crucial in maintaining the motivation of women in managerial roles. Discriminatory practices within personnel management seemed to amplify the career aspirations of women. Furthermore, women with high ambitions appeared to be less swayed by the norms prevalent within organizations.

An article published by Anumeha Chaturvedi & Varuni Khosla (2015) in The Economic Times highlighted several women-supportive measures embraced by international hotel chains. Starwood Hotels & Resorts endeavors to improve gender diversity by introducing more options for part-time work aimed at women. Hyatt Hotels offers incentives such as time off and complimentary room nights. Marriott India maintains a 40-hour workweek with strict adherence to scheduled shifts. Accor, a global hotel group, established an association named WAAG, comprising 2,500 men and women globally. Notably, this association advocates for a mentoring program, communication with role models, career progression, and collaborated with various other groups. Sunjae Sharma, the General Manager of Grand Hyatt Mumbai and the Area Director for West India, shared the implemented policies at Grand Hyatt Mumbai. These policies encompass the provision of a staff recreational area, relaxed grooming standards for female employees, and the empowerment of service associates to independently make decisions to enhance the guest experience. These initiatives are designed to inspire individuals to make a meaningful impact in the industry and achieve their personal objectives.

In the hospitality sector, the implementation of HR policies that support women could attract more women, allowing organizations to leverage their talent and potential for mutual benefit. Such policies have proven effective, as research from the fourth World Women Work Congress in Berlin highlights the economic significance of employing a higher percentage of women. The presence of women in organizations enhances team dynamics, emotional intelligence, and communication skills (Kuepper, 2005).

Women residing in peri-urban areas demonstrate more confidence in achieving their aspirations compared to their rural counterparts. Younger women show a preference

for white-collar jobs in the government sector due to the security they provide. As girls receive more education, it is crucial to align their skills with the demands of the labour market and create safe and accessible public spaces to facilitate the realization of their aspirations. However, societal mindsets, particularly those within households, significantly influence the extent of women's education and career opportunities.

According to Gitanjali Chaturvedi (2019), a considerable percentage of women express confidence in fulfilling their career aspirations and actively seek opportunities for advancement. Nevertheless, concerns about the impact of starting a family on their careers persist, with some new mothers feeling overlooked for promotions and special projects upon returning to work. Additionally, a substantial portion of women believes that enhancing gender diversity requires more effort from their employers.

Jones (2006) observes the growing involvement of women in employment post World War II, transitioning from conventional female-centric positions to unconventional, male-dominated professions. This development has prompted investigations into women's career goals, impacted by diverse elements including gender, economic status, ethnicity, parental job and educational background, and parental anticipations.

Desirae Domenico (2006) highlights the disparity between girls' academic performance and their subsequent success in the labour market, particularly in fields like science, engineering, and technology. External influences such as family and societal perceptions of gender-specific jobs significantly impact the vocational or career decisions made by females.

To address the decline in women's aspirations within the workplace, PwC emphasizes the importance of fostering greater transparency and implementing supportive policies. Jhangiani (2016) underscores the need to identify internal and external obstacles that impede women's managerial aspirations, emphasizing the importance of educational qualifications and work-life balance policies in motivating women managers.

Joohee Lee (2016) observes that while many young Indian women harbor ambitious professional aspirations, the reality of unemployment, particularly in urban areas, poses significant challenges to the realization of their dreams. Despite growing confidence and self-belief, young women in India remain aware of the obstacles they are likely to face in the workplace.

Anita Rajan, the chief operating officer at Tata Strive, acknowledges the demand for skilled women employees in the hospitality industry. She highlights the need for comprehensive training, particularly in soft skills, and emphasizes the role of parental involvement in supporting girls' career development.

Despite the advancements in the 21st century, women still face discouragement from pursuing careers in the tourism industry, primarily due to safety concerns associated with travel and work. Factors such as parental apprehension and societal fears contribute to the perpetuation of these misconceptions.

2.12 Factors Influencing Women's Career Aspiration in Hospitality and Tourism industry in Mumbai

Various factors, including gender, socio-economic status, race, parental occupation and education, and family expectations, have a notable impact on the career aspirations and choices of women in the hospitality and tourism sector (Khallad, 2000; Watson et al., 2002). Scholars have investigated these factors to comprehend their roles in shaping career-related behaviors and influencing professional decisions (Osipow & Fitzgerald, 1996; Rojewski & Yang, 1997). In recent times, there has been an increasing recognition of the influence of social and economic class, racial background, and gender regarding the decision-making and advancement in careers (Stitt-Gohdes, 1997).

Influences of Gender: Previous studies emphasize the powerful impact of gender on vocational behavior, highlighting how women historically faced limited career options due to factors like sexism and discrimination (Osipow & Fitzgerald, 1996). Research from the 1970s showed that girls had more constrained career aspirations compared to boys, with women usually choosing from a more limited selection of professional fields (Looft, 1971a; Mendez & Crawford, 2002; Wahl & Blackhurst, 2000). Additionally, family support was found to favor male children's educational and career goals over female children's (Heins et al., 1982). However, more recent research suggests that women now exhibit a wider array of career interests and greater flexibility in their professional objectives (Francis, 2002; Mendez & Crawford, 2002).

Parents' Occupation and Educational Level: The occupation and educational level of a woman's parents significantly impact her career aspirations and choices (Burlin, 1976). Research indicates that children's career goals are closely tied to their parents' professions, particularly the mother's occupation, as daughters often emulate their

mothers' career paths (Burlin, 1976). Similarly, the educational attainment of both parents has been linked to their daughters' career choices (Signer & Saldana, 2001). A mother's employment status and educational achievements tend to strongly influence the career goals of female students (Burlin, 1976).

Educational Advancements: Increasing levels of education have been associated with higher rates of female workforce participation (Nieva & Gutek, 1981; Schiffler, 1975). The increasing presence of women in colleges and universities demonstrates changing social norms and greater female interest in career aspirations (Bronstein, Black, Pfenning, & White, 1987; Tinklin et al., 2005). However, despite these advancements, women's earnings still lag behind their male counterparts, particularly in traditionally male-dominated fields (Peter & Horn, 2005).

Influences of Race: Research examining the influence of race on career aspirations has yielded contradictory findings (Mau & Bikos, 2000). Some studies propose that specific minority communities, particularly those from disadvantaged socioeconomic backgrounds, encounter greater obstacles in pursuing their career objectives (Farmer, 1985; Gottfredson, 1981). Others indicate no significant racial disparities in career aspirations (Arbona and Novy, 1991).

Socioeconomic Status: Socioeconomic status has also been identified as a significant factor in shaping career aspirations, with individuals from higher-income backgrounds tending to pursue more ambitious career paths (Sellers et al., 1999). Notably, lower-income individuals often face more obstacles that constrain their professional aspirations (Gottfredson, 1981; Farmer, 1985).

Career Theories and Definitions of Success: Recent career theories acknowledge the contextual and relational factors that influence women's career decisions and development, signaling a shift from traditional linear career paths (Gilligan, 1982; Powell and Mainerio, 1992). Additionally, the definition of career success has evolved to include both subjective and objective dimensions, accounting for personal satisfaction alongside external achievements (Dai and Song, 2016).

Gender Stereotypes and Career Choices: Gender biases continue to exert a notable influence on the formation of career aspirations, with men and women often being drawn to occupations perceived as embodying traditional masculine and feminine qualities, respectively (Cejka and Eagly, 1999). Women's expression of emotions in

the workplace has also been observed to be subjected to different standards and expectations compared to men, impacting their leadership roles and career progression (Brescoll, 2016).

Female leaders may face challenges related to the suppression of their emotions, often leading to perceptions of detachment and unresponsiveness. Even small displays of emotions can draw significant criticism, especially when coupled with positions of authority. Authentic emotional expression has been found to alleviate emotional labour for both genders, ultimately enhancing job satisfaction, particularly among women. This situation can create a predicament where women may refrain from openly expressing their feelings due to the fear of reinforcing stereotypes, leading to punishment when they do express themselves. Conversely, suppressing emotions can increase the emotional burden for women, hindering authentic leadership and contributing to a lack of female role models.

Changes in gender-related social norms over the past three decades may have influenced women's career aspirations, aligning them more closely with those of men (Farmer and Chung, 1995; Leung and Harmon, 1990). Despite an increasing number of men and women entering various occupations, evidence suggests that their career trajectories diverge soon after entry. Despite the growing experience and education of working women, concerns persist regarding the presence of an invisible barrier to advancement in the workplace.(Hoobler et al., 2009). India's economic gender gap has been a cause for concern, with the country ranking low in the efforts to reduce gender-based inequality (World Economic Forum, 2014). Recognition of gender diversity and inclusivity has emerged as a crucial factor for businesses aiming to recruit top-tier talent and encourage innovation. There is a growing demand for the utilization of "feminine leadership," highlighting the distinctive qualities that women bring to leadership roles. Contemporary research on gender discrepancies in leadership approaches has reinforced the significance of adopting such an inclusive strategy

Research conducted at the individual level has highlighted gender differences in attitudes and behaviors concerning career development, contributing significantly to overall career achievements. Furthermore, studies have emphasized the importance of support from supervisors and colleagues in enhancing managerial effectiveness, particularly for women in the Indian workforce. From an organizational viewpoint, there is a growing need to identify effective strategies that can foster the advancement

of women's careers. To address this, it is essential to consider the cultural context of different countries, as cultural norms can influence attitudes toward the progression of women in the workplace. Societies vary in terms of gender roles and expectations, with some exhibiting more rigid gender norms and others displaying more flexible gender roles, resulting in different levels of gender equality. In the Indian context, characterized by collectivism and significant power distance, cultural factors are expected to influence gender dynamics in the workplace and the promotion of women into leadership roles.

These multifaceted elements collectively influence the career ambitions of women in the hospitality and tourism sector in Mumbai, emphasizing the significance of tackling societal, cultural, and gender-related obstacles to encourage gender parity and inclusiveness in the professional environment.

2.13 Research Gap and Significance of the Present Study

A research gap denotes an aspect in a specific field of study that lacks substantial or thorough research. It signifies an uninvestigated or insufficiently explored area that has not been adequately addressed or studied in the current body of literature. Identifying a research gap is crucial in understanding the limitations of current knowledge and in recognizing the need for further research to fill the void.

When researchers encounter a research gap, it indicates that there is a particular aspect of the topic that has not been thoroughly examined, leading to unanswered questions or unexplored areas of inquiry. These gaps can manifest in various forms, such as a lack of recent studies, insufficient data on a specific subtopic, or unaddressed issues within a particular context or demographic group.

Recognizing research gaps is essential for advancing the knowledge and understanding of a field. It highlights the need for new studies that can aid in developing a more thorough and intricate comprehension of the topic at hand. Researchers often use identified research gaps as a basis for formulating research questions and designing studies that can address the unanswered or underexplored aspects of a given field, thereby adding to the collective understanding within that field.

In light of the above discussion, it is crucial to review current research efforts and identify knowledge gaps that justify the proposed research task. Specifically,

understanding the career aspirations of women in the hospitality and tourism industry holds immense significance, particularly in the context of the Mumbai Metropolitan Region Development Authority (MMRDA) area.

The statement emphasizes the importance of conducting a thorough examination of the existing research landscape and identifying areas where there is a lack of information. This step is necessary to provide a solid foundation for the proposed research project. The primary focus is on comprehensively understanding the career goals and ambitions of women working in the hospitality and tourism sector. The significance of this investigation is especially pronounced within the specific setting of the Mumbai Metropolitan Region Development Authority (MMRDA) area. By emphasizing the need for this research, the statement highlights the critical role that an in-depth understanding of women's career aspirations can play in addressing any existing gaps and shaping future directions in this field.

Current Research Efforts:

The existing research landscape likely encompasses studies related to the hospitality and tourism industry. However, these studies may not exclusively focus on women's career aspirations in the MMRDA area. Some research may delve into broader gender issues, workplace dynamics, or employment trends within the hospitality and tourism sector.

It signifies that the current body of research likely includes various studies related to the broader field of hospitality and tourism. However, these studies may not be solely concentrated on exploring the specific theme of women's career aspirations within the Mumbai Metropolitan Region Development Authority (MMRDA) area. Some of the existing research works might address broader themes such as gender dynamics, workplace culture, or general employment patterns in the field of hospitality and tourism. In other words, while the existing research may touch upon relevant areas, there might be a gap in the specific investigation of the career goals and ambitions of females employed in the hospitality and tourism field in the MMRDA area. Thus, there is a need to focus on this particular aspect to gain a comprehensive understanding of the challenges and opportunities faced by women in this industry within the MMRDA region.

Knowledge Gaps:

1. **Geographical Specificity:** A critical gap exists in the lack of research specific to the MMRDA area. While studies on women in tourism and hospitality may be available globally or in other regions of India, understanding the unique challenges and opportunities for women in this particular metropolitan region remains largely uncharted.
2. **Industry Perspective:** Existing research primarily adopts a broad approach, which may not be suitable for the unique industry landscape within the MMRDA area. Identifying the factors that drive or hinder women's career aspirations within this local context is essential.
3. **Career Trajectories:** A gap exists in comprehending the specific career trajectories, growth prospects, and barriers faced by women in hospitality and tourism roles within the Mumbai MMRDA region. This knowledge is instrumental in formulating targeted policies and strategies.
4. **Social and Cultural Factors:** Exploring the role of social and cultural factors unique to the region, such as societal expectations and cultural norms, in shaping women's career aspirations is of utmost importance. These factors may significantly differ from those observed in other parts of the country.

The research project aims to address these knowledge gaps by:

- **Geographical Focus:** Concentrating specifically on the MMRDA area, the study offers insights into the challenges and opportunities encountered by women in this urban environment.
- **Industry-Specific Insights:** By engaging with local industry stakeholders and professionals, the research provides industry-specific perspectives on women's career aspirations, shedding light on the nuances that influence their career choices.
- **In-Depth Career Analysis:** The research delves into the career trajectories of women in the hospitality and tourism industry, identifying key milestones, barriers, and facilitators.
- **Cultural Context:** It explores the role of cultural and societal factors unique to the region, allowing for a deeper understanding of how these factors shape women's career decisions.

The planned research presents a notable chance to offer valuable and sector-specific insights that can significantly influence the career paths of women working in the hospitality and tourism industry. Concentrating on the specific framework of the Mumbai Metropolitan Region Development Authority (MMRDA) area, the study aims to illuminate the distinct obstacles and prospects encountered by women in this particular geographical and professional environment.

One of the key strengths of this study lies in its localized approach, which recognizes the importance of understanding the intricacies of the MMRDA area. By honing in on this specific region, the research can capture the nuances of the local culture, societal norms, and economic dynamics that shape the experiences of women in the hospitality and tourism industry. This context-specific analysis is essential in providing targeted and tailored recommendations that can effectively address the challenges faced by women in their career journeys.

Moreover, the industry-specific focus of the study acknowledges the distinct characteristics and demands of the hospitality and tourism sector. This field is known for its unique work culture, customer-centric approach, and dynamic operational challenges. Understanding how these factors intersect with gender dynamics is critical in developing strategies that can foster a more inclusive and supportive work environment for women. By delving into the intricacies of this industry, the study aims to uncover the specific barriers that hinder women's career progressions and identify potential interventions that can promote their professional advancement.

The findings of this study are expected to serve as a valuable resource for policymakers, industry leaders, and other stakeholders invested in promoting gender equality and fostering diversity within the hospitality and tourism sector. By offering an in-depth analysis of the challenges faced by women in the MMRDA area, the research can inform the development of targeted policies and initiatives that cater to the specific needs of women in this industry. These initiatives can encompass a wide range of areas, including mentorship programs, career development opportunities, work-life balance initiatives, and advocacy for gender-inclusive workplace policies.

Furthermore, the insights derived from this study can contribute to the broader discourse on gender equity and empowerment in the professional sphere. By highlighting the experiences of women in the hospitality and tourism industry, the research can draw attention to the systemic issues that contribute to gender disparities

in various sectors. This broader perspective can encourage a more comprehensive dialogue on gender equality, prompting further research and action to address gender-based challenges in the workforce.

In summary, this study's localized and industry-specific approach has the potential to yield meaningful insights that can inform targeted interventions and policy reforms. By focusing on the unique context of the MMRDA area and the distinct challenges faced by women in the hospitality and tourism sector, the research aims to contribute to the creation of a more inclusive and supportive professional landscape for women, fostering their career aspirations and promoting gender equity within the industry.

CHAPTER - III

RESEARCH METHODOLOGY



3.01 Introduction

This chapter serves as a comprehensive guide to the techniques and equipment employed for the analysis of the current research study. It outlines the meticulous process undertaken by the researchers to evaluate the available options, ultimately selecting the most suitable method for conducting the study. The chapter delves into the rationale behind the chosen approach, involving an examination of research philosophy, research approach, research purpose, and research strategy, among other pertinent factors. The researchers thoroughly elaborate on the decision-making process, emphasizing the significance of aligning the chosen method with the research objectives.

Furthermore, the chapter extensively covers the various aspects of data collection methods, elucidating the intricacies of the data analysis plan and the sampling strategy.

The researchers have carefully outlined the measures taken to guarantee precision and reliability of the data collected, highlighting the measures implemented to maintain the integrity of the study. Additionally, the researchers have taken into account the ethical considerations associated with the research, emphasizing the importance of upholding ethical standards throughout the entire study process.

To ensure the smooth execution of the study, the respondents will be thoroughly briefed on the objectives and purpose of the research, fostering an environment of mutual cooperation and understanding. Clear and comprehensive instructions will be provided to the respondents, guiding them on how to effectively respond to the various items within the questionnaire. They will be encouraged to provide their honest opinions and perspectives, emphasizing the value of their individual insights in contributing to the overall study objectives.

The chapter also addresses the ethical implications of the study, underscoring the researchers' commitment to maintaining the highest standards of ethical conduct throughout the research process. Various ethical considerations, such as confidentiality, informed consent, and data protection, have been thoroughly discussed, reflecting the researchers' dedication to ensuring the well-being and privacy of the study participants. This comprehensive approach to ethical considerations underscores the researchers' commitment to conducting the study with integrity and respect for all involved parties.

It encompasses the methodology and tools employed to investigate the current research study. Initially, the research outlines the available options and subsequently decides on the appropriate method for the study. The chapter also delves into the reasoning behind the chosen methodology. Various aspects including aspects like research philosophy, approach, objective, and strategy are thoroughly examined, alongside discussions on data collection methods, data analysis plans, and sampling strategies.

The objective of testing will be explained to the respondents in order to seek their cooperation. Instructions for responding to various items belonging to the tools will be explained separately before giving the questionnaire. They will be encouraged to answer each item according to their personal agreement or disagreement. Additionally, the chapter also includes further discussions regarding the ethical implications of the study.

3.02 Research Philosophy

Research philosophy entails the collection of beliefs, presumptions, and principles that steer the researcher's methodology in carrying out their study. It represents the framework within which the researcher operates and influences the way in which they perceive the world and the nature of knowledge. Research philosophy provides a basis for understanding the methodologies and methods employed in a study and helps establish the researcher's perspective on the subject matter. The three primary classifications of research philosophy include Interpretivism, positivism, and realism.

