

# Effects of Self-Imposed Barriers Towards Career Advancement of Women in The Hospitality Industry, 3-5 Star Hotels in Nakuru County

Lucy W. Kamanja, Lilian Mwenda, and Anita Wachira

## ABSTRACT

The general objective of this study was to assess the effect of self-imposed barriers towards career advancement of women in the hospitality industry; 3–5-star hotels in Nakuru County. The specific objectives of the study were the effect of family and work responsibilities, self-esteem, long working hours and work and family life balance on career progression. The study adopted descriptive research design using both qualitative and quantitative approaches. The target population of the research was men holding management positions and women across the operational departments within the hotel including Front Office, Food and Beverage Service, Food and Beverage Production, Housekeeping and Managers. The sampling design used was stratified sampling design since the population could be divided into departments and also purposive sampling technique was used for the department heads. The sample size was 240 respondents but only 196 respondents answered the questionnaires resulting to a response rate of 81.7%. Data was collected using questionnaires where the researcher went in person to the star rated hotels to deliver the questionnaires. The findings of the study indicated that self-imposed barriers hinder women from achieving career development in the hotel industry. Based on the items provided on the questionnaire, most respondents strongly agreed that work and family responsibilities impacted their career growth with a mean of 4.5765 and a standard deviation of 0.65575. Long working hours provided a mean of 4.5969 with a standard deviation of 0.60408. It was further observed that self-esteem had a mean of 3.0612 with a standard deviation of 1.23883. Balancing between work and family matters had a mean of 4.5714 with a standard deviation of 0.62429. There was varying levels of agreement with regards to diminished self-esteem. This clearly indicated that each respondent had a different view of how their self-confidence influenced their career progress since it is a personal thing. It was also evident that the highest number of respondents had challenges on their career development due to the challenge of balancing between work and family matters.

**Keywords:** Glass Ceiling, Self-imposed Barriers, Work Life, Working Hours

**Published Online:** May 12, 2022

**ISSN:** 2736-5522

**DOI:** 10.24018/ejsocial.2022.2.3.251

**L. W. Kamanja\***

Dedan Kimathi University of Technology,  
Nyeri, Kenya.

(e-mail: cikukamanjah04@gmail.com)

**L. Mwenda**

Dedan Kimathi University of Technology,  
Nyeri, Kenya.

(e-mail: lilian.mwenda@dkut.ac.ke)

**A. Wachira**

Dedan Kimathi University of Technology,  
Nyeri, Kenya.

(e-mail: wachiraanita@gmail.com)

\*Corresponding Author

## I. INTRODUCTION

Majority of women are employed in the hospitality industry but less get the chance to reach the managerial positions unlike men who their chances are very high. In situations where women get the chance to break the glass ceiling it only happens much later in life where they have other demanding priorities like family (King, 2018). Glass ceiling is something that exists in many companies and industries preventing women from reaching the top (McKinsey and Company, 2015). The problem arises due to stereotyping where responsibilities at the area of work are given according to gender. Majority of women are assigned positions that are said to be ‘womanly’, and the men are given ‘manly’ positions. The notion that men should lead and women follow has presented itself in the industry and has been put into practice. Men are given positions that are considered powerful while women are given the less powerful (Stockdale, 2004).

A study conducted by Piderit (2007) suggests that majority of employers tend to express doubt about women’s ability in managerial positions. Women are viewed as emotional and most likely to get pregnant and too passive with lack of negotiation skills. With such notion where the employer does not show confidence in women as leaders it makes the employees to lose confidence in the leadership of women. Hence, they underperform as compared to when they are led by a man. According to Bertrand (2017), glass

ceiling can be supported with the following three factors namely, psychological differences between women and men, the demand balance on family and work and stereotyping where males are considered superior to women. Most top management positions are held by men and most of the female managers tend to manage lower positions that have less authority.

A study conducted by Arun (2016) on challenges of women in the hospitality industry during interviews with several human resource managers on the question of profiling women employees confirmed that employment of women in the hotel industry is still restricted to departments such as front office, back office and housekeeping jobs that are traditionally associated to women. Companies and industries with a great number of women in leadership positions happen to manage risks much better as they are less likely to overpay when making acquisitions (Levi, 2013). A board with men as the Board members involves decisions that are based on rules, regulations, and the traditional ways of carrying out business (McQueen, 2013). While women tend to make decisions that are riskier not based on the norm hence need to have many women in management positions.

#### A. Problem Statement

Women and men do not have equal opportunities regarding the access of top level management jobs including resources and roles being allotted to them. Women are discriminated against because of the societal norm that men should lead, and women follow hence slower progression if any or none towards their career development. Despite the increased women participation in the labor force women rate of involvement is still lower than that of men. Women always lag in terms of employment, promotion, earning and representation. In cases where women are promoted to management positions, they are assigned positions that are considered “womanly” and those that do not involve making major decisions within the industry. These departments are like housekeeping because they involve cleaning, front office to attract customers, sales and marketing positions as women are considered to be good at negotiation skills. Unlike women, the men positions are prestigious like manager, executive head chef, supervisor food and beverage and control and finance as these departments are the backbone of the hotel and major decisions that impact the day-to-day operations of the hotels are from these departments. This is because it is assumed that women are emotional, and their decisions are mostly affected by moods and emotions. Main goal is to determine if self-imposed barriers affect the progression of women and to what extent. Also, it determines the obstacles that are more dominant as compared to others these include family and work responsibilities, long working hours, diminished self-esteem and confidence and balance between work and family life.