Positivism: Positivism refers to a philosophical approach common among natural scientists, which involves observing social reality to establish general laws. It emphasizes clear and precise knowledge and aligns with the growth theory influenced by Francis Bacon, Auguste Comte, and the Vienna Circle of philosophers and scientists in the 20th century.

Positivism is a philosophical position commonly adopted by natural scientists, emphasizing the observation of social reality as a means to establish general laws. It prioritizes the attainment of clear and precise knowledge through systematic and empirical methods. The proponents of positivism advocate for a rigorous and objective analysis of the world, aiming to derive laws that can be universally applicable.

Interpretivism: Interpretivism involves researchers who perceive reality as constituted by people and their subjective experiences of the external world. They adhere to an intersubjective epistemology and an ontological philosophy that views reality as socially constructed. Interpretivists reject the notion of a definitive method for acquiring knowledge, focusing instead on the interpretative acts of meaning-making and knowledge acquisition.

It characterizes researchers who understand reality as a product of people and their individualized experiences of the world around them. These scholars emphasize the importance of an intersubjective epistemology, meaning that knowledge is developed and shared through social interactions. Additionally, they subscribe to an ontological philosophy that asserts reality is shaped and influenced by social contexts and constructions. Rejecting the idea of a singular, objective method for acquiring knowledge, interpretivists emphasize the interpretative acts of assigning meaning and constructing knowledge. They highlight the subjectivity and personal interpretation involved in understanding the world and generating insights.

Realism: Realism can be classified into direct and critical categories. Direct realism posits that human experience provides an accurate understanding of the world, while critical realism acknowledges that sensory experiences might not directly reflect the actual state of things. Critical realists emphasize the influence of social conditioning on our knowledge of reality, emphasizing the role of social factors in the knowledge derivation process.

some examples to illustrate the concepts of direct and critical realism:

Direct Realism:

- When you see a red apple, you believe it to be red because that is how it appears to your senses. According to direct realism, what you perceive is an accurate representation of the external world.
- Feeling the warmth of the sun on your skin is a direct experience that reinforces the idea that what you sense is a direct reflection of the world around you.

Critical Realism:

- Critical realists argue that our sensory experiences can sometimes deceive us. For example, a stick appearing bent when half-submerged in water demonstrates how our senses can mislead us about the true nature of objects.
- They emphasize that our understanding of reality is shaped by social conditioning. This can be exemplified by how cultural and societal norms can influence our perceptions of certain phenomena, highlighting the role of social factors in shaping our knowledge of the world.

Selected philosophy: The selected research philosophy is predominantly grounded in positivism. This philosophical approach is favored for research, as it involves manipulating reality through variations in a single variable, enabling the identification of key priorities and barriers in women's career aspirations within the Hospitality and Tourism industry.

3.03 Research Approach

Deductive:

It is a method employed in teaching that progresses from rules and generalizations to examples and then to the final application or generalization. It involves formulating theories that are subsequently tested. According to the study revelations by Smith in the year 2010, the awareness of the derivatives that include the new investors and those investors that have no specific knowledge about the derivatives that depend majorly on the broker and take friend recommendations so as to make the investment and the investors most focus is on the risk component and uncertainty. The attraction towards the cash market is because of the reduced risk and the high return whereas in the derivatives there are no specific long-term capital profits.

Inductive:

It is a teaching method that involves presenting learners with a sufficient number of specific examples to enable them to derive specific rules, facts, and principles. This approach facilitates the application of these established rules, principles, or facts. It also examined the importance of the day-of-the-week return as well in these nations along with the correlation of the global stock index returns to that of the markets of the united states.

According to the evidence, the usual high rated returns in the stock markets are evolving. Apart from the current evidence, there were high returns as well those were

found in some of the developed stock markets. According to the evidence, the stock market volatility rate is the worldwide phenomenon and is significantly an evolving market problem based on the indications of earlier findings. When we compared the global stock markets with the US stock markets, the returns of the US markets displayed the negative and reduced correlation of the returns with the US stocks and the numerous other global markets.

Selected approach:

The chosen approach for the current research is deductive, involving the use of theory before examining an issue and testing it through observations to arrive at a conclusion. On the other hand, the inductive method starts with observations and subsequently develops a proposed theory derived from these observations.

3.04 Research Design

According to the research design proposed by Creswell in 2007, it can be categorized into three main approaches: exploratory, descriptive, and explanatory techniques.

Exploratory research refers to the initial stage where problems are identified. This type of research is suitable for newly emerging topics or issues where data collection might be challenging. It is a versatile approach that can address various types of research questions such as what, why, and how, and is often used to generate formal hypotheses. Due to its broad focus, exploratory research typically does not offer definitive answers to research problems.

Descriptive research, whether qualitative or quantitative, involves the collection of information that can be quantified and tabulated. This could include data like test scores or the frequency of using specific features of a multimedia program. Descriptive research also encompasses the categorization of information, such as gender or patterns of interaction during the use of technology in a controlled group setting. Its purpose is to organize, present, tabulate, and explain data collection.

Explanatory studies aim to provide explanations for the history and background of relationships between variables. By testing hypotheses, these studies facilitate an understanding of the connections between different factors. Zikmund (1984) suggests that the uncertainty level of a research problem determines the most appropriate methodology for the research.

Selected design:

The research design involves a formal and systematic process of analysis within the scientific method. It aims to provide pertinent evidence with the least expenditure of effort, time, and resources. To fulfill the study's objectives, a descriptive research design was selected. For this study, a descriptive research design was selected as it offers a formal, systematic, and comprehensive approach to scientific analysis. This approach was employed to gather relevant evidence efficiently and effectively. The selection of the descriptive research design was made to identify the key priorities and obstacles in career goals of women in the Hospitality and Tourism sector. Its flexibility allows for the consideration of various aspects related to the study.

3.05 Research Process

The "Onion Research Model" is an effective approach for comprehending the research process thoroughly. This method involves a series of steps aimed at gathering and analyzing information meticulously to deepen the comprehension of a specific topic or issue. The Onion Research Model encompasses three primary stages:

- Formulate a research question.
- Gather data and address the question.
- Provide a response to subsequent inquiries.

Formulate a research question: This involves creating a clear and specific question that serves as the focal point of the research. The question is designed to guide the study and direct the collection of relevant data and information.

Gather data and address the question: In this step, the researcher collects data and information that is pertinent to the research question. This can involve various methods such as surveys, interviews, experiments, or data analysis. The aim is to obtain relevant and reliable data that can help address the research question effectively.

Provide a response to subsequent inquiries: After collecting and analyzing the data, the researcher formulates a response to the research question based on the findings. This response is typically structured to provide a comprehensive understanding of the topic and may lead to further inquiries or investigations. It helps to deepen the understanding of the subject matter and can contribute to the existing knowledge in the field.

To provide a comprehensive explanation of this research, the investigator introduced the Onion Model outlined by John W. Creswell in 2009, aimed at aiding the comprehension of this particular research procedure.

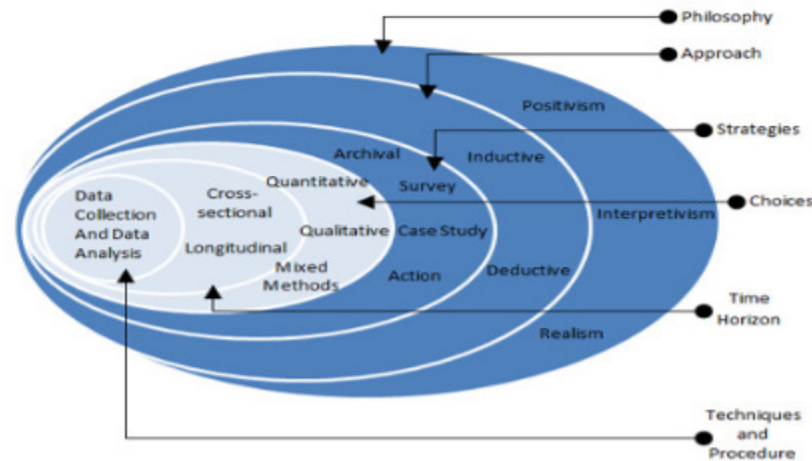


Fig. 3.1 : John W. Creswell onion model

(Source: Creswell, 2009)

3.06 Research Strategy

The current study utilises the survey method within the framework of descriptive research. Strategic management involves the application of a limited range of research strategies and analytical methodologies, carefully chosen for specific purposes. Non-probability sampling techniques are dependent on intuitive assumptions, where probabilities cannot be allocated to new units, posing difficulties in determining the sample's results' reliability in terms of probability. Non-probability sampling is often selected by researchers based on convenience. These non-probability sampling techniques are well-suited for studies aimed at developing advanced concepts that will subsequently be systematically tested.

Experimental: These investigations, as stated by Merriam in 1988, are employed for comparative hypothesis evaluations, notable for their ability to be replicated.

Survey: As described by Merriam in 1988, these approaches involve collecting information on a specific topic from various respondents, facilitating the identification of diverse patterns within the data.

Interview: This aspect requires careful consideration and should be addressed at the conclusion of the study. None of the participants should be compelled by the researcher to respond; rather, they should do so voluntarily. Researchers should also be aware that when experimental modifications are employed, some participants may

attempt to control and avoid receiving beneficial interventions. The researcher seeks to protect the confidentiality and privacy of the data gathered from the participants to enhance the research without disclosing it to others.

Case study: According to Williams in 1988, the case study involves its own phenomenon within a natural environment, proving particularly advantageous in situations where the contextual understanding of the phenomenon is unclear.

Observation: According to Teddie in 1988, the observation study is conducted to witness phenomena in their natural state, providing descriptive and qualitative data.

Selected strategy: In such circumstances, the researcher assures the safety of the participants, emphasizing the importance of maintaining their identity and confidentiality throughout the interview and questionnaire, preserving their anonymity. The use of self-administered survey forms and drafts requesting user participation in the survey is facilitated through online and paper-based methods. Participants are encouraged to share the survey link and draft with their contacts to streamline data collection. Various tools are utilized for the evaluation of the data gathered through the survey forms.

3.06.1 Universe of Study and Sampling Method Used

Universe of Study: The universe of study for this research topic, which focuses on evaluating the career aspirations of women in the hospitality and tourism industry in the Mumbai Metropolitan Region Development Authority (MMRDA) area, includes all women employed in various roles within this industry in the MMRDA area. This would encompass women working in hotels, restaurants, travel agencies, event management companies, and other related sectors.

Sampling Method Used: To study this universe effectively, a purposive or stratified sampling method can be employed:

1. **Purposive Sampling:** Researcher purposively selected certain areas within the MMRDA region that are known hubs for the hospitality and tourism industry. This ensured that the study captured a diverse range of experiences within the region.
2. **Stratified Sampling:** Within these selected areas, researcher further stratified the sample to include women from various job positions and career stages

in the hospitality and tourism industry. This stratification allowed for a more comprehensive understanding of career aspirations across different roles.

3.06.2 Population and Sample Size

Population: The population in this study is all women working in the hospitality and tourism industry within the Mumbai MMRDA area, regardless of age, marital status, education, or job position.

Sample Size: The determination of the sample size considered statistical power, confidence level, and the expected effect size. Given the diverse nature of the hospitality and tourism industry, a sample size of 500 participants was necessary to ensure statistical significance. Sampling methodologies like stratified random sampling helped in selecting a representative sample from this population.

3.06.3 Development of Data Collection Instruments

The data collection instruments for this research topic included surveys/questionnaires. To develop these instruments:

1. **Literature Review:** A thorough literature review identified existing scales or survey instruments that have been used in similar studies. These instruments were adapted / modified to suit the specific context of the hospitality and tourism industry in the MMRDA area.
2. **Expert Consultation:** Input were taken from experts in the field of hospitality, gender studies, and survey design to ensure the questions are relevant, clear, and unbiased.
3. **Pilot Testing:** Before finalising the survey instruments, pilot testing with a small group of respondents from the target population was necessary. This helped in identifying and rectifying any ambiguities, confusion, or problems with the questions.
4. **Validity and Reliability:** Validity and reliability of the instruments were assessed using statistical techniques. This ensured that the questions effectively measured what they were intended to measure and that they consistently yielded similar results when administered multiple times.

3.06.4 Testing of Data Collection Instruments

Once the data collection instruments (surveys/questionnaires) were developed, they needed to be tested to ensure their effectiveness and appropriateness:

1. **Face Validity:** This initial testing phase involved having experts and potential respondents review the instruments to gauge their comprehensibility and relevance.
2. **Pilot Testing:** Administered the instruments to a small sample of women working in the hospitality and tourism industry in the MMRDA area. Collected feedback on the clarity of the questions, the time required for completion, and any issues faced during the survey.
3. **Reliability Testing:** To evaluate the instruments' reliability, a test-retest reliability analysis was performed. This involved administering the same survey to a subset of participants at two different time points to ensure the consistency of their responses.
4. **Validity Testing:** To assess the validity of the instruments, performed content validity assessments and statistical analyses, such as factor analysis, to confirm that the questions effectively measured the intended constructs.

By following these steps, researcher ensured that the data collection instruments were well-designed, valid, and reliable, thus enhancing the quality of data collected for the study on women's career aspirations in the hospitality and tourism industry in the Mumbai MMRDA area.

3.07 Data Collection Methods

Data collection is the crucial part of methodology and there are different methods used to collect data. There are two methods of data collection, namely secondary data collection and primary data collection. Secondary data collection involves reviewing literature, articles, and previous research works to gather information. This approach is cost-effective and allows data to be retrieved from various sources such as databases, the internet, magazines, websites, books, and journals. On the other hand, primary data is collected through three methods, including:

Observational research: where the focus is on understanding behavior and expressing values and beliefs. Observation would range from structure and detailed notion to holistic description of behaviour and events. As per the participants' observations, it is the researchers who clearly observe the activities of people naturally by seeing their daily activities. Marshall and Rossman find observations as

the way to describe events, behaviours and artifacts in the social world that is chosen to study human behaviour naturally.

Quantitative research: This type of research is used to measure the quantity with the previous records and predict the future. According to the definition in social science, quantitative research involves a systematic empirical exploration of properties and relationships. The main aim of utilizing quantitative research is to apply mathematical models, theories, and hypotheses to understand various phenomena. In this type of research, measurements are oriented to research, since it gives a relationship between observations and mathematical expressions of quantitative relationships. Statistics is the branch that is used by the people to do this type of research. In addition, the statistical methods are used in different branches, including commerce and economics.

Qualitative research: This type of research is done by the researchers by interviewing the candidates profoundly. Mann and Stewart provide a specific purpose for conducting candidate interviews. This is the key strategy that is embraced to interview. In comparison to the generic TV interview that is given by the celebrities or professionals in the respective field, it would cover just the width, but not the depth of the topic. Conducting the interview with a candidate is entirely influenced by the manner in which information is extracted and how the interviewee responds to the questions posed. The interview is done in three different categories including informal conversation, generic interview with an approach and standard and open-end interview.

3.07.1 Selected data collection method

Primary data has been collected through personal interview schedule (questionnaire) used for collecting data. Only reliable and valid information was noted down in the schedule.

The secondary data was gathered from diverse sources such as books, journals, magazines, websites, and so on.

- Research papers – published in journals
- Articles – published in trade magazines/ journals
- Articles – published online / websites
- Resource persons- from the industry (hotels and tourism organisations)

Combination of qualitative and quantitative approaches (Mixed Approach). A request for representatives had been distributed to specific groups and communities within the identified areas of representation. i.e., hotels, tourism offices and agencies in MMRDA area. Structured questionnaire was shared with Indian women working in the hospitality and tourism industry at the onset of their professional journeys, mid-career level and ladies holding senior positions. Questionnaire for Human Resource departments of hotels/ tourism offices- Interview schedule.

3.08 Sampling Techniques

Sampling entails choosing a portion of data from a broader population for research and analysis. The person who is responsible to gather the data or the task of a research is to do rational justification to sample his research. If sample is relevant for a research, then the research would identify the right population accurately. This information can be used by the researched to explore more about the topic. A sampling frame will have the target population in one place from where a sample is picked. This list is called by frame and is widely used by statisticians. You need to select the right sample, use the sampling technique and create a right interference about the population. These steps are correlated with each other and can never be considered as single. Simple random sampling, systematic sampling, and stratified sampling are recognized as basic sampling methods. These techniques are employed in large data sets to ensure efficiency and precision, particularly when selecting small groups from a large population. Probability sampling is a sampling method that involves random selection, ensuring that each unit has a known probability or an equal chance of being selected for the sample. These samples are picked by taking the help of random numbers. You can obtain the sampling variation using this method of objectivity from the right sample.

Non-probability sampling, also known as convenience sampling, heavily relies on subjective judgment. This method makes it difficult to assign probabilities to units objectively and poses challenges in assessing the reliability of sample results in terms of probability. In non-probability sampling, researchers select a sample based on their convenience or the typical nature of the subjects. This type of sampling method is widely used to carry out in-depth research where you can come up with new ideas that can be tested systematically down the line. If your main aim is learn about the population of a state or country, then you should avert making judgments of non-

probability samples in doing the survey research. Contrary to probability sampling technique, there is no other way to learn about the accuracy of non-probabilistic sample estimate.

3.08.1 Sample size and sample procedure

Convenient and non-probability sampling methods helped in gathering the feedbacks of respondents. The sample size is 500. 200 from Hospitality sector, 200 from Tourism sector and 100 from HR sector. The sample group includes representatives; Indian Women working in hospitality and tourism.

3.09 Data Analysis Plan

The study utilises SPSS, a leading software for data analysis. Various types of charts are instrumental in visually representing information. Additionally, parametric and non-parametric tests such as the Chi-square test, regression, and ANOVA test, among others, aid in testing various research theories.

SPSS is a prominent software solution utilized for comprehensive data analysis. SPSS offers a diverse range of analytical tools that enable the examination of complex datasets, allowing for thorough investigation and interpretation of data patterns and trends.

In this context, the use of different types of charts serves as a valuable visual aid in presenting and understanding the information derived from the data analysis process. These graphical representations contribute to a clearer and more accessible comprehension of the data, facilitating effective communication of key findings and insights.

Furthermore, the Data Analysis Plan incorporates a combination of parametric and non-parametric statistical tests, including the Chi-square test, regression analysis, and ANOVA (Analysis of Variance) test, among others. These tests are instrumental in evaluating and verifying various research hypotheses and theories under investigation. They offer a robust framework for conducting rigorous statistical analyses, thereby enabling the exploration of relationships, patterns, and significant correlations within the dataset.

By employing these analytical techniques, the research aims to derive meaningful and reliable conclusions from the data, fostering a comprehensive understanding of the underlying factors and dynamics influencing the research topic. The utilization of

SPSS and various statistical tests underscores the commitment to a rigorous and systematic approach in analyzing the data, thereby enhancing the credibility and validity of the research outcomes.

3.10 Ethical issues

When conducting research involving human participants, several critical factors must be considered to ensure ethical and responsible practices. This includes determining whether to conduct research in advance or on an ongoing basis, based on a thorough examination conducted in the literature review and the rationale for the study. In the study design phase, it is imperative to prioritize the safety and well-being of participants, ensuring that no harm is inflicted, whether physical, social, or psychological.

Researchers must recognize that in experimental designs, certain participants may serve as controls and not receive any potential benefits. Such considerations should be addressed during the consent process, and appropriate remedies should be implemented post-study completion. Ethical complexities can emerge during the determination of data collection techniques, especially when employing covert methods, necessitating careful adherence to ethical guidelines.

Furthermore, researchers should be aware of the power dynamics between themselves and the participants during interviews and take necessary steps to ensure a balanced relationship. Ethical reviews in universities typically adhere to established standards outlined in the research ethics policy governing studies involving human participants. The research must follow ethical guidelines for research involving human participants. It is essential to emphasize that participants are not obligated to answer the researcher's questions. The researcher is dedicated to maintaining the confidentiality and privacy of the information provided by the participants, ensuring the successful completion of the study while upholding ethical standards.

In the process of conducting research involving human participants, it is crucial to carefully consider whether to conduct the research in advance or if the results remain consistent each time the research is conducted in that area. This decision is typically informed by an extensive examination conducted during the literature review phase, which serves as a basis for justifying the study. During the design phase, researchers must prioritize the well-being of the participants, ensuring that no harm, whether physical, social, or psychological, is inflicted on them.

Researchers must be aware that, in experimental designs, certain participants may function as controls and may not receive potential benefits. This issue should be acknowledged during the consent process, and suitable measures should be implemented to address it, following the completion of the study. Ethical concerns often arise when determining data collection techniques. For instance, in studies employing covert methods of data collection, researchers must navigate this approach carefully and cannot simply collect data using alternative means.

In any interview, researchers should demonstrate their awareness of power dynamics between themselves and the participants, taking appropriate measures to mitigate any imbalances. Ethical reviews in universities typically adhere to established standards outlined in the research ethics policy governing studies involving human participants. Research procedures are carried out in accordance with the Ethical Procedure for Conduct of Research Involving Human Participants.

It is essential to emphasize that no participant is obliged to respond to the questions posed by the researcher. The researcher is committed to maintaining the confidentiality and privacy of the information shared by the participants, ensuring that their contributions are instrumental in the successful completion of the study. These ethical considerations are paramount in ensuring the protection and well-being of the individuals involved in the research process.

3.11 Accessibility Issues

In the primary data, only a limited number of participants expressed their willingness to participate in the interview, primarily due to concerns about confidentiality and existing agreements with the organization. Additionally, some female participants exhibited a lack of interest in taking part in the survey. In light of these circumstances, the researchers assured the female participants that their data would remain confidential and anonymous during both the interview and survey. Furthermore, the survey was conducted on various days throughout the week and at different times to gather data from the respondents.

In the context of the study's primary data collection, limited participant engagement was observed due to concerns related to confidentiality and pre-existing agreements between the participants and their respective organizations. Additionally, there was a noticeable lack of enthusiasm among female participants to partake in the survey. To

address these accessibility issues, the researchers assured the participants of the confidentiality and anonymity of their data during both the interview and the survey.

Moreover, the survey was strategically administered on various days throughout the week and at different times to accommodate the participants' schedules and gather data from a diverse pool of respondents. This approach was adopted to facilitate the participation of a broader range of individuals and improve the accessibility of the study's data collection process.

3.12 Research Limitations

This study focuses specifically on Indian women employed within the hospitality and tourism sector in the Mumbai Metropolitan Region Development Authority (MMRDA) area. Despite encountering some challenges during the research process, the researcher's persistent dedication and efforts enabled the successful completion of the study. The research extensively utilized both primary and secondary data collection techniques. Primary data, crucial for a comprehensive analysis, was gathered from the samples obtained for this research. The study relied on a combination of both primary and secondary data collection methods. Primary data, crucial for conducting a comprehensive analysis, was obtained from the samples specifically gathered for this research. The study's scope was constrained by its focus on a particular geographic region and demographic, emphasizing the need for caution when generalizing the findings to other contexts or populations.

3.13 Summary

The chapter provides a clear explanation of the research tools and methods employed in this study. The research elegantly elucidates the selection of tools and the methodology chosen for the study. Furthermore, the researcher offers a comprehensive rationale for the choice of appropriate research tools.

The study is structured around Creswell's Research Onion model, establishing a systematic research process. It primarily adopts a descriptive research approach, underpinned by both positivism and interpretivism philosophies. The researcher has opted for a deductive approach. Data collection is conducted through surveys and interviews, employing a random probability sampling method to ensure a representative sample. Additionally, the research conscientiously addresses ethical considerations and acknowledges the study's limitations.

CHAPTER - IV

DATA ANALYSIS AND INTERPRETATION



4.01 Introduction

Data analysis encompasses the examination, purification, conversion, and modeling of data, aiming to extract valuable insights, draw conclusions, and facilitate informed decision-making. This process entails the utilization of diverse techniques and methodologies for examining and interpreting data to uncover patterns, trends, and relationships that can provide insights into a particular phenomenon or problem. Data analysis can encompass a wide range of activities, including data exploration, descriptive and inferential statistics, data mining, text analysis, and qualitative analysis, among others. The ultimate objective of data analysis is to derive meaningful and actionable insights that can inform decision-making processes and guide future actions or strategies.

Data analysis and interpretation form the crux of any research endeavour, and they hold a pivotal role in the successful completion of a research. In the ever evolving landscape of academia and research, the ability to effectively analyse and interpret data is essential. These processes encompass a range of techniques and methodologies that allow researchers to extract meaningful insights, draw conclusions, and contribute to the existing body of knowledge within their chosen field.

This provides an overview of the fundamental concepts surrounding data analysis and interpretation, emphasizing their significance within the context of a thesis. It will delve into the various stages of data analysis, starting from data collection and organization, progressing through statistical analysis and visualization, and culminating in the extraction of meaningful findings. Furthermore, this chapter underscores the importance of robust data interpretation, which involves the synthesis of results, the formulation of hypotheses, and the development of a comprehensive narrative that advances the research question.

It is also crucial to recognise that these processes are not mere technical exercises but rather intellectual endeavours that demand critical thinking, methodological rigor, and a deep understanding of the subject matter.

4.02 Data Analysis Plan

Data Analysis Plan serves as a fundamental blueprint within the research process, guiding the strategic handling of collected data. It plays a pivotal role in maintaining the research's systematic approach, organization, and alignment with its objectives and questions. This section begins by establishing the purpose and context of data

analysis, emphasizing its critical role in addressing research questions. It then provides a concise overview of the data collection methods used, setting the stage for subsequent analysis. Data preparation is addressed, explaining the steps taken to clean and structure raw data for analysis, including the management of missing data and outliers. The heart of the section focuses on planned data analysis methods and techniques, detailing statistical or analytical tools chosen based on the research's nature and objectives. A meticulous explanation of how each method will be applied is provided, including step-by-step processes and software tools to be used. The section outlines the research's approach to interpreting analysis results, highlighting key metrics and trends essential for drawing meaningful conclusions. Quality control measures, such as validity checks and reliability tests, are discussed to ensure data accuracy and reliability. A potential timeline for analysis phases and required resources are outlined, offering insight into the research's practical execution. Ethical considerations, such as data privacy and informed consent, are touched upon, reflecting the research's commitment to ethical standards. Finally, the section briefly discusses expected outcomes and their alignment with research objectives, setting the stage for subsequent result presentation and discussion.

4.03 Data Analysis Results

A data analysis plan is a detailed outline that defines how data will be handled, interpreted, and transformed into meaningful insights during a research study or project. It serves as a roadmap for conducting Data analysis involves specific steps, techniques, and tools to assess the collected data. The data analysis plan delineates the procedures for organizing and cleaning the data, performing statistical analyses, applying relevant methodologies, and interpreting the results to address the research questions or objectives effectively. It also incorporates strategies for handling any potential challenges or issues that may arise during the analysis process. Having a clear and precise data analysis plan is crucial in guaranteeing the accurate processing of data and the reliability and validity of the findings.

The Data Analysis Results section is a pivotal juncture in the research process, where the researcher unveils and interprets the insights derived from the data analysis. This section not only provides a comprehensive overview of the empirical findings but also employs descriptive statistics, visual aids, and contextualization to present key trends and patterns related to women's career aspirations in the Mumbai MMRDA area's

hospitality and tourism industry. It offers readers a numerical summary of central tendencies and variabilities within the data, often enhanced by charts and graphs for clarity. Additionally, this section may delve into relationships between variables and acknowledge potential limitations, all culminating in an overall synthesis of salient findings and their implications. Ultimately, it serves as a critical bridge, transforming raw data into meaningful knowledge and contributing significantly to our understanding of the research topic.

4.04 Test of Significance

The Significance Test in research holds a crucial role in establishing the credibility and importance of the findings. In this segment, the study explores the statistical examinations and measures utilized to assess the importance of the observed outcomes. It goes beyond mere presentation and delves into the core of data analysis, elucidating the reasoning behind the use of various statistical tools like Chi-square, regression analysis, or ANOVA. Statistical tests are vital for researchers to evaluate the strength and validity of relationships and connections within the gathered data. These tests aid in determining whether the observed patterns are statistically noteworthy or simply the consequence of chance. By employing suitable statistical methods, researchers can offer empirical evidence to uphold their research hypotheses and conclusions. The segment involves a comprehensive explanation of each statistical test utilized, encompassing the fundamental principles, formulas, and assumptions. It illustrates how these tests are implemented on the specific dataset under scrutiny, ensuring transparency and thoroughness in the analysis process. This transparency is crucial for peer reviewers and readers, as it enables them to assess the dependability and resilience of the research findings.

4.05 Discussion

This section acts as the intellectual core of a research study, where the researcher engages in a comprehensive analysis and interpretation of the research findings. It surpasses the mere presentation of data and statistical outcomes, striving to offer a comprehensive comprehension of the research's implications and contributions. Here's an elaboration and summary of this section:

In this part, the research delves deeply into the meaning and importance of the findings. It explores the intricacies of the data, establishing connections between the observed patterns and the overarching objectives of the research. The discussion

doesn't exist in isolation; rather, it integrates the results into the wider context of the existing literature on women's career aspirations in the hospitality and tourism industry.

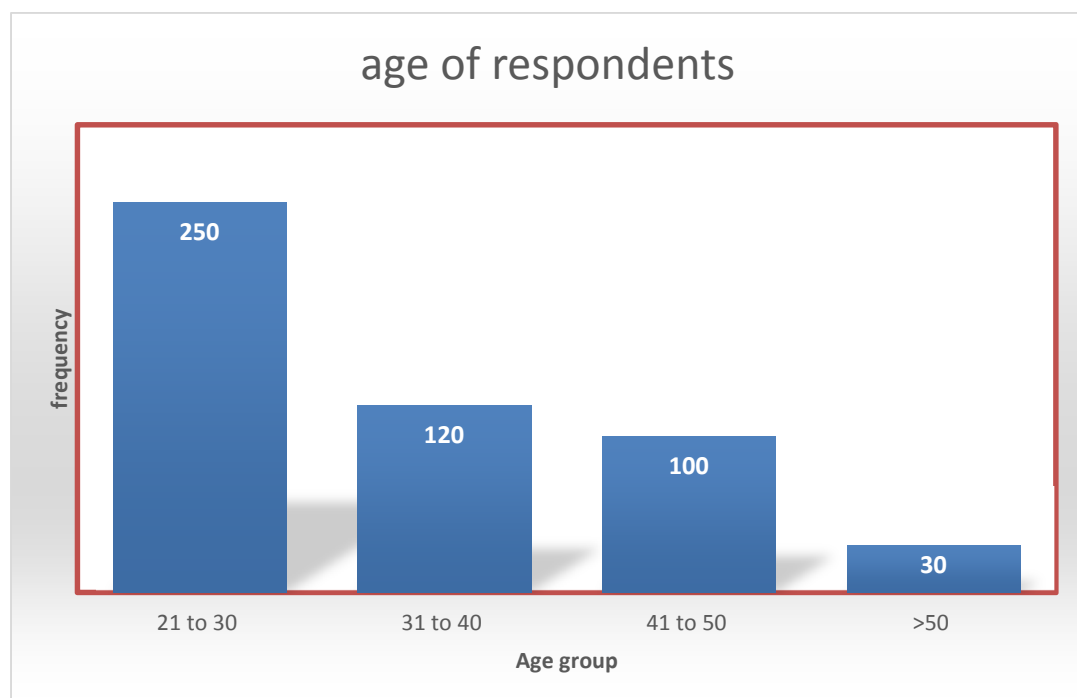
It critically evaluates how the research findings align with or challenge the existing body of knowledge. It identifies areas of agreement and disparity, shedding light on whether the research reinforces current theories or introduces new perspectives. In doing so, it contributes to the advancement of the field, providing fresh insights or validating established concepts.

Furthermore, the Discussion doesn't avoid unexpected or conflicting findings. It embraces these anomalies as opportunities for deeper exploration and comprehension. Researchers may propose alternative explanations, highlight potential limitations, or suggest avenues for future research to resolve these discrepancies.

4.6 Testing Hypotheses

Demographic variables:

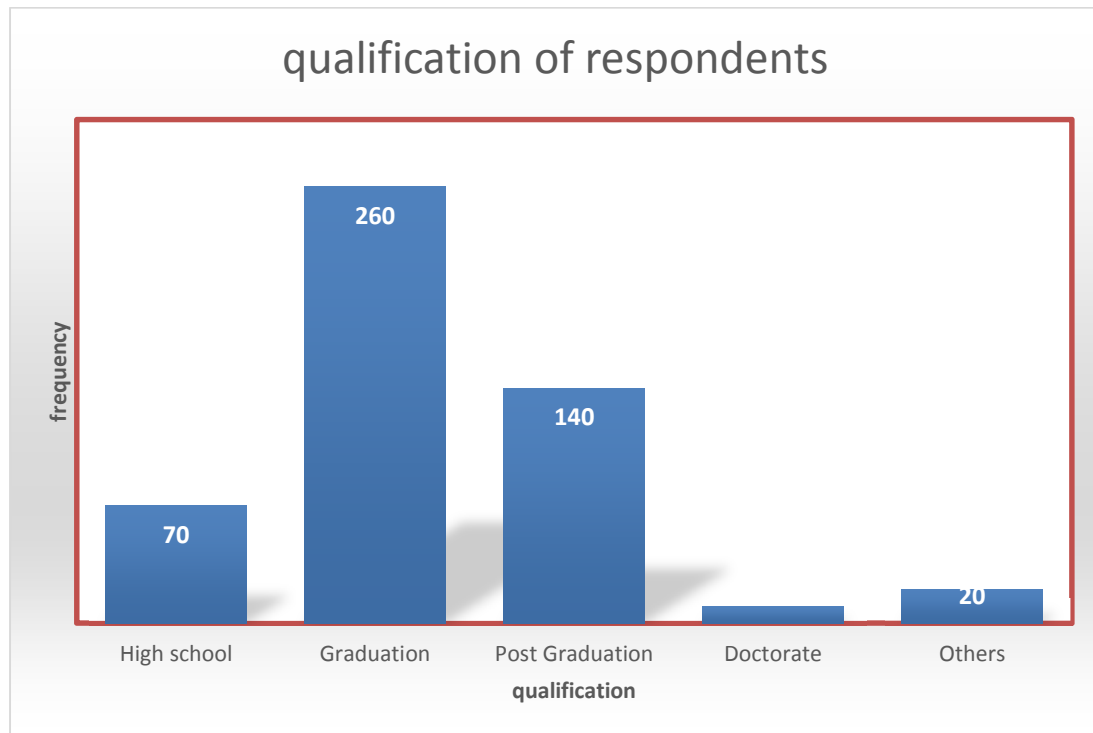
1. Age



Interpretation: from the data collected of 500 women respondents and with the help of above graph we can conclude that 250 out of 500 respondents are belong to age group 21 to 30, 120 out of 500 respondents are belong to age group 31 to 40, 100 out of 500 respondents are belong to age group 41 to 50 and the rest 30 out of 500 respondents

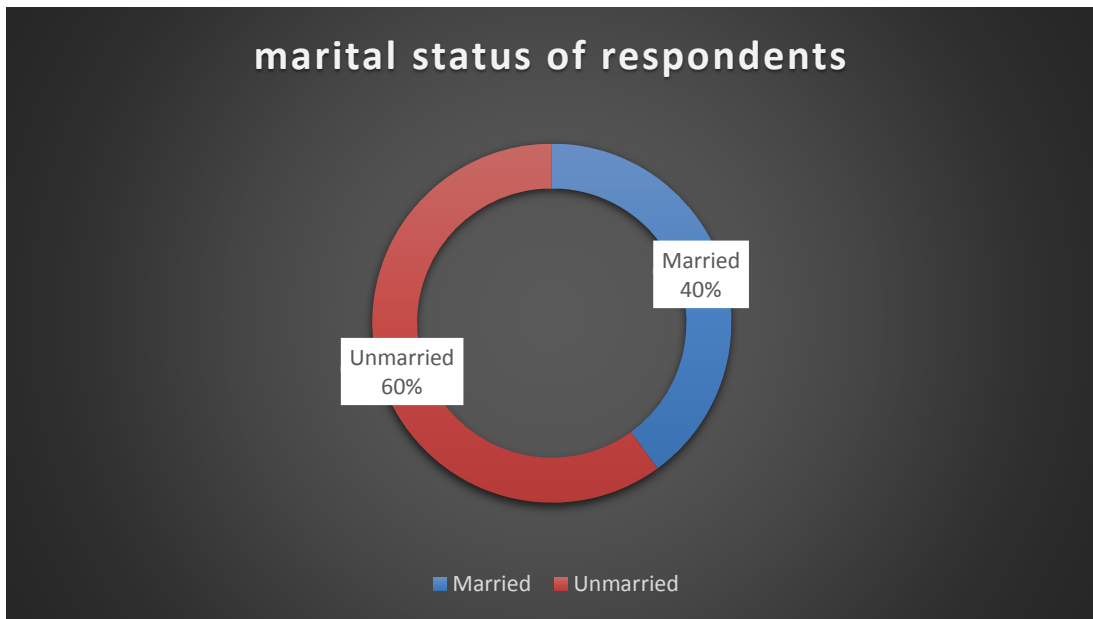
are belong to age group greater than 50. Which clearly shows that they only prefer youngsters in their organization and age work as a barrier for women in hospitality and tourism sector.