#### B. Objectives

1. To explore the effect of family and work responsibilities on career advancement of women in 3-to-5-star hotels in Nakuru County.
2. To analyze the effect of long working hours on career advancement of women in 3-to-5-star hotels in Nakuru County.
3. To assess the effect of diminished self-esteem and confidence on career advancement of women in 3-to-5-star hotels in Nakuru County.
4. To examine the effect of balance of work and family life on career advancement of women in 3-to-5-star hotels in Nakuru County.

## II. LITERATURE REVIEW

A study done by Boone (2013) states that personal priorities hold greater influence over advancement opportunities than organizational barriers. The study stressed that the most common self-imposed barriers are family and household responsibilities and a balance between work and life. A high number of women who are academically prepared and interested in pursuing management positions appear to be leaving the industry at a higher percentage compared to men (Brownell, 1993). This is due to challenges like lack of women mentors who are already occupying those top-level management positions.

According to Patwardhan (2011), despite having women in management positions and some still progressing they are still faced with challenges while pursuing these positions. These challenges that women face include family issues, work and life balance and long working hours. Hospitality management is a 24/7 job unlike the normal 8:00 a.m. - 5:00 p.m. type of job and in order to succeed it demands putting in long working hours (Brownell, 1998). For an individual to advance in their career one has to be flexible enough because it requires one to keep on changing the workplace and move from one new place to another hence leading to one weighing on the benefits one gets by forgoing and adapting to the dynamic nature of the hospitality. This factor stops the women from desiring from progressing especially those with families because it's inconvenient for them due to the constant shift of their lives and that of her family (Brownell, 1998).

Majority of the employees working in the hospitality industry have to give up holiday seasons in order to serve the customers within the hotel denying them the chance to celebrate the holidays with their own families and children (Mooney, 2009). This weighs more on females especially with a spouse and children because they have to face the work- family balance with the traditional social values acknowledging them as the primary care givers. As a result of these dual role responsibilities extremely affect job satisfaction and commitment because of the pressure a woman faces from both at work and home where excellence is expected (Wen, 2016). According to the Sri Lankan perspective by Karunarathna (2015) insufficient numbers of female managers led to diminished self-confidence and self-esteem among other potential women job seeker within the industry from wanting to reach high level of management positions because they lack role models.

According to Zhong (2009), family and domestic responsibilities are barriers that women face in their career advancement journey. This is because women are perceived as the primary caregivers of their families hence majority of industries hesitate to offer women the top-level positions of management. They perceive women as not fully committed to their work due to the responsibilities like domestic chores and child nurturing. The nature of hospitality industry is the irregular working hours and this factor is also reason why women do not progress because it results to poor commitment at the workplace Tharenou (2005). Despite women having a supportive system that help them manage their responsibilities they are still disadvantaged. The industry does not favour the women in management positions who have families to look after.

Research conducted by Bloome (2010) on retention of employees who have acquired higher educational levels like bachelor's degree and masters claim that at a certain age more women than men leave the industry. At the age of 22-32 years the percentage of women working in the hospitality industry is higher than that of males but between ages 33-44 years the percentage of working women reduces. This is the age range in which an individual makes impression and want to progress in their careers, but it is still where family responsibilities are more demanding for the women with spouses and children. Majority sacrifice working in order to concentrate with family care and duties. Failure to balance home and work obligations have proved to be barriers women face working in hotels resulting from pressure of time and the need to meet the multiple roles that a woman manager must fulfil as a mother and wife (Baum, 2013).

Also, the issue of working in shifts at the hotel pose a challenge for the women because at home they are still expected to carry out some duties (Zinyemba, 2013). Women career progression compared to that of men within the hospitality industry is disadvantaged by breaks in their career due to childbirth and childcare and this is seen as not convenient in the industry hence women are not promoted. In a study conducted by Boone (2013) an interview involving both men and women concluded that self-imposed barriers interfere with career advancement of women. Majority of women are unwilling to move from one place to another and the traditional gender roles where the women are seen as the primary care givers and it's their responsibility to dedicate their lives to their family.

Females working in the 5 star hotels in Turkey experience minimal time for friends and family, low incomes and a block in being promoted despite working for many years and having the qualifications needed to advance career wise. Leung (2001) conducted a study of the general profile of female hotel managers in Singapore to examine the barriers that prevented the middle level female managers from advancing to top level managers. The studies revealed that female executives had sacrificed some family time in order to advance, and additional concerns such as cultural and societal approvals arose as a result. This indicated that women had to choose between having a family and progressing in their careers a choice that male colleagues didn't have to worry about.