2. Qualification of respondents:



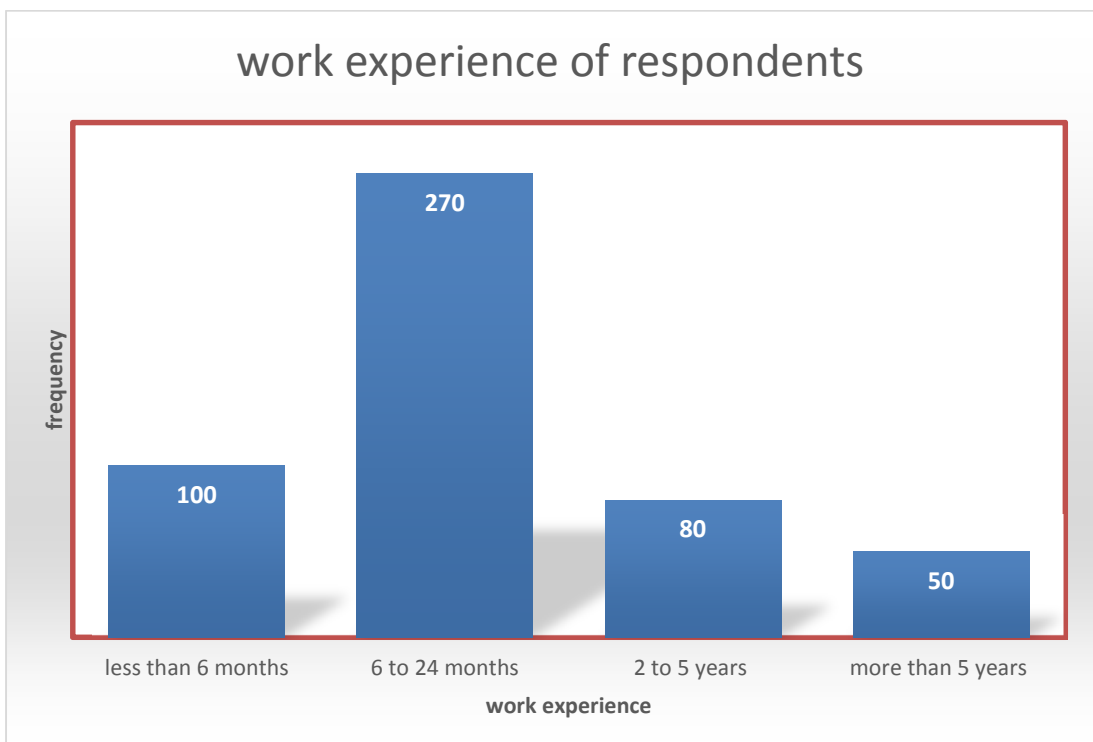
Interpretation: from the data collected of 500 women respondents and with the help of above graph we can conclude that only 70 out of 500 respondents are high school passed, 260 out of 500 respondents are graduated, 140 out of 500 respondents are post graduated, 10 out of 500 respondents are having doctorate degree and the rest 20 out of 500 respondents are having some other degree/diploma.

3. Marital status of respondents:



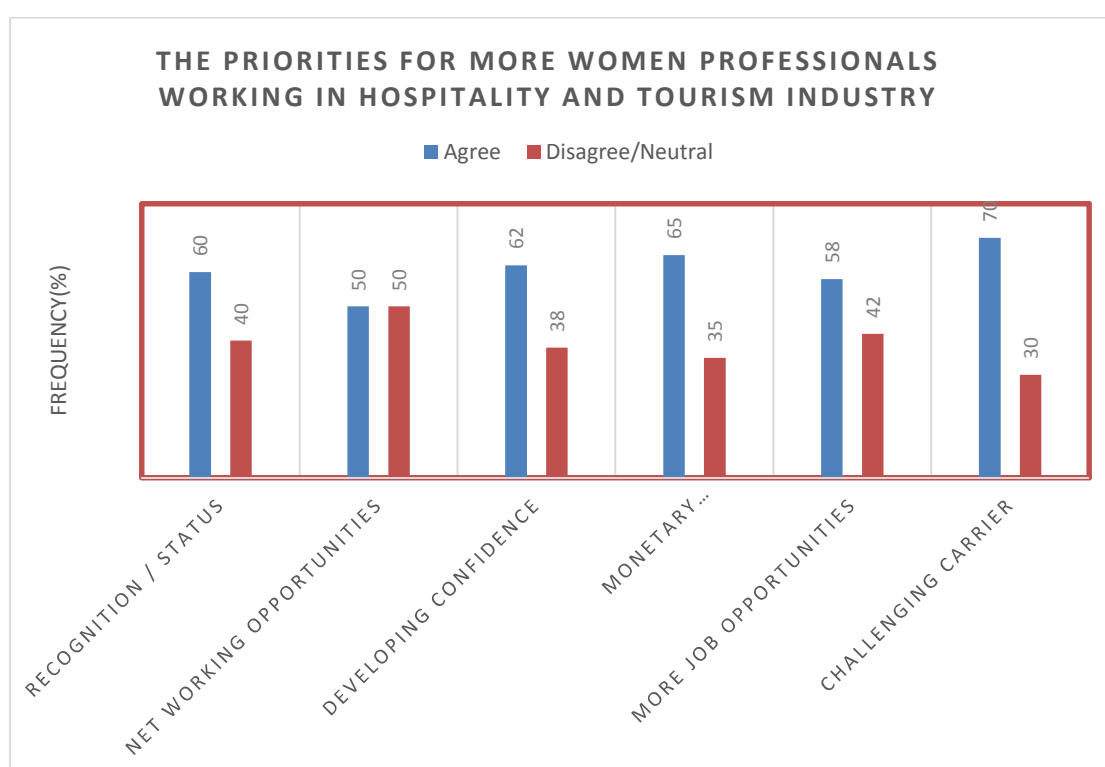
Interpretation: Based on the data gathered from 500 female respondents and the provided graph, it can be understood that 40% of the participants, which constitutes 200 out of the total 500, are married, while the remaining 60%, accounting for 300 out of the 500, are unmarried. Hence, it can be inferred that the hospitality and tourism industry displays a preference for unmarried female employees over their married counterparts.

4. Work experience of respondents:



Interpretation: from the data collected of 500 women respondents and with the help of above graph we can interpret that 100 out of 500 women respondents are having less than 6 months experience, 270 out of 500 women respondents are having 6 to 24 months experience, 80 out of 500 women respondents are having 2 to 5 years experience and the only 50 out of 500 women respondents are having more than 5 year experience. So we can conclude that there is dearth of women at higher post of hospitality and tourism sector.

1. The priorities for more women professionals working in hospitality and tourism industry.



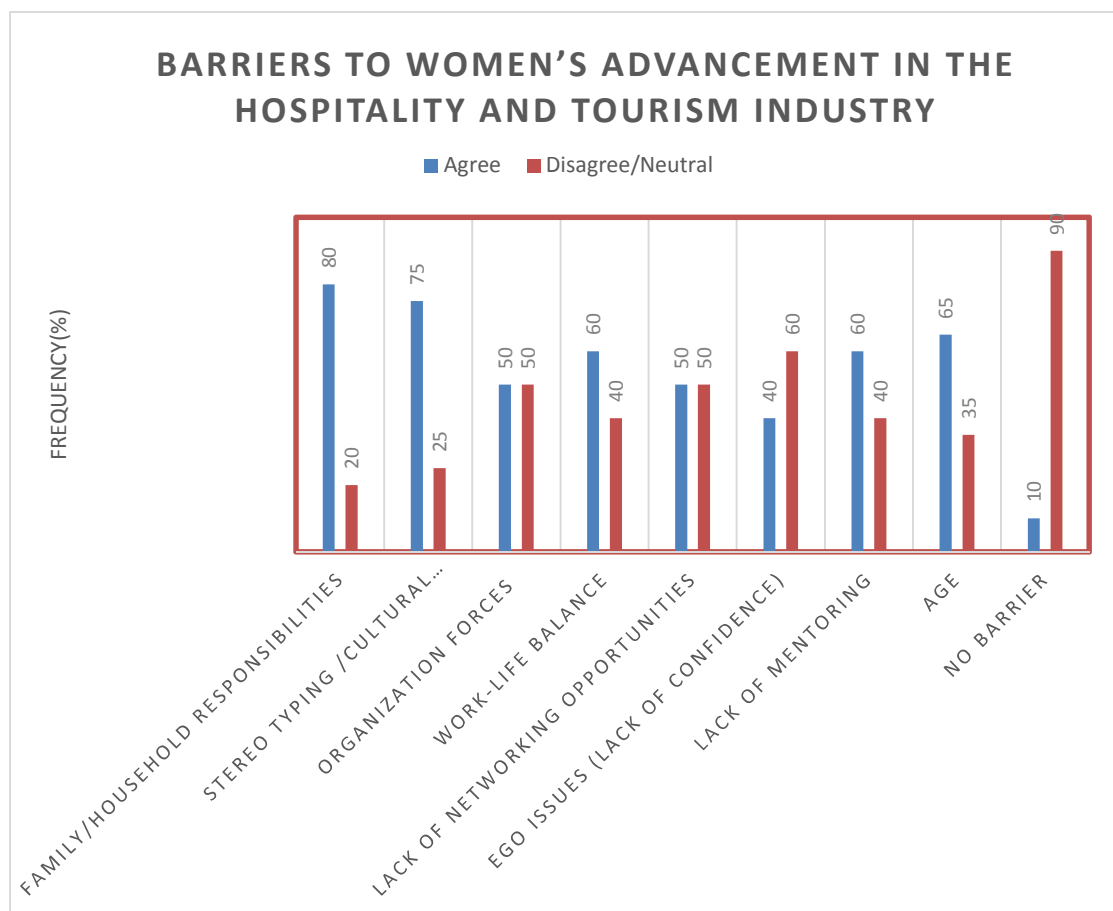
Interpretation: Based on the data gathered from 500 female respondents and the corresponding graph, it can be deduced that a significant majority, constituting 70%, of women professionals employed in the hospitality and tourism sector express a preference for their career due to its challenging nature. Conversely, 30% of the respondents do not agree with this statement.

Furthermore, 65% of the women professionals in this industry cite monetary benefits or women welfare benefits as the reason for their career preference, while the remaining 35% do not share this viewpoint. Additionally, 62% of the women professionals indicate that their career choice in this field contributes to the

development of their confidence, with 38% of respondents disagreeing with this notion.

Moreover, 60% of the women professionals in the sector perceive their career as providing recognition or status, while 40% do not hold this perspective. Similarly, 58% of the respondents view their career as offering enhanced job opportunities, contrasting with 42% who do not share this perspective. Lastly, 50% of the women professionals in the hospitality and tourism industry regard networking opportunities as a significant aspect of their career, whereas the remaining 50% do not hold this viewpoint.

2. Barriers to Women's Advancement in the hospitality and tourism industry.



Interpretation: According to the data obtained from 500 female respondents and the corresponding graph, it can be inferred that the majority, accounting for 80% of women professionals, acknowledge that family or household responsibilities pose barriers to women's advancement in the hospitality and tourism industry. Conversely, 20% of the women professionals do not concur with this notion.

Likewise, 75% of the female respondents agree that stereotypes, cultural prejudices, gender-biased attitudes, and discrimination act as hindrances to women's advancement in this sector, while the remaining 25% do not share this perspective. Furthermore, 65% of the women professionals perceive age as a barrier to their advancement, with 35% of the respondents holding a contrary view.

Similarly, 60% of the women professionals identify work-life balance as an obstacle to their advancement in the industry, while 40% of the respondents do not see it as a significant barrier. Additionally, 60% of the respondents affirm that the lack of mentoring hampers women's progress, whereas 40% of the women professionals disagree with this notion.

Moreover, 50% of the women professionals assert that organizational constraints, including limitations in job design, succession planning, and talent development, impede their advancement, while the remaining 50% of the respondents do not perceive these factors as major barriers. Similarly, 50% of the respondents perceive the absence of networking opportunities as a barrier to their advancement, while the remaining 50% do not view this as a significant obstacle.

Furthermore, 40% of the women professionals consider ego issues, particularly a lack of confidence, as obstacles to their advancement, while 60% of the respondents disagree with this view. Lastly, only 10% of the women professionals believe that there are no barriers to their advancement in the hospitality and tourism industry, while the majorities, 90%, of the respondents do not support this statement.

H1: There exist barriers that are affecting the career aspirations of women in Hospitality and tourism industry.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	37.500 ^a	1	.000		
Continuity Correction ^b	34.440	1	.000		
Likelihood Ratio	44.629	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	37.125	1	.000		
N of Valid Cases	100				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.00.

b. Computed only for a 2x2 table

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	77.778 ^a	1	.000		
Continuity Correction ^b	73.397	1	.000		
Likelihood Ratio	85.433	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	77.000	1	.000		
N of Valid Cases	100				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.50.

b. Computed only for a 2x2 table

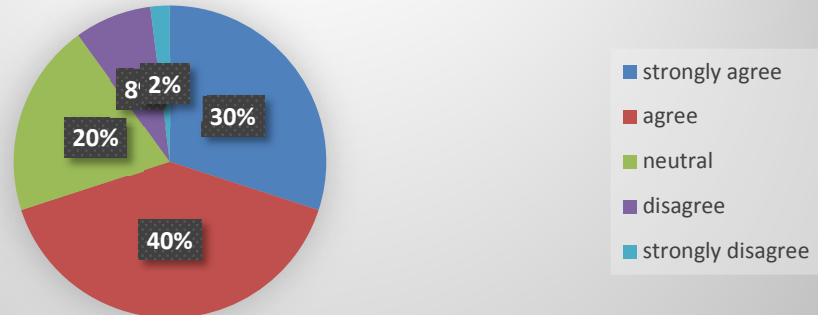
Interpretation: In order to examine whether barriers are impacting the career aspirations of women in the hospitality and tourism industry, we conducted a chi-square test between the barrier (family/household responsibilities) and the priority (recognition/status) to assess their association. Upon reviewing the provided table, it is evident that the p-value is below 0.05. Thus, there is insufficient evidence to uphold our null hypothesis. Consequently, we will dismiss the null hypothesis suggesting that no barriers are affecting the career aspirations of women in the hospitality and tourism industry.

Likewise, we performed a chi-square test between the barrier (stereotyping/cultural prejudice/gender biased attitudes/discrimination) and the priority (challenging career) to evaluate their association. Upon analysis of the presented table, the p-value is less than 0.05, indicating an absence of adequate evidence to support the null hypothesis. Consequently, we will discard the null hypothesis that proposes the nonexistence of barriers affecting the career aspirations of women in the hospitality and tourism industry.

2. Issues faced by women during their career in hospitality and tourism sector.

2.1 In the context of the hospitality industry, the practice of stereotyping involves treating employees based on gender norms rather than their organizational roles, presenting a significant obstacle to the career progression of women.

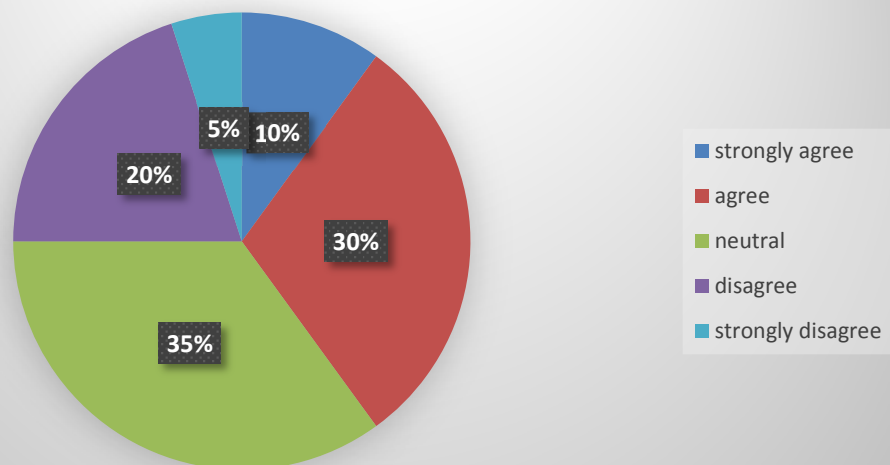
In the context of the hospitality industry, the practice of stereotyping involves treating employees based on gender norms rather than their organizational roles, presenting a significant obstacle to the career progression of women.



Interpretation: Based on the data gathered from 500 female participants and the presented pie chart, it can be inferred that 30% of respondents firmly support the notion that stereotyping in hospitality settings, characterized by treating employees based on gender expectations irrespective of their organizational roles, poses a significant hindrance to women's professional progress. Additionally, 40% of respondents simply agree with this notion, while 20% of participants remain neutral or refrain from expressing a definitive opinion. On the other hand, 8% of respondents disagree with the statement, and the remaining 2% strongly oppose it.

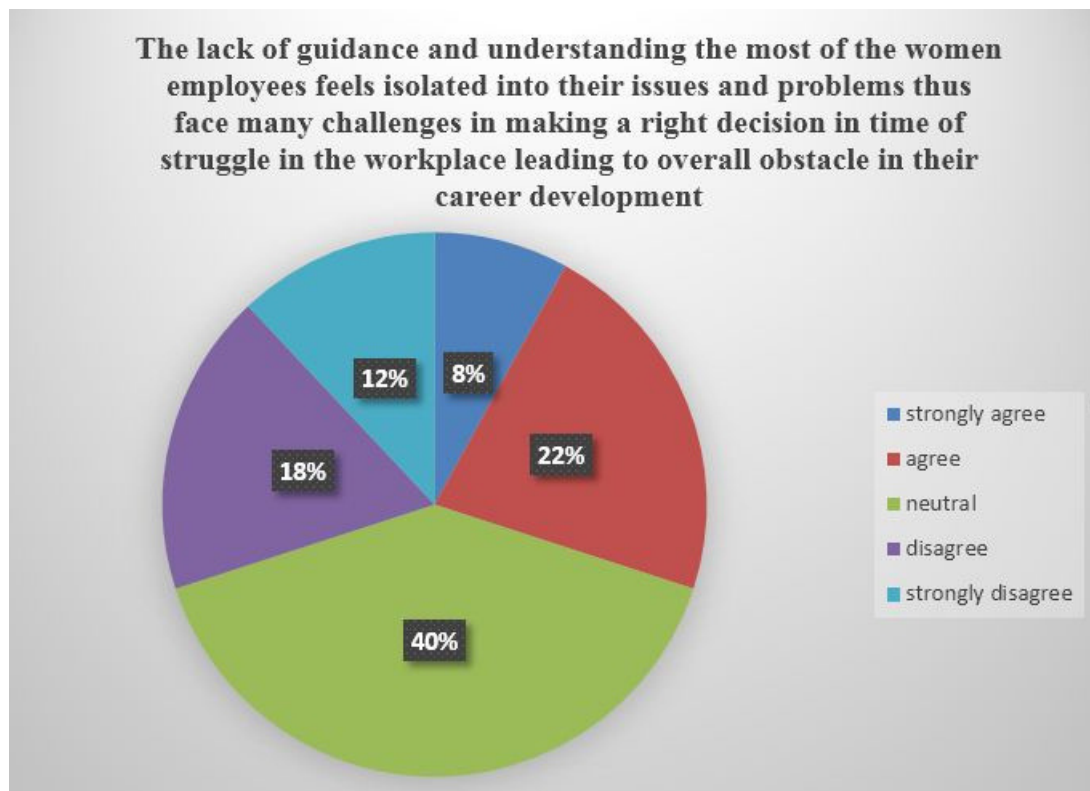
2.2 Women in the workplace might experience situations where their viewpoints are not actively sought or valued.

Women in the workplace might experience situations where their viewpoints are not actively sought or valued.



Interpretation: Based on the data gathered from 500 female participants and the accompanying pie chart, it can be deduced that 10% of respondents strongly support the notion that women may encounter situations in hospitality work environments where their viewpoints are neither sought nor valued. Furthermore, 30% of respondents simply agree with this assertion, while 35% of participants remain neutral or refrain from expressing a definitive opinion. On the contrary, 20% of respondents disagree with the statement, and the remaining 5% strongly oppose it.

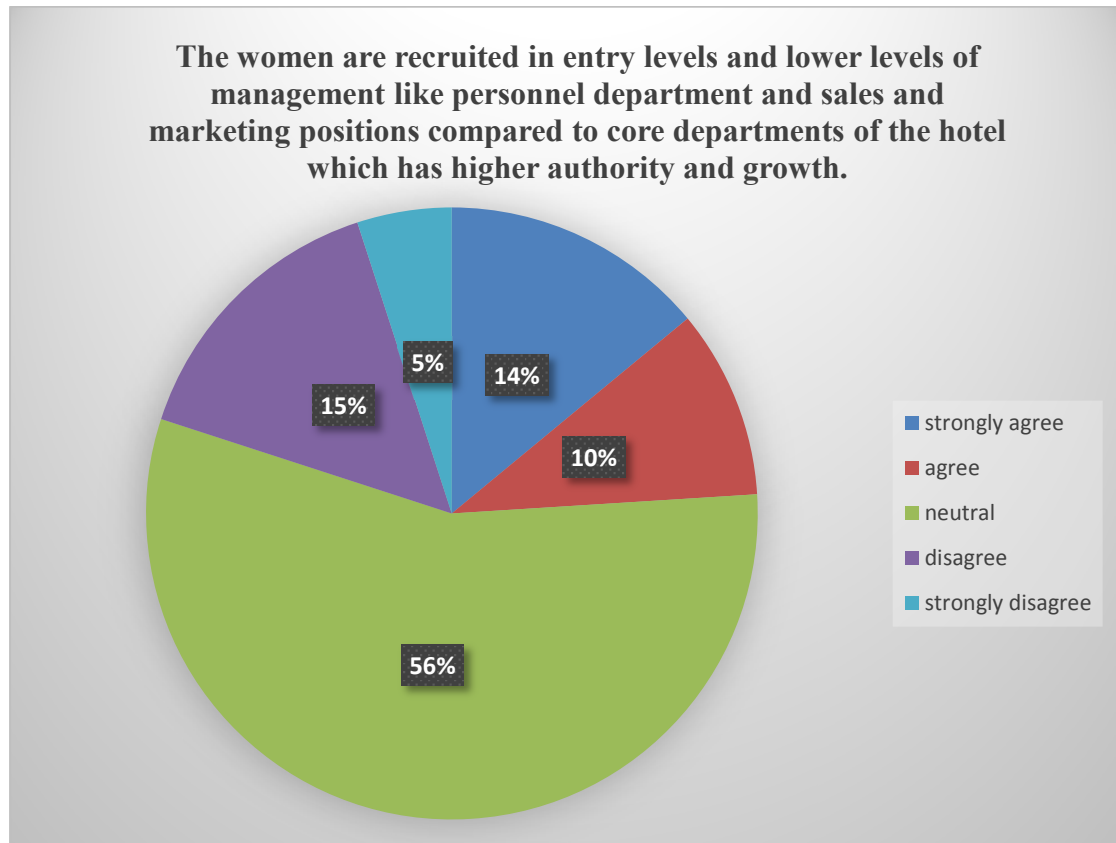
2.3 The lack of guidance and understanding the most of the women employees feels isolated into their issues and problems thus face many challenges in making a right decision in time of struggle in the workplace leading to overall obstacle in their career development.



Interpretation: Based on the data obtained from 500 female respondents and the pie chart provided, it is evident that 8% of the participants firmly support the idea that insufficient guidance and understanding leave many female employees feeling isolated in dealing with their issues and challenges in the workplace. This, in turn, hinders their career progression. Additionally, 22% of the respondents agree with this sentiment, while 40% remain neutral or refrain from expressing a definitive stance. On the

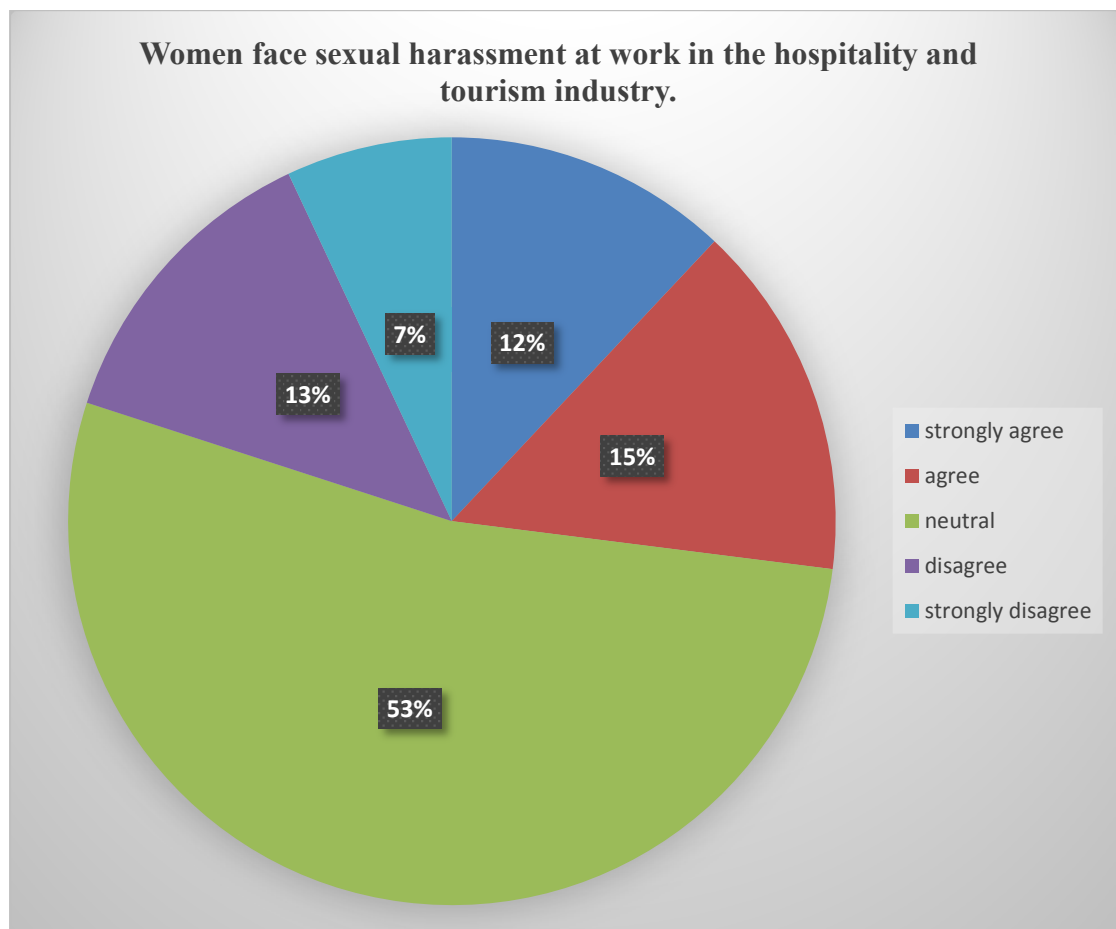
On the contrary, 18% of the participants disagree with the statement, and the remaining 12% strongly oppose it.

2.4 The women are recruited in entry levels and lower levels of management like personnel department and sales and marketing positions compared to core departments of the hotel which has higher authority and growth.



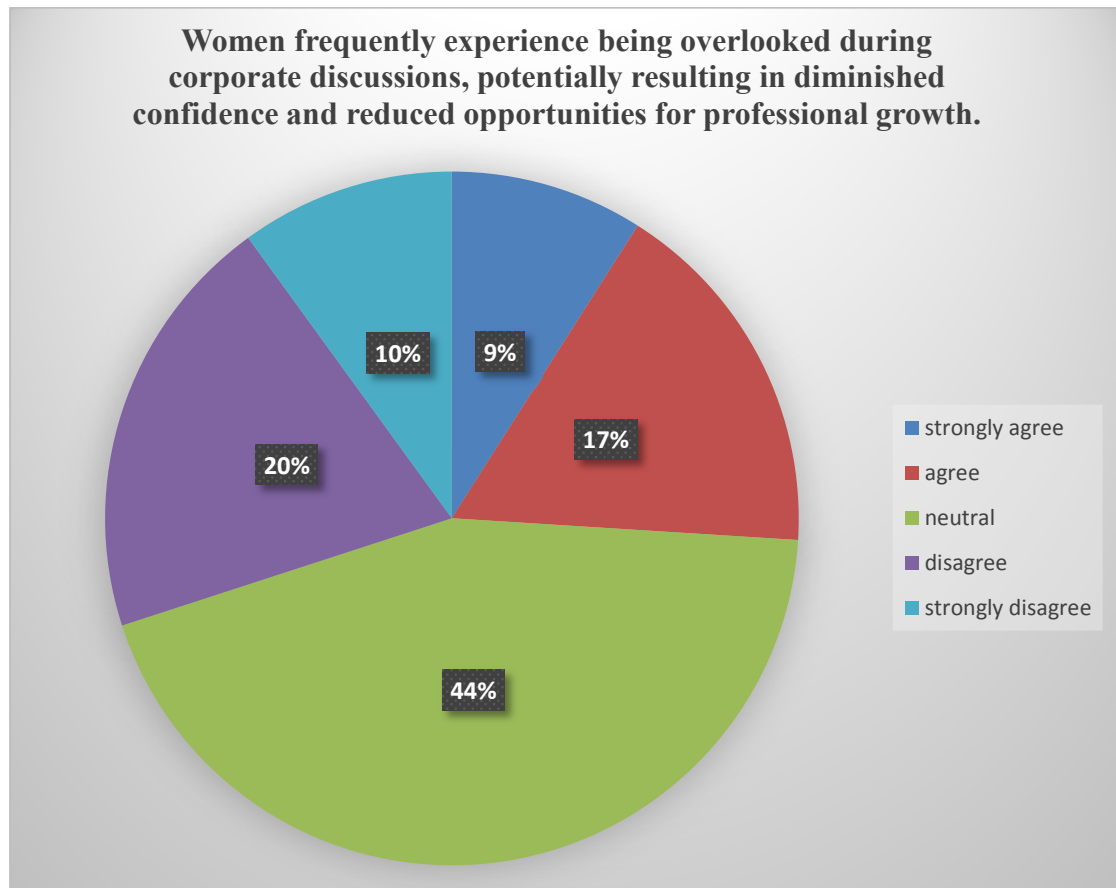
Interpretation: Based on the data gathered from 500 female participants and the corresponding pie chart, it can be inferred that 14% of the respondents strongly support the notion that women are predominantly recruited in entry-level and lower management positions, such as the personnel department and sales and marketing, as opposed to the more influential core departments of the hotel. Additionally, 10% of the respondents agree with this idea, while 56% remain neutral or do not provide a definite opinion. Conversely, 15% of the participants disagree with the statement, and the remaining 5% strongly oppose it.

2.5 Women face sexual harassment at work in the hospitality and tourism industry.



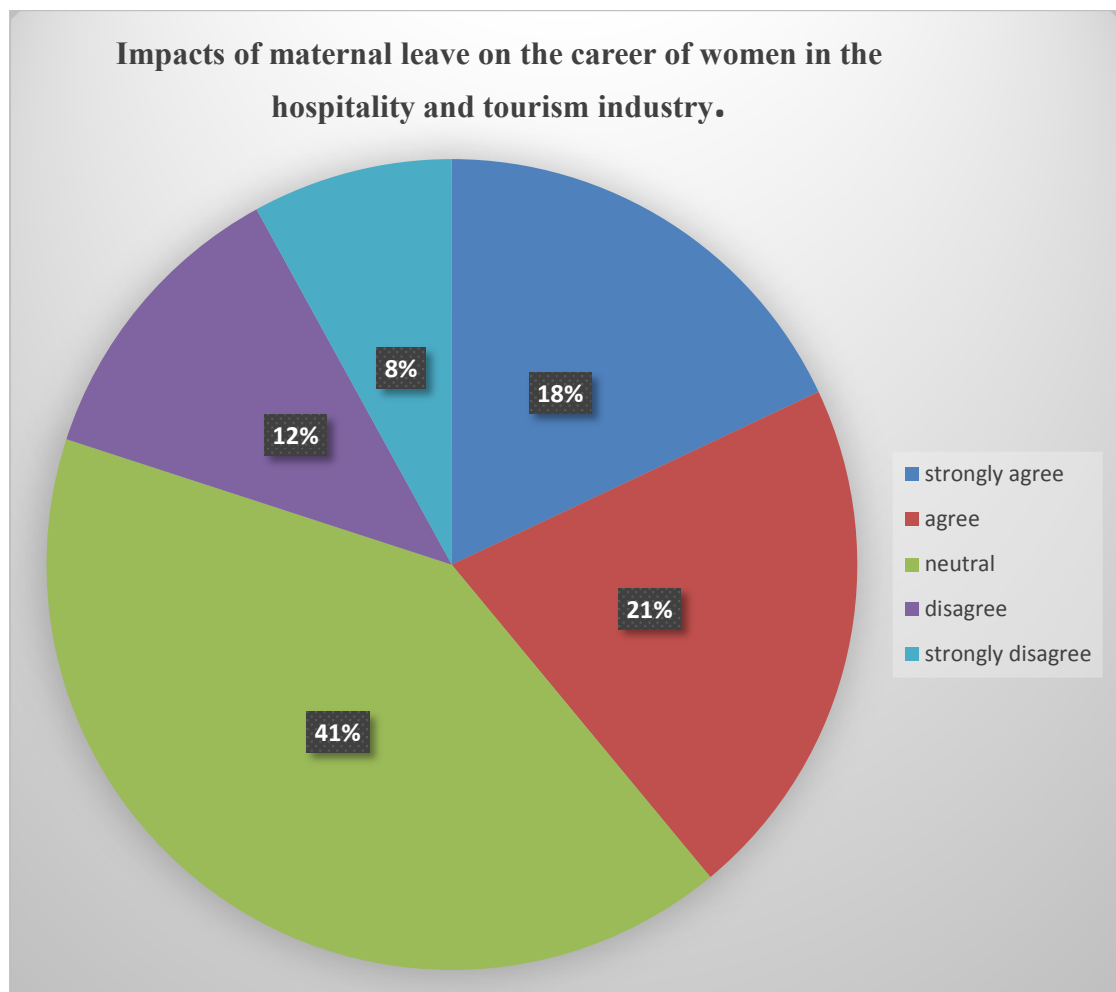
Interpretation: Based on the data collected from 500 female respondents and the accompanying pie chart, it can be deduced that 12% of the participants strongly support the idea that sexual harassment represents a significant issue encountered by women during their careers in the hospitality and tourism sector. Additionally, 15% of the respondents agree with this sentiment, while 53% remain neutral or refrain from expressing a definitive opinion. On the other hand, 13% of the participants disagree with the statement, and the remaining 7% strongly oppose it.

2.6 Babaria, a recognized authority on gender dynamics in professional settings, asserts that women frequently experience being overlooked during corporate discussions, potentially resulting in diminished confidence and reduced opportunities for professional growth.



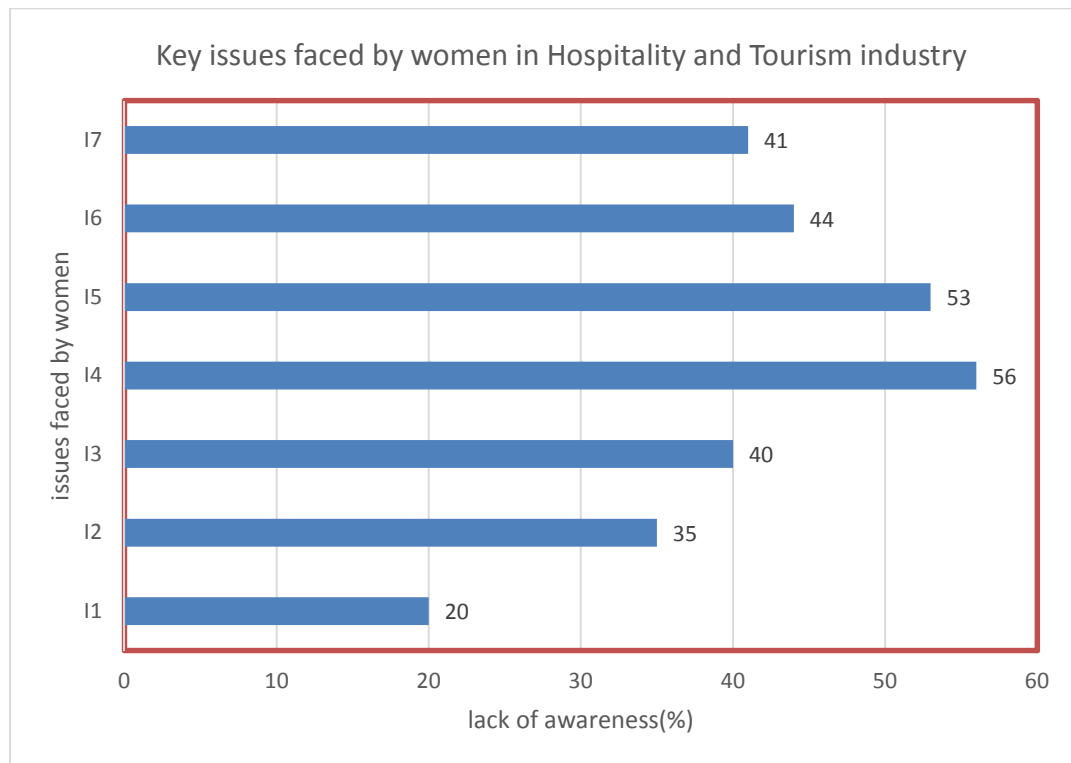
Interpretation: Based on the data gathered from 500 female participants and the corresponding pie chart, it can be inferred that 9% of the respondents firmly support the notion that women frequently experience disregard during corporate meetings, potentially resulting in diminished self-confidence and reduced prospects for career progression, according to the renowned gender issues expert Babaria. Additionally, 17% of the participants concur with this statement, while 44% maintain a neutral stance or refrain from expressing a definite opinion. Conversely, 20% of the respondents disagree with the assertion, and the remaining 10% strongly oppose it.

2.7 Impacts of maternal leave on the career of women in the hospitality and tourism industry.



Interpretation: Based on the information gathered from 500 female respondents and the accompanying pie chart, it is evident that 18% of the participants strongly support the assertion that the effects of maternity leave present a significant challenge for women in their careers within the hospitality and tourism industry. Furthermore, 21% of the respondents express their agreement with this viewpoint, while 41% maintain a neutral position or abstain from stating a clear opinion. On the other hand, 12% of the respondents disagree with the statement, and the remaining 8% strongly refute it.

H2: There is a lack of awareness and consensus on key issues faced by women in Hospitality and Tourism industry.



Interpretation: To examine the existence of limited awareness and consensus regarding critical challenges encountered by women in the Hospitality and Tourism sector, a graphical method is employed, leveraging qualitative data from 500 female professionals within the industry. Upon reviewing Pie Chart 2.1, it becomes evident that 20% of the respondents either lack awareness or do not possess sufficient knowledge about the issue of gender stereotyping in hospitality environments, where both male and female employees are subjected to gender-related expectations, regardless of their organizational position, which significantly hinders women's career advancement. Examining Pie Chart 2.2 reveals that 35% of the respondents are not informed or do not comprehend the problem whereby women in the workplace may encounter situations where their opinions are neither sought nor respected.