The hospitality sector present challenges for women that arise from the structure of the industry including the high flexible demand cycle which enforces unsocial working hours leading to irregular shift patterns both of which are hard to balance with household responsibilities (Baum, 2013). The idea that the place of a woman is in the house for example, contributes to women's exclusion from senior management positions and generates gender imbalance in the workplace through societal standards (Buddhapriya, 2009). According to Bowles (2005), occupational and cultural conditions within the work place vary as a result of the difference in societal status. Gender has an important effect on women's employment and progress in the workplace. Women who work in professions where men predominate confront gender bias, which may be more frequent among upper-class women than among lower-class women.

The society has branded men with qualities and attitudes that are said to be of great importance in order to thrive and progress in their careers while women are given qualities that are "soft" and are not looked at when considering senior positions. Men, for example, are seen to be self-assured, assertive, and focused, whereas women are thought to be caring, emotional, considerate, subservient, affectionate, and uncertain (Mark, 2009). The perception of male and female attitudes and qualities starts when boys and girls are trained to act in gender-appropriate ways from the early stages of childhood. They are shown that men are supposed to lead and be ahead while women are to follow and not over shadow the man because he is

superior and the woman is inferior (Mark, 2009). As result this is reflected in the industry where a woman is less likely to be recommended for positions of power and authority, which has a negative impact on their capacity to ascend to senior positions.

According to Knox (2008), who conducted a study in Australia found out that gender segregation was applicable in the department of housekeeping where females worked as room and laundry attendants and men as housemen carrying out weighty cleaning duties. Female's staff were majorly in the kitchen department performing unskilled labor while the chefs were predominantly males. This shows that roles were allocated according to gender and not abilities. According to Okiomoto (2007), in cases where women advance to the senior management positions they are usually held at a greater performance level than men and are entrusted with obligations that come with higher threat of failing.

#### A. Conceptual Framework

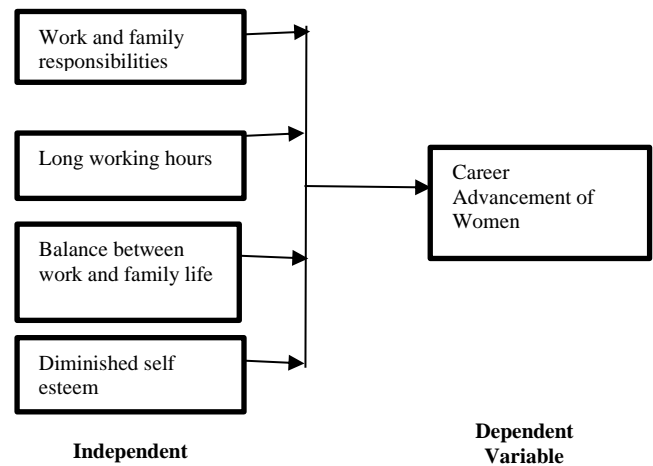


Fig. 1. Coceptual framework.

### III. METHODOLOGY

The research study adopted descriptive research design which according to Kothari (2014) is the collection of information where the environment is not manipulated in any way whatsoever. It shows the relationship and describes the way things are regarding study objective and the target population. The target population included the 3-, 4- and 5-star hotels within Nakuru County which were 14 in number according to a report by Tourism Regulatory Authority in 2018.

The researcher targeted women across all operational departments and men in management positions in the same departments. The study was keen on having majority of the respondents as female since the subject of the study addressed issues pertaining to women. However, most managerial positions in the hospitality industry are not dominated by female personnel and inclusion of their male counterpart would provide difference in opinion with regards to the research questions.

The sample design that the researcher used was probability sampling where each item within the population has an equal chance of being included in the sample (Kothari, 2004). Under the probability sampling, stratified sampling which is a method of sampling from a population that can be divided into subpopulations was used (Botez, 2017). This method was chosen because the stratification process enabled the researcher divide members the population into similar subgroups before sampling. This meant division of the respondents into departments to see which departments have the highest to lowest rates of advancement in women. The research also used simple random sampling technique which according to Thomas (2020) is the process of randomly selecting a subset of a population. This means that an element of randomness was introduced into this kind of sampling by using random numbers to pick up the unit with which to start. Each member of the population had an exactly equal chance of being selected. This technique was used on respondent staff in the 3-5-star rated hotels.

The other group of respondents were the General Managers and employees in management positions who were the head of departments. The sampling technique used was purposive sampling technique. According to Saunders (2012) is a sampling technique in which the researchers rely on their own judgement when choosing members of population to participate in the study. This technique was chosen by the researcher because it helped in answering the research questions satisfactorily hence achieving the research objectives.

According to David (2017), there are 4 main departments in a hotel which are considered as operational namely: Housekeeping, Front Office, Food Production and Food and Beverage Service this is because they have direct impact with the guest experience.

The researcher used a questionnaire where questions were structured and used as the main tool for data collection. The questionnaire was divided into different sections. A Likert scale was used to help provide adequate response variance as it had several advantages such as easy to construct, highly reliable and adaptable to the measurement of attitudes and have produced meaningful results in many studies to date (Kothari, 2004).

Test of reliability was done using internal