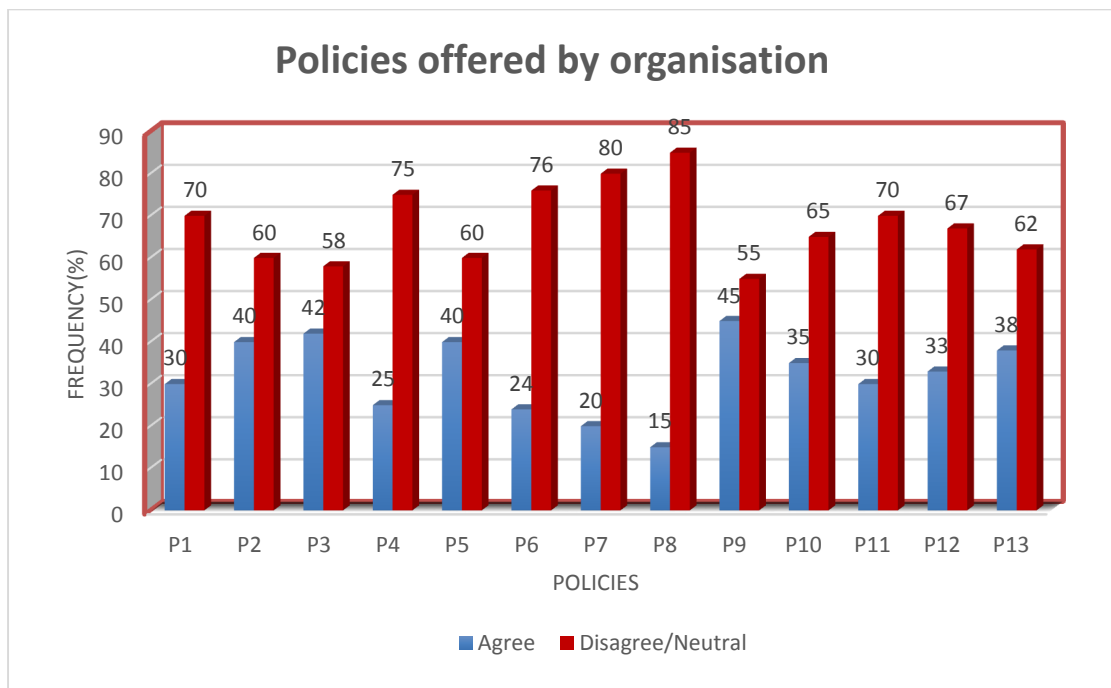
Turning to Pie Chart 2.3, it is apparent that 40% of the respondents lack awareness or understanding of the issue involving the isolation of many women employees who struggle with making crucial decisions amidst their issues and problems, thereby encountering substantial obstacles to career development in the workplace. When reviewing Pie Chart 2.4, it is observed that 56% of the respondents either lack awareness or have no knowledge of the matter involving the recruitment of women in

lower management positions, such as personnel and sales and marketing departments, as opposed to core departments within hotels, which hold greater authority and opportunities for growth.

Further inspection of Pie Chart 2.5 indicates that 53% of respondents are unaware or uninformed about the issue of sexual harassment being a major concern for women throughout their careers in the hospitality and tourism sector. Examining Pie Chart 2.6, it becomes evident that 44% of the participants do not possess awareness or knowledge regarding the problem where women often experience neglect during business meetings, potentially resulting in reduced self-esteem and diminished prospects for career advancement. Finally, by referring to Pie Chart 2.7, it is clear that 41% of the respondents lack awareness or do not have a proper understanding of the challenges associated with maternal leave and its impact on women during their careers in the hospitality and tourism sector.

Consequently, the data presented in the aforementioned pie charts collectively suggests that there is an evident deficit in awareness and agreement concerning the critical issues faced by women within the Hospitality and Tourism industry.

H3: There exists a dearth of women friendly policies in hospitality organisations.



P1: Female employees have received education regarding women-centric policies, including those concerning sexual harassment and maternity leaves, during their initial training sessions or induction programs.

P2: The hotel strictly adheres to the Government of India's guidelines on handling sexual harassment.

P3: Women are treated equally compared to their male counterparts.

P4: The evaluation of employees is carried out without any discrimination based on gender.

P5: Both male and female candidates are provided with equal opportunities during the interview process within the organization.

P6: The organization offers flexible working hours, particularly catering to the needs of married women.

P7: There is a human resources policy in place that ensures an appropriate male-female employee ratio within the organization.

P8: The organization provides a childcare facility for women with children.

P9: The organization grants maternity leave to its employees.

P10: The organization provides transportation facilities during night shifts.

P11: There are specialized career development programs in place for women within the organization.

P12: A dedicated women's grievance cell is available within the organization.

P13: The organization ensures equal pay and unbiased promotional opportunities for all employees, regardless of gender.

Interpretation: To evaluate the presence of women-friendly policies in hospitality organizations, responses were gathered from 500 women professionals in the hospitality and tourism sector regarding thirteen different policies. Analyzing the data and the accompanying bar graph indicates that a mere 30% of Survey participants confirm that women have been informed about women-oriented policies, including those related to sexual harassment and maternity leave, as part of their onboarding or training sessions within their organizations, while the remaining 70% do not perceive these policies as prevalent. Similarly, only 40% of the respondents affirm the adherence to Government of India guidelines on handling sexual harassment within their hotels, with the remaining 60% expressing uncertainty or disagreement regarding the implementation of this policy.

Additionally, it is apparent that a mere 42% of the respondents agree that women are treated equally with men (Policy P3), and only 25% affirm that employees are appraised without bias based on gender (Policy P4). Moreover, the data suggests that approximately 40% of the respondents believe that both male and female applicants are given equal opportunities during the interview process (Policy P5). Similarly, only 24% agree that their organization provides flexible working hours, particularly for married women (Policy P6).

Furthermore, a meager 20% of the respondents affirm the existence of a human resources policy for maintaining a male-female ratio within their organizations (Policy P7), and a mere 15% acknowledge the provision of a crèche facility for women with children (Policy P8). While 45% of the respondents agree that their organizations offer maternity leaves (Policy P9), only 35% acknowledge the provision of transportation facilities during night shifts (Policy P10). Similarly, the data suggests that 30% of the respondents perceive the presence of career development programs for women (Policy P11), and approximately 33% affirm the availability of a separate women's grievance cell within their organizations (Policy P12). Finally, only 38% of the respondents acknowledge the practice of offering equal pay and promotional opportunities without bias (Policy P13).

In sum, the data strongly indicates that an average of 67.92% of the respondents either disagree or remain unaware of the implementation of women-friendly policies by the government and their respective organizations within the hospitality and tourism industry. This underscores the evident scarcity of women-friendly policies in various hospitality organizations.

4.7 Findings

- The study indicates a prevalent preference for younger individuals in the hospitality and tourism sector, creating an age-based barrier for women. More than 50% of the respondents have completed their graduation, while 28% have pursued post-graduate studies.
- Another significant finding suggests that unmarried women are favored over their married counterparts within the hospitality and tourism industry.
- The data on the respondents' experience levels highlights a notable scarcity of experienced women in higher positions within the sector.

- Among the priorities for women experts within the hospitality and tourism sector, factors such as recognition/status, networking opportunities, confidence development, monetary benefits/women welfare benefits, increased job opportunities, and challenging careers emerge as the most crucial.
- Recognized obstacles to progress of females working in the hospitality and tourism sector include family/household responsibilities, stereotyping/gender bias, work-life balance, and age-related constraints.
- Major challenges faced by women during their careers in the hospitality and tourism sector include a lack of guidance, sexual harassment, restricted recruitment to entry-level positions, and the impacts of maternal leave.
- On average, around 67.92% of the respondents either disagree or are unaware of the presence of women-friendly policies implemented by the government and their respective organizations in the hospitality and tourism industry. This suggests a notable absence of supportive policies tailored to women in hospitality organizations.

CHAPTER - V

CONCLUSION



5.01 Summary of findings

The study revealed several key findings within the hospitality and tourism industry. Firstly, it pointed out that a significant preference exists for younger individuals within organizations, creating an age-related barrier for women. A considerable proportion of the respondents, over 50%, held a bachelor's degree, while 28% possessed postgraduate qualifications. Another important observation was the sector's preference for hiring unmarried women, leading to a shortage of experienced women in higher-level positions. The study emphasized the pressing priorities for women professionals, including recognition and status, networking opportunities, career development, financial benefits, increased job prospects, and challenging career paths. Furthermore, it identified various obstacles to women's progression, such as family and household responsibilities, gender biases, work-life balance concerns, and age-related challenges. Women also encountered difficulties such as a lack of mentorship, instances of sexual harassment, limited recruitment at entry levels, and the impact of maternity leave on career trajectories. Lastly, the research highlighted a lack of awareness or disagreement (at 67.92% on average) among respondents regarding the existence of women-friendly policies within the government and hospitality organizations, indicating a need for more inclusive policies within the industry.

5.02 Conclusion

Throughout history, women who were employed were often perceived as lacking femininity, leading to a perception of them as deserving of sympathy. There was a prevailing belief that women working outside the home were unable to raise competent children. However, there has been a notable shift in society's perception of women's roles, driven primarily by technological advancements. This transformation has facilitated the success of women in various domains, including the workplace and educational institutions.

In contemporary India, women are increasingly pursuing professional education and seeking opportunities in traditionally male-dominated sectors such as engineering, law, aviation, and the military. They have evolved to be more physically capable and intellectually adept at handling diverse responsibilities in the professional realm. Additionally, the acceptance of working mothers pursuing higher education has become more prevalent, signifying a positive societal shift.

However, despite these advancements, women continue to face challenges, such as underrepresentation in senior management and board positions in both the public and private sectors. It is evident that further actions are necessary to secure gender parity and encourage women's ambitions across different domains. Women in contemporary society possess the capability to assume leadership positions, including those of top executives and board members, exhibiting both grace and confidence. In the modern workplace, female professionals demonstrate shrewdness, intelligence, and a strong drive to achieve their goals. Globally, concerns about gender equity persist regardless of geographical location, and workplace discrimination based on gender is an escalating issue across various professions, irrespective of the level of expertise required.

Restricting employment opportunities for women in the hospitality sector, based on pre-established gender norms within the industry, is deemed unethical. Despite this, past studies have highlighted discriminatory hiring practices within certain hotel chains that favor men. This results in a comparatively low ratio of women in the hospitality workforce and diminished prospects for female candidates in employment opportunities compared to their male counterparts.

A person's career is shaped by a culmination of experiences that influence their values, beliefs, and objectives. Individual career goals are influenced by factors such as age, education, social surroundings, cultural background, and family dynamics. These experiences contribute to the formation of self-perceptions, encompassing values, skills, and ambitions, which in turn drive an individual's actions and choices aligned with their self-image, also known as 'career aspirations'.

Research indicates that females tend to prioritize care-related career paths more than males, demonstrating greater flexibility in gender roles. In contrast, males tend to lean toward practical career options rather than those focused on care. Additionally, while males may prioritize external rewards and prestige, females are more inclined towards internal satisfaction. Furthermore, Women who possess a favorable self-image regarding their hard work and inner drive are more inclined to pursue careers traditionally dominated by men.

Despite the dominance of women in caregiving professions, male career aspirations appear less influenced by personal motivations. It's plausible that highly driven women may seek careers beyond traditional gender expectations, challenging

preconceived notions about their career ambitions. The industry itself bears responsibility for identifying and nurturing the talents present in the female workforce, directly contributing to the rise of women in the professional sphere. This trend has led to the emergence of various roles for women in the hospitality industry, ranging from top-tier positions to supervisory and executive roles, presenting unique challenges related to balancing familial responsibilities and work demands.

One of the prominent challenges faced by women in today's society revolves around their struggle to maintain a professional career after getting married or starting a family. Balancing work demands with domestic responsibilities often leads some women to temporarily give up their careers, causing a significant gap in their professional trajectory. Upon attempting to re-enter the workforce, these women may find limited opportunities available, often settling for positions that are either at the same level or lower than their previous roles.

The burden of additional domestic duties, coupled with their professional commitments, emphasizes the need for both familial and workplace support to achieve a healthy work-life balance, which in turn can lead to increased productivity. However, women often feel excluded from informal communication networks and neglected during decision-making processes, a factor that contributes to their departure from the industry. Despite these challenges, there is a growing push for gender equity across various organizations, although the slow pace of change persists due to the predominance of men in leadership roles.

In the tourism and hospitality industry, the prevalence of women in lower-ranking positions compared to men is often attributed to various factors such as age, familial responsibilities, and a concentration of women in certain divisions like housekeeping, marketing, and human resources, limiting their upward mobility towards general management roles. This gender disparity is exacerbated by a range of care-related issues that act as hurdles to career advancement, encompassing individual, organizational, and societal factors.

Obstacles such as the 'glass-ceiling', discriminatory practices, limited networking opportunities, and prevalent biases inhibit women from achieving their career aspirations, compounded by a lack of role models, unsupportive environments, and cultural barriers. Factors like long and inflexible working hours, breaks for motherhood, gender biases, and the lack of relevant experience contribute to the high

turnover of women in the hospitality industry. Furthermore, the existing regulatory framework can also discourage women from pursuing careers in this field, creating additional barriers to their entry and progress within the industry.

The study emphasized the need for addressing the increasing challenges faced by women in the workforce, advocating for the establishment of flexible work environments, the implementation of mentoring and training programs, the standardization of procedures, transparency in recruitment, performance evaluation, and promotion processes, as well as the acknowledgment and rewarding of women's contributions through recognition and awards. These recommendations were aimed at reducing practical barriers for female professionals within the hospitality industry, considering the potential for exceptional female representatives to excel in the service sector.

Enabling a work-life balance for married women, facilitating flexible work hours, and encouraging women to pursue roles in traditionally male-dominated fields were identified as potential strategies to augment the presence of women in the hotel industry. The establishment of pathways for female employees to foster and engage in informal networks within the industry could facilitate greater access to new opportunities, particularly considering the relatively fewer individuals competing for these paths.

Regarding age, the study underscored that organizations within the hospitality and tourism sectors tend to prefer younger employees, potentially posing a barrier for women professionals. The survey indicated that a considerable portion of the participants had completed a minimum of a bachelor's degree, while a noteworthy proportion had attained a master's degree or more advanced qualifications.

Notably, the study revealed a preference among businesses in the hospitality and tourism sector for hiring single women over married women, indicative of a dearth of experienced women in higher-level positions within these industries. Concerns such as recognition and status, employment networking opportunities, career development, financial rewards and benefits, increased job prospects, and the challenges faced by professionals were identified as significant issues for women working within the hospitality and tourism sectors.

Prominent barriers to women's advancement in these industries included family and household responsibilities, gender biases, concerns about work-life balance, and age-related factors, along with challenges such as inadequate supervision, instances of sexual harassment, limited entry-level recruitment, and the implications of maternity leave. The study further indicated a lack of support for parental leave and male assistance, as well as the absence of advancement opportunities and equitable wages.

Moreover, the research found that a substantial percentage of men either disagreed with or were unaware of the existence of women-friendly policies enforced by the government and various organizations within the hospitality and tourism industry. This highlighted the need for more robust policies within these establishments to ensure equitable opportunities and support for women professionals.

The findings from this study shed light on several critical aspects of Experiences and professional ambitions of women in the hospitality and tourism sector. Firstly, it becomes evident that age can pose a significant barrier to women's employment in this sector, as many organizations tend to prefer younger candidates. Furthermore, the research highlights a preference for unmarried women employees over married ones, which reveals an existing bias within the industry.

One of the most striking conclusions drawn from the data is the scarcity of experienced women holding higher positions within the hospitality and tourism sector. This raises concerns about the industry's ability to foster the growth and advancement of women professionals.

In terms of career priorities, the study underscores that recognition and status, networking opportunities, developing confidence, monetary benefits, women's welfare benefits, increased job opportunities, and challenging careers are paramount for women professionals in the sector. However, they face numerous barriers, including family and household responsibilities, gender bias, challenges in maintaining work-life balance, and age-related obstacles.

The research also brings to light several pressing issues faced by women throughout their careers in this industry, including a lack of guidance, instances of sexual harassment, limited recruitment opportunities at entry levels, and the impact of maternal leave.

Perhaps one of the most concerning findings is the widespread perception among respondents that there is a lack of women-friendly policies in both government and organizational contexts within the hospitality and tourism sector. The majorities of respondents either disagreed or were unaware of the existence of such policies, suggesting a clear need for more inclusive and supportive policies in the industry.

Historical Perception of Working Women:

Throughout history, working women have often been viewed as lacking femininity and deserving of sympathy due to societal assumptions about their employment.

Paradigm Shift in Women's Roles:

Over the years, there has been a notable change in how society perceives the roles of women in the workforce, partly influenced by technological progress.

Women's Advancements:

Women have successfully carved out their place in various fields, including traditionally male-dominated ones like engineering, law, aviation, and the military.

They have become physically and intellectually capable of handling diverse responsibilities in the professional world.

Changing Social Acceptance:

Working mothers pursuing higher education has become more socially acceptable in recent years.

Gender Disparity:

Women are still underrepresented in senior management and board positions across various sectors.

Gender discrimination in the workplace is a growing concern.

Challenges in the Hospitality Industry:

Women in the hospitality industry face challenges such as limited career advancement, lack of support for work-life balance, and difficulties returning to work after taking breaks.

Barriers to Career Aspirations:

Women encounter barriers related to individual, organizational, and societal factors that hinder their career aspirations.

Strategies for Improvement:

Strategies to address these issues include flexible work environments, mentoring programs, transparency in recruitment, and recognition for women's achievements.

Policy Gaps:

Many organizations in the hospitality and tourism industry lack women-friendly policies, and there is a need for greater awareness and implementation of such policies.

Call for Change:

Despite progress, there is still a need for further efforts to achieve gender equity in various industries, including hospitality and tourism.

5.03 Suggestions/ Recommendations**1: Promoting Gender Diversity in the MMRDA Hospitality and Tourism Sector**

To promote gender diversity in the MMRDA hospitality and tourism sector, it is essential to implement strategies and policies that create a more inclusive and equitable workplace environment. Here are some recommendations:

Gender-sensitive Recruitment and Hiring Practices:

Encourage organizations to adopt gender-sensitive recruitment practices that ensure a diverse pool of candidates is considered for job openings.

Promote blind recruitment techniques to reduce unconscious biases during the hiring process.

Diversity Training for Managers and Employees:

Develop and mandate Training initiatives for managers and employees focusing on diversity and inclusion, aimed at promoting awareness of gender-related concerns and cultivating a more inclusive work environment. Include modules on unconscious bias, gender equality, and respectful workplace behavior in training programs.

Flexible Work Arrangements:

Advocate for flexible work arrangements, such as remote work options, flexible hours, and part-time opportunities, to accommodate the needs of women employees.

Encourage companies to provide childcare facilities or subsidies to support working mothers.

Leadership Development Programs:

Create leadership development programs specifically designed for women in the industry to empower them to take on higher-level roles.

Establish mentorship programs that pair women with experienced mentors who can guide them in their career progression.

Gender Pay Equity Audits:

Regularly examine pay equity through audits to detect and resolve any gender-based salary discrepancies in the sector. Advocate for companies to openly communicate their salary systems and endorse fair compensation for comparable tasks.

Diverse Representation in Decision-Making Bodies:

Promote diversity in the leadership and decision-making bodies of industry associations and organizations.

Encourage women to actively participate in industry associations to have a say in shaping policies and practices.

Recommendation 2: Training and Skill Development for Women in the Industry

To empower women and enhance their career prospects in the MMRDA hospitality and tourism sector, it is crucial to provide targeted training and skill development programs:

Technical and Soft Skills Training:

Develop training programs that focus on both technical skills (e.g., culinary skills, hotel management) and soft skills (e.g., communication, leadership) to enhance women's competency in their roles.

Management and Leadership Training:

Offer leadership and management training programs to equip women with the skills and confidence to take on leadership positions within the industry.

Networking and Industry Exposure:

Organize networking events, conferences, and tailored workshops for women in the field, aimed at assisting them in establishing valuable professional networks and acquiring visibility.

Financial Literacy and Entrepreneurship Training:

Provide training in financial literacy and entrepreneurship to empower women to start their own businesses or advance to managerial positions with financial responsibilities.

Access to Career Counseling and Mentorship:

Establish career counseling services and mentorship programs to guide women in their career choices and development.

Recommendation 3: Creating Awareness and Garnering Family and Society Support

Creating awareness and garnering support from families and society are critical to encouraging women to pursue careers in the MMRDA hospitality and tourism industry:

Educational Initiatives:

Partner with schools and colleges to create awareness among students about career opportunities in the industry through seminars, workshops, and career guidance programs.

Public Awareness Campaigns:

Launch public awareness campaigns to challenge stereotypes and promote the value of women's contributions to the industry.

Engage Community and Religious Leaders:

Collaborate with community and religious leaders to promote gender equality and support for women's career aspirations within their communities.

Family-Friendly Policies:

Encourage organizations in the sector to implement family-friendly policies, such as maternity and paternity leave, to support employees in balancing work and family responsibilities.

Role Model Promotion:

Highlight successful women in the industry as role models through media, conferences, and industry events to inspire younger generations.

By implementing these recommendations, stakeholders in the MMRDA hospitality and tourism sector can contribute to a more diverse and inclusive industry where

women are empowered, equipped with the necessary skills, and supported by their families and society to pursue successful careers.

5.04 Areas of further research

1. **Longitudinal Studies:** Perform longitudinal research to monitor the professional paths of women in the hospitality and tourism sector over an extended duration. This approach can yield valuable understanding regarding the elements that foster continuous career advancement or potential challenges.
2. **Comparative Analysis:** Compare the career aspirations and experiences of women in the MMRDA area with those in other regions of India or globally to identify region-specific challenges and solutions.
3. **Intersectionality and Diversity:** Examine how gender intersects with other factors such as age, caste, religion, and sexual orientation to understand how these intersecting identities influence career aspirations and opportunities in the industry.
4. **Impact of COVID-19:** Investigate how the COVID-19 pandemic has affected the career aspirations and employment prospects of women in the hospitality and tourism sector, including the adoption of remote work and changing consumer behaviors.
5. **Mental Health and Well-being:** Investigate the mental health difficulties experienced by women in the industry and the impact of these challenges on their career aspirations. Explore strategies and interventions to promote well-being.
6. **Policy Analysis:** Evaluate the effectiveness of existing gender diversity policies and initiatives within organizations and industry associations in the MMRDA area. Identify best practices and areas for improvement.
7. **Technological Advancements:** Investigate the role of technology in the industry's transformation and how women can leverage technology for career advancement, including roles in digital marketing, data analytics, and e-commerce.
8. **Cross-Cultural Perspectives:** Explore the career aspirations and experiences of women from diverse cultural backgrounds working in the MMRDA hospitality and tourism sector, considering both local and expatriate workers.

9. **Sustainability and Responsible Tourism:** Analyze the impact of sustainability and responsible tourism practices on career aspirations and opportunities for women in the industry, including roles related to eco-tourism and sustainable hospitality.
10. **Work-Life Balance and Flexible Work Arrangements:** Research the effectiveness of work-life balance initiatives and flexible work arrangements in retaining women in the industry and facilitating career progression.
11. **Entrepreneurship and Women-Owned Businesses:** Investigate the challenges and successes of women entrepreneurs in the hospitality and tourism sector, including the establishment and management of their businesses.
12. **Government Policies and Initiatives:** Assess the role of government policies, incentives, and support programs in promoting gender diversity and women's career aspirations within the MMRDA hospitality and tourism industry.
13. **Customer Perspectives:** Explore the impact of gender diversity on customer satisfaction and experiences within the hospitality and tourism sector, shedding light on the business case for diversity.
14. **Education and Training Impact:** Assess how effective educational and vocational training initiatives are in equipping women for industry careers, and analyze whether these programs align with industry requirements.
15. **Impact of Social Media and Online Platforms:** Investigate how women in the MMRDA area use social media and online platforms to network, build personal brands, and access career opportunities within the hospitality and tourism sector.

The exploration of these additional research areas will enhance comprehension of women's professional ambitions in the MMRDA hospitality and tourism sector. This will enable the creation of specific interventions and policies to bolster their career development and progress.

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APPENDIX



Sr. No.	Question	SA	A	N	D	SD
	is that you should be fully confident that you can achieve something big in this field					
4.	You should take proper guide before opting for this field					
5.	You have to ready to face difficulties after opting for the hospitality and tourism course					
6.	There is no career in field of hospitality and tourism for women's					
7.	Lot of career options after doing hospitality course					
8.	You can have lot of experience in field of hospitality					
9.	Hospitality career offers great salary packages and great staff perks on top of regular wages					
10.	It helps to improve creative thinking and you can do word travelling					
11.	You get to socialize and meet new peoples around the world					

B. What are the issues faced by the women in hospitality and tourism industry?

Sr. No.	Question	SA	A	N	D	SD
1.	You face many discriminations when you were admitted in higher education					
2.	Parents are more serious about studies after secondary education or matriculation					
3.	Change in guest expectation is the major barrier in hospitality industry					
4.	Sometimes pandemic and natural hazards affect the growth of women's in hospitality industry					
5.	Lack of knowledge in hospitality career affects					

Sr. No.	Question	SA	A	N	D	SD
	the growth of women's in hospitality industry					
6.	Most of the education institutes does not provide hospitality and tourism course option					
7.	Lack of proper facilities available in colleges and universities affect the career growth in hospitality industry					
8.	Women's feel uncomfortable to step outside of home in achieving their goals					
9.	Married women's bind themselves with their family thus unable to continue in field of hospitality industry					
10.	Tourism is not the best option for married women					
11.	Sometimes Society affect the growth of married women's in hospitality industry					
12.	Family planning after marriage affects career growth in hospitality and tourism					
13.	Your studies get interrupted due to lack of financial assistance in Hospitality career					

C. What are the Steps that industry leaders and HR heads should take to incorporate Women friendly policies in their organization?

Sr. No.	Question	SA	A	N	D	SD
1.	HR heads should make policies to hire women's for hospitality and field jobs in different parts of country					
2.	Industry leaders should make sure that the environment of office should be friendly in nature					
3.	Transportation facilities should be provided by company for women's workers					

Sr. No.	Question	SA	A	N	D	SD
4.	To build women's confidence in field of hospitality industry leaders should start giving achievement awards to increase confidence level of women's					
5.	Proper guide should be given to women's before assigning any work					
6.	Gather feedback from employees helps in maintaining good friendly environment					
7.	Hospitality industry leaders should focus on making policies about the female hiring process in hotels, guiders and travelers					

PUBLICATIONS





Exploring the Role of Indian Women in Hospitality Industry Entrepreneurship: Challenges and Opportunities

Authors

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Abstract:

The hospitality industry is a critical contributor to the Indian economy and has grown significantly in recent years. However, despite the sector's growth, there remains a gender gap in leadership and entrepreneurship opportunities for women. This research paper explores the challenges and opportunities faced by Indian women entrepreneurs in the hospitality industry and aims to provide insights into how to promote gender equality and women's empowerment in the sector.

The research paper begins with a comprehensive literature review on women's entrepreneurship in the hospitality industry, with a focus on the Indian context. The review highlights the key challenges faced by women entrepreneurs, including access to finance, lack of support systems, social and cultural barriers, and gender bias.

The research methodology used in this paper includes combining a qualitative study of in-depth interviews with women entrepreneurs and professionals in the hospitality industry. The study uses purposive sampling to select participants who are entrepreneurs or professionals in the hospitality industry in India.

The study finds that women entrepreneurs in the Indian hospitality industry face several challenges, including access to finance and credit, lack of support systems, societal and cultural barriers, and gender bias. The paper also identifies various opportunities for women entrepreneurs in the sector, including changing cultural norms, favorable government policies, and emerging market trends.

The research paper recommends several strategies to promote women's entrepreneurship in the hospitality industry in India, including improving access to finance, creating support networks for women entrepreneurs, addressing cultural and societal barriers, and promoting gender sensitivity in the workplace. The paper also highlights the need for further research on the topic to improve understanding and inform policy interventions.

In conclusion, this research paper provides valuable insights into the challenges and opportunities faced by women entrepreneurs in the Indian hospitality industry. The study recommends several strategies to promote gender equality and women's empowerment in the sector, which could help to unlock the full potential of women entrepreneurs in the hospitality industry in India.

1. Introduction:

The hospitality industry is a critical contributor to the Indian economy and has grown significantly in recent years. However, despite the sector's growth, there remains a gender gap in leadership and entrepreneurship opportunities for women. This research paper explores the challenges and opportunities faced by Indian women entrepreneurs in the hospitality industry and aims to provide insights into how to promote gender equality and women's empowerment in the sector.

1 a. Definition of women entrepreneur

According to Schumpeter's concept, "Women who innovate, imitate or adopt a business activity are known as women entrepreneurs". Government of India based on women participation in equity and employment of business enterprise has defined women entrepreneurs as "An enterprise owned and controlled by a woman having a minimum financial interest of 51% of the capital and giving at least 51% of the employment generated in the enterprise to women."

Women entrepreneurship has been getting growing recognition over the past two decades across the world. Women entrepreneurs not only generate new jobs for themselves but also for others. They provide society with different solutions to management, organisation and business problems. Women owned businesses are playing a pivotal role in the upsurge of entrepreneurial activity in the United States. It is reported that the highest number of self employed women are in Sweden followed by England, France and USA. In general, women are attracted to retail trade, restaurants, hotels, education, insurance and manufacturing. In our country, women constitute only 5.2 per cent of the total self employed persons in India. Majority of them opted for agriculture, agro based industries, handicrafts, handlooms, cottage industries but in 2011 (2011 census) it has improved to 25 percent.

Women entrepreneurship is gaining importance in India in the wake of economic liberalisation and globalisation. The policy and institutional framework for nurturing entrepreneurial skills, imparting vocation education and training has widened the horizon for economic empowerment of the women. However, women constitute one third of the economic enterprise. There are scores of successful women entrepreneurs both in economic and social fields in India.

Thus, a stage has been already set for social take-off of women from a low development path to an accelerated pace in achieving higher level of self sustaining economic growth in the wake of new economic policy 1991. (12th Commerce : Chapter 23 , 2023)

1.1 Research Design:

1.1 a Purpose: The purpose of this research paper is to explore the role of Indian women in hospitality industry entrepreneurship, including the challenges and opportunities they face. The study aims to provide recommendations to promote gender equality and women's empowerment in the hospitality industry in India.

1.1 b Scope: The scope of this research paper includes a comprehensive literature review of women's entrepreneurship in the hospitality industry; the research design includes qualitative interviews with women entrepreneurs and that of hospitality industry professionals, and analysis of the findings and recommendations for promoting gender equality and women's empowerment in the hospitality industry in India.

1.1 c Methodology:

The Primary Data is collected through observational and Experiential Method as the researchers have been educators and hospitality trainers for over two decades. Researcher is teaching at a hotel management institute and has also been conducting training programs for the Hospitality Industry on a regular basis. She is the Founder of Indian Women in Hospitality (IWH),

Indian Women in Hospitality (IWH) was created as a platform for knowledge sharing, networking, ideating, mentoring and empowering. Another aspect being creating awareness about the industry still not understood well; especially with respect to careers for women.

There are about 2600 members of IWH - Indian lady hospitality professionals from around the world who are creating benchmarks. IWH was invited for a Keynote at the Indian Hospitality Conclave at Mumbai on 19th December 2018. It has been offered a column in the monthly edition of a hospitality magazine. At least 3 ladies from the fraternity are conducting their research on the topic with reference to IWH. It is the ecosystem partner for Women's Web for Women In Corporate Award (WICA); also some of the top hospitality publications. It has become an empowering platform and the testimonials are very encouraging. The content on the website is receiving rave reviews and the reach is very good. The website has featured stories, write-ups, interviews and blogs so far. The stories that bring about the personal and professional journeys of the women are an inspiration to the others.

Key objectives of IWH and the roadmap ahead

The key objectives are clearly mentioned in the vision and mission of IWH. They serve as a guide and the roadmap for us.

Vision

We connect to inspire and empower!

Mission

We will create a platform for the Indian Women working in the Hospitality industry across the globe to reach their fullest potential through knowledge sharing, mentoring and inspiring each other.

We will collaborate to enhance women's roles in their own lives, families, communities and the society with self reliance, dignity and equality.

We will work for the nation building and get all Indian Women Empowered by providing support and contributing towards meaningful social causes.

The research methodology used in this paper includes combining a qualitative study of in-depth interviews with women entrepreneurs and professionals in the hospitality industry. The study uses purposive sampling to select participants who are entrepreneurs or professionals in the hospitality industry in India.

The study includes interviews with 30 women entrepreneurs in the hospitality industry in India, including hotel managers, chefs, and restaurant owners. It explores their perceptions of women's entrepreneurship in the industry, their attitudes towards women in leadership positions, and their experiences with gender bias. The interviews explore the challenges and opportunities they face, their experiences with gender bias, and their perspectives on how to promote women's entrepreneurship in the industry.

The secondary data is collected through journals and other published sources.

1.1 d Limitations: The limitations of this study include the small sample size of women entrepreneurs interviewed, which may limit the generalisability of the findings. Additionally, the study focuses only on the hospitality industry in India and may not be applicable to other sectors or countries.

1.2 Review of Literature:

Indian women have made significant strides in the hospitality industry entrepreneurship, breaking the traditional gender stereotypes and excelling in their ventures. However, they still face unique challenges and opportunities that need to be explored and addressed to support and empower women entrepreneurs in this industry.

Hospitality industry is one of industries which is considered to be male dominated for decades. All the renowned names in this industry have always been male, but now the scenario is changing. Unlike other industries, women are establishing themselves in this industry as well. (Lifestyle Desk, 2022)

Here are some examples of the challenges and opportunities faced by Indian women in hospitality industry entrepreneurship.

1.3 Challenges:

1.3. a Limited access to finance: Access to finance is one of the primary challenges faced by women entrepreneurs in the hospitality industry. Women often struggle to secure loans and investments due to the societal norms and biases against women entrepreneurs. This limits their ability to start or grow their businesses.

1.3. b Gender stereotypes: Women entrepreneurs often face gender-based discrimination and stereotypes in the hospitality industry. They are perceived as less competent than men and face additional scrutiny in their business dealings. This limits their ability to network and secure partnerships with other businesses.

1.3. c Lack of representation: Women entrepreneurs are underrepresented in the hospitality industry, particularly in leadership positions. This lack of representation can lead to a lack of role models and mentors for women entrepreneurs, making it difficult for them to succeed in the industry.

1.4 Opportunities:

1.4. a Rising demand: India's hospitality industry is growing rapidly, and there is a rising demand for innovative and unique businesses. Women entrepreneurs can leverage this demand to create niche businesses that cater to the changing needs of consumers.

1.4. bGovernment initiatives: The Indian government has launched several initiatives to support women entrepreneurs, such as the Stand-Up India scheme, which provides loans to women-owned businesses. These initiatives can help women entrepreneurs in the hospitality industry access funding and resources.

1.4. cChanging societal norms: There is a growing awareness and acceptance of women entrepreneurs in Indian society. This shift in societal norms can create opportunities for women entrepreneurs to break traditional gender stereotypes and succeed in the hospitality industry.

Overall, exploring the role of Indian women in hospitality industry entrepreneurship is essential to identify the challenges and opportunities faced by women entrepreneurs in this industry. By addressing these challenges and leveraging these opportunities, women entrepreneurs can thrive and contribute to the growth and success of the Indian hospitality industry.

The literature review on women's entrepreneurship in the hospitality industry highlights the key challenges faced by women entrepreneurs in India, including access to finance, lack of support systems, social and cultural barriers, and gender bias. Several studies have also identified opportunities for women entrepreneurs in the sector, including changing cultural norms, favorable government policies, and emerging market trends.

Access to finance is a significant challenge faced by women entrepreneurs in the hospitality industry in India. Many women lack collateral or credit history, which makes it difficult for them to secure loans or investment. Lack of support systems, including mentorship, training, and networking opportunities, also inhibits women's entrepreneurship in the sector.

Societal and cultural barriers also impact women's entrepreneurship in the hospitality industry. Women entrepreneurs may face discrimination and stereotypes, which can limit their opportunities and discourage them from pursuing entrepreneurship. Additionally, gender bias in hiring and promotion practices can limit women's access to leadership positions in the industry.

Several studies have identified opportunities for women entrepreneurs in the hospitality industry in India, including changing cultural norms, favorable government policies, and emerging market trends. For example, the growing demand for experiential travel and unique dining experiences has created opportunities for women entrepreneurs to start niche businesses in the industry.

1.5 There are several limitations to consider when exploring the role of Indian women in hospitality industry entrepreneurship. Here are some potential limitations and examples:

1.5. a .Sample size: The sample size is limited due to a lack of available data or difficulty in recruiting participants. For example, the study only focuses on a small region or city in India, the findings may not be generalisable to the entire country. Similarly, the study only includes a few participants, the findings may not be representative of the larger population.

1.5. b.Cultural factors: Cultural factors can affect how women perceive and pursue entrepreneurship in the hospitality industry. For example, in some parts of India, there are cultural norms that discourage women from starting their own businesses. This limits the number of women who are interested in hospitality industry entrepreneurship or who have the support of their families to pursue it.

1.5. c.Access to resources: Women in India face challenges in accessing resources such as funding, education, and mentorship that are necessary for entrepreneurship. For example, women are less likely to receive loans or investments compared to men, which limits their ability to start or grow a business.

1.5. d.Gender bias: Gender bias affects how women are perceived and treated in the hospitality industry. For example, women face discrimination in hiring or promotion, or they are not taken as seriously as male entrepreneurs.

1.5. e.Data availability: There is a lack of reliable data on the experiences of Indian women in hospitality industry entrepreneurship. This could be due to a lack of research on the topic or difficulties in collecting data from women entrepreneurs themselves.

1.5. f.Language barriers: Language barriers limit the ability of researchers to communicate with women entrepreneurs or to access resources in local languages. This further limits the scope of the study or makes it more difficult to collect comprehensive data.

It's thus important for researchers to acknowledge and address these limitations in their study design and analysis in order to ensure the validity and reliability of their findings.

1.6 Conclusion:

This research paper provides valuable insights into the challenges and opportunities faced by women entrepreneurs in the Indian hospitality industry. The study finds that women entrepreneurs in the sector face several challenges, including access to finance and credit, lack of support systems, societal and cultural barriers, and gender bias. The paper also identifies various opportunities for women entrepreneurs in the sector, including changing cultural norms, favorable government policies, and emerging market trends.

The study recommends several strategies to promote women's entrepreneurship in the hospitality industry in India, including improving access to finance, creating support. Further studies are to be conducted on the subject as newer opportunities keep coming up with the dynamic world that we are living and working in. Start ups are coming up in a big way boosting the culture of entrepreneurship. Make in India and Women Empowerment are two missions that will further encourage women to consider entrepreneurial ventures.

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Adapting to Unforeseen Global Situations: Transformations in Remote Teaching and Learning for Hotel Management Education

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Abstract: *In the face of unexpected global crises, academic institutions often bear the brunt of immediate closures due to the involvement of multiple stakeholders and their inherent characteristics. The COVID-19 pandemic is a vivid example, where rapid evolution led to unprecedented disruptions in personal and professional realms. This article explores the paradigm shift from traditional teaching methods to remote education, focusing on the field of Hotel Management. It underscores the need for educators to innovate and adapt to virtual alternatives, presenting a comprehensive analysis of remote teaching and learning models to identify the most suitable approach. As the world navigates through these challenges, this paper serves as a guiding resource for educators in fostering innovation and adaptability within the hospitality sector.*

Keywords: Remote Teaching, Learning Models, Hotel Management Education, Global Crises, Adaptability

1. Research Design

- Purpose:** The primary aim of this study is to delve into the emerging trends and optimal strategies within Remote Teaching for Hotel Management, with the ultimate goal of formulating a sustainable model.
- Scope:** The scope of this research is delimited exclusively to the undergraduate curriculum in Hotel Management. It does not encompass any other academic disciplines or courses.
- Methodology:** The research methodology employed for this study encompasses both primary and secondary data collection approaches.

Primary Data Collection: Observational and Experiential Methods are employed for gathering primary data. The researcher's extensive background as an educator and hospitality trainer spanning nearly two decades is pivotal in this endeavor. Having instructed at a prominent hotel management institute and conducted routine training sessions for the Hospitality Industry, the researcher's experiential insights are invaluable. Best practices pertinent to Hotel Management institutions and hotels are explored through keen Observation and insightful interactions with academic faculty members and Training Managers from diverse hotels where training programs have been conducted. Additionally, dialogues and exchanges with fellow hospitality educators hailing from various hotel management colleges augment the understanding of methods that are presently in use or those that hold potential for remote class delivery.

Secondary Data Collection: The secondary data is procured through scholarly journals, as well as other

credible published sources within the domain of Hotel Management and Remote Teaching.

This comprehensive methodology combines experiential knowledge with established research sources to offer a well-rounded exploration of the subject matter.

1.1 Limitations

The scope of this study is confined solely to the undergraduate program in Hotel Management, excluding consideration of any other academic courses.

The data collection methodology employed is qualitative in nature, rendering it non-quantifiable.

The study's foundation rests upon observation and experiential methods, precluding the utilization of alternative data collection approaches.

2. Review of Literature

Remote teaching learning or work isn't the future in academics or workplaces but it's the present. A new survey data revealed that remote work is a major benefit for employees. In fact, 34% of U. S. workers would take a pay cut of up to 5% in order to work remotely. And those who do work remotely say they're happy in their jobs 29% more than on-site workers. (Bernazzani, 2019). This also indicates that a professional or student engaged in well planned academic activities or job descriptions keeping in mind the remote work or delivery of content.

Increasingly aware of and increasingly receptive to what students want, higher education institutions are treading a

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fine line and creating quite the balance between traditional and new-age methods of teaching. In an age, where more and more students are trying to gain access to more knowledge and training, academic behemoths are opening doors and welcoming them, even if it isn't to their brick and mortar avatars. With distance learning, an academic solution that allows students to learn more and learn better and allows higher education institutions to reach out to more students, we have in place a system that democratizes and globalizes education. (Nair, 2020)

The prospect of hundreds of thousands of professors and students venturing into academic cyberspace for the first time has prompted some commentators to take to social media to predict that this period could alter the landscape long term for online education. "Every faculty member is going to be delivering education online. Every student is going to be receiving education online. And the resistance to online education is going to go away as a practical matter," James N. Bradley, chief information officer at Texas's Trinity University, wrote in a LinkedIn post. Goldie Blumenstyk, at The Chronicle of Higher Education, went so far as to suggest that the corona virus could be a "black swan" moment--"more of a catalyst for online education and other ed-tech tools than decades of punditry and self-serving corporate exhortations." She continued, "It seems safe to say that this will be not only enormously disruptive but also paradigm changing. The 'black swan,' that unforeseen event that changes everything, is upon us." (Lederman, 2018)

Under the Indian Govt Skill India initiative, it is expected to train more than 500 million candidates in the coming 5 years' time. Each candidate would be assessed after training to understand if the candidate is ready to apply the skills learned in the practical world. The technology of online evaluation and viva can help to speed up assessment and it can also be standardized. (epravesh, 2020)

There is no learning quite like getting your hands stuck in and learning your profession by 'just doing it'. Allowing our learners to 'have a go' in a situation as close to real-life as possible will enhance the learning experience considerably, as we retain more information when we physically practice it, instead of just see or hear about it. Strong supporters of the learn-by-doing principle would argue that true skill, mastery and autonomy can only come from real-world practice. This is the learn-by-doing principle of adult learning, and we can bring this element into what we are teaching regardless of whether we teach online or offline, or our topic's industry.

When it comes to traditional face-to-face teaching or training, this principle is easy to grasp and execute. But what about it when we are delivering our training as an online course? How can you ensure that you are meeting the learn-by-doing principle of adult learning in an environment where we are not physically present to run practical exercises in person? Are you going to be teaching a new skill to your students in your online course? Online teaching requires very different approaches to teaching face-to-face for obvious reasons. But it is not so obvious how to do it differently. (cordiner, 2017)

Remote Teaching Model for Hotel Management

The global landscape has been marked by numerous unforeseen events over the past few decades, and in such instances, the first domain to experience significant impact is academia. This is often due to its inherent nature and the broad spectrum of stakeholders involved. In response, a common precautionary measure is the swift closure of educational institutions. Such situations can take various forms, encompassing the realms of politics, society, religion, geography, and even biology. The emergence of the COVID-19 pandemic serves as a poignant example; originating as a localized outbreak in Wuhan, China, in December 2019, it swiftly escalated into a worldwide phenomenon, causing profound disruptions in both personal and professional spheres. The sudden emergence of this previously unknown situation necessitated strategic responses rather than passive waiting for circumstances to evolve. This wasn't merely a brief episode, but rather an enduring transformation that demanded long-term preparation. As cities were placed under lockdown and countries sealed their borders, local governments and organizations of all sizes embarked on developing strategies not only for survival but also for operational continuity in what has come to be termed 'the new normal.'

In this context, remote work has transcended its status as a futuristic concept and has become the present-day sustainable practice. The response to the pandemic has prompted a significant transition, with many individuals temporarily transitioning from on-site or office-based work to remote employment. Even within the traditionally people-centric hotel industry, the concept of Work From Home (WFH) became imperative. The challenges posed by the COVID-19 pandemic have compelled us to embrace social distancing as a foundational norm. The need to maintain physical distance, while concurrently fostering social solidarity, has been recognized as a crucial aspect of navigating the current situation responsibly and safely.

As with various academic disciplines, the realm of Hotel Management education has been thrust into the realm of remote teaching, transforming its educational landscape. Those who may have previously held reservations about remote teaching have been swiftly obliged to adopt this approach, given its necessity. These recent developments have ushered in an era of metamorphosis within teaching, learning, and training methodologies. Educators across the board have been impelled to innovate, devising sustainable practices, as students remain eager to learn, despite their dispersed geographical locations. The erstwhile in-person interactions can be supplemented through virtual alternatives facilitated by technology.

In light of the myriad options available to us, it is imperative that we navigate through these disruptions without allowing them to impede our work. This juncture presents an opportune moment for experimentation and the formulation of a sustainable framework. Remote teaching offers the prospect of instruction that transcends the constraints of physical presence, albeit challenging for some educators. However, the prevailing circumstances compel us to recognize that we have no alternative. The tools at our

disposal must be harnessed to their fullest extent, considering that this approach is likely to become the norm moving forward. Millennials exhibit a notable comfort level with digital platforms, presenting a conducive environment for such transitions.

While it remains undeniable that technology can never replace the invaluable role of a skilled educator, it does hold the potential to augment their efficacy by bridging the existing gap. This becomes particularly pertinent given the current context, marked by the absence of physical interactions between students and professors within the traditional classroom setting.

Distance learning, a concept with an established presence spanning several years, has yielded noteworthy successes. Several commendable open universities have cultivated stellar reputations, facilitating individuals in their pursuit of education and skills enhancement. Drawing inspiration from these achievements, there are noteworthy practices that can be effectively integrated into remote learning initiatives.

- a) Utilization of Digital Learning Platforms: In recent times, a multitude of digital learning platforms have emerged, catering to educational needs ranging from primary education to advanced learning levels.
- b) Incorporation of Online Learning Tools: Numerous educational tools have been developed to foster effective teaching and learning interactions among educators and students. These tools facilitate the creation of collaborative online groups, offer educational materials, gauge student performance, employ learning games, and facilitate parent-teacher communication.
- c) Designing Instructions/Lessons for Remote Students: Content can be meticulously tailored for students situated in remote locations, taking into consideration the predominant mode of delivery, often characterized by virtual or online methods.
- d) Engaging with Experts through Video Conferencing: The accessibility of webinars and online sessions enables participants to engage in valuable discussions and presentations by experts or industry leaders, all from the comfort of their own locations.
- e) Providing Mentoring/Counseling and Student Tutoring: Students have the opportunity to establish direct communication with faculty members or experts, seeking mentorship, guidance, and tutoring to enhance their educational experience.
- f) Cultivating Personality Development Initiatives: Engaging and impactful programs pertaining to etiquette and image development can be effectively conducted, contributing to students' holistic growth.
- g) Facilitating Communication Workshops: Effective communication skills, a fundamental requirement in any professional domain, are pivotal to successful teamwork and collaboration.
- h) Delivering Soft Skills Training Programs: While technical knowledge is undoubtedly crucial, equal significance should be attributed to soft skills, encompassing behavioral aspects and emotional intelligence.
- i) Enabling Access to Remote Resources via Digital Libraries: Digital libraries can be curated, housing a

repository of content, videos, and valuable data accessible to students and faculty members at any time.

- j) Nurturing Collaborative Assignments and Online Projects: Students can actively engage in collaborative assignments from their individual locations, thereby contributing to multifaceted learning experiences.

Factors Elevating Remote Learning as a Preferable Choice

In the realm of contemporary living, the diverse array of options available to individuals has propelled remote learning to the forefront. People of all age groups have embraced this avenue to acquire education and enhance their skills, ensuring that additional certifications can be pursued without disrupting their ongoing academic pursuits or professional commitments. The conventional paradigms of open schooling and distance learning have seamlessly transitioned into remote virtual learning platforms, driven by the manifold advantages they offer. Several of these merits are outlined below:

- a) Diverse Choices: Remote learning platforms empower students to undertake multiple courses, aligning seamlessly with the ethos of the New Education Policy, which acknowledges the importance of this flexibility.
- b) Adaptability: The landscape of education has evolved beyond the conventional confines of bachelor's and master's degrees. Organizations increasingly seek individuals who manifest a readiness to perpetually learn and refine their skill set.
- c) Cost-Efficiency: Remote learning avenues present a more economical alternative to traditional full-time courses, offering substantial savings for individuals seeking quality education.
- d) Networking and Collaboration: Learners on virtual platforms have the unique opportunity to engage with individuals hailing from diverse fields, cultures, and backgrounds – sometimes even spanning different nationalities. While this engagement occurs virtually, it fosters connections that engender fresh experiences and learning.
- e) Enhanced Educational Quality: Remote learners are privileged to be educated and trained by esteemed faculty members, ensuring a high calibre of education.
- f) Personalization: Remote learning provides students the autonomy to select formats that align optimally with their individual learning preferences and circumstances.
- g) Efficacy: Given effective utilization, remote learners have demonstrated the capacity to surpass their peers in performance, accentuating the potential of this mode of education.
- h) Augmented Employability: Remote learners receive guidance from accomplished mentors and cultivate professional networks, substantially bolstering their employability prospects.

In essence, remote learning not only addresses contemporary educational needs but also seamlessly integrates into the fabric of modern lifestyles, offering a gamut of benefits that foster holistic growth and career advancement.

Prerequisites for Establishing Effective Remote Learning Initiatives

The efficacy and convenience offered by remote learning programs are apparent across all age groups. To ensure their functional accessibility for all, several fundamental prerequisites need to be met. Here are some essential requisites outlined below:

- a) **Comprehensive Course Offerings Online:** A diverse array of relevant programs and courses should be meticulously showcased on the website or in brochures, empowering individuals to select the learning paths that resonate with their aspirations.
- b) **Robust Database Management:** A well-structured database encompassing learning resources, subject matter experts, and fellow learners should be diligently maintained, enriching the overall remote learning experience.
- c) **Strong Network Connectivity:** The optimal functioning of online platforms is contingent upon consistent and reliable network connectivity, underscoring its pivotal role in seamless remote learning experiences.
- d) **Adequate Hardware and Software:** Ensuring learners possess compatible computers and software programs is pivotal in enabling their active participation in remote learning endeavors.
- e) **Webinar Facilitation:** Augmenting remote learning with virtual interactions or exchange programs through webinars enhances the efficacy and engagement of the educational experience.
- f) **User-Friendly Student Logins:** An intuitive system for student registration and online content access through secure login mechanisms is imperative for streamlined remote learning.
- g) **Facilitating Assignment and Activity Sharing:** Platforms should enable students to collaborate and share assignments and activities, fostering a comprehensive learning environment.
- h) **Assignment Evaluation and Grading Mechanism:** Effective systems for learners to submit assignments and for instructors to assess and grade them should be seamlessly integrated into the remote learning platform.
- i) **Rigorous Examination Protocols:** The design of remote learning programs necessitates a robust examination system that employs foolproof techniques, given that students do not sit for exams under direct invigilation.
- j) **Certification and Degree Granting Capabilities:** The infrastructure should possess the capability to confer certifications, degrees, and diplomas to successful learners, accentuating the credibility of remote learning outcomes.
- k) **Enhancing Employability:** Enabling recruiter engagement within the platform and providing employment opportunities for students augment the holistic benefits of remote learning initiatives. In essence, these prerequisites form the bedrock upon which effective remote learning programs are built, ensuring that learners of all backgrounds can seamlessly engage in educational pursuits and enhance their skill sets.

Facilitating Online Practical Sessions

Hotel management is intrinsically a practical-oriented field, demanding hands-on experience to comprehensively grasp core subjects. The pivotal question arises: how can practical sessions be effectively conducted in a remote learning environment? By incorporating the subsequent straightforward teaching principles and methods, conducting practical sessions online can be both achievable and enriching. These principles are anchored in the "learn by doing" ethos, which proves highly effective within adult learning programs.

- a) **Harnessing Visual Aids:** Live demonstrations wield a potent impact, as students engage via auditory, visual, or kinesthetic responses. A focused approach entails meticulously breaking down processes into step-by-step sequences. For instance, when illustrating the preparation of a dish, each individual step should be meticulously showcased on camera.
- b) **Engaging through Personal Presence:** Maintaining an on-camera presence while virtually addressing participants is pivotal. Regularly gazing into the camera while conversing with students fosters a sense of connection, transcending physical barriers.
- c) **Employing Screen Casting and Demo Videos:** Screen casting involves employing software to record or film one's own computer screen in real-time, complemented by faculty narration. This technique proves invaluable in elucidating sequences or occurrences, simplifying the learning process for students. In essence, these strategic approaches enable the transformation of practical sessions into an online realm, aligning seamlessly with the principles of experiential learning and catering to the distinctive needs of adult learners.
- e) **Employ the DEDICT Method-A Step-by-Step Approach for Engaging and Impactful Online Practical Classes**

The DEDICT method serves as a structured approach to imbue online practical classes with engagement and impact, following a meticulous sequence:

D – Demonstrate: Commence by having the faculty exhibit the practical process, such as crafting a white sauce.

E – Explain: Provide a comprehensive breakdown of the recipe and the intricate step-by-step procedure.

D-Demonstrate: Reiterate the value of demonstration by showcasing the practical activity again, emphasizing its nuances, such as the creation of a white sauce.

I-Imitate: Encourage active participation by guiding students to emulate the demonstrated activity, fostering hands-on engagement.

C-Coach: Enlist faculty support as coaches, offering real-time feedback while overseeing student efforts, imparting invaluable guidance.

T – Test: Conclude the session with an assessment phase, integrating quizzes or assignments that relate directly to the conducted practical activity.

3. Conclusion

An adage aptly captures the essence: "Give a man a fish, and you feed him for a day; teach him how to fish, and you feed him for life." Education and training are catalysts for individuals to harness their capabilities and excel to their

fullest potential. In the current volatile, uncertain, complex, and ambiguous (VUCA) world, transformative disruptions ripple through every facet of personal and professional life, catalyzing a metamorphosis within the realm of education.

The unprecedented circumstances ushered in by the lockdown have necessitated profound adaptations. This extends to Hotel Management academics, which, much like other disciplines, has embraced the call for remote teaching and learning. This juncture serves as an opportune moment to innovate and forge a sustainable model. Although remote teaching bridges the physical disconnect between educators and students, it emerges as the sole viable avenue for sustained education delivery, especially amidst persisting lockdowns in schools and colleges. Millennia's affinity for digital platforms underscores the suitability of technology in enhancing the efficacy of education. While technology complements educators, it can never supplant their pivotal role. Leveraging the triumph of distance learning, online education can cement its reputation and effectively support learning and upskilling pursuits.

Remote teaching-learning initiatives transcend age barriers, offering convenient and enriching learning experiences. Given the evolving landscape, relearning and upskilling have become essential for survival. Continuous learning, facilitated by technology and diverse tools, remains indispensable for both individuals and organizations. Massive Open Online Courses (MOOCs) stand as exemplary platforms, catering to the needs of working professionals. The investment in precise training and learning, coupled with certifications, emerges as the path forward for relevance in an ever-changing landscape.

Drawing inspiration from these insights, hotel management colleges can design comprehensive remote or blended learning programs, seamlessly integrating both online and offline face-to-face teaching. The imperative lies with educators to scrutinize the remote teaching-learning model for Hotel Management Education, distilling a model that transcends institutional size and fosters inclusive excellence.

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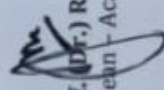


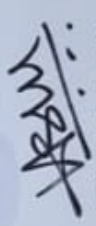
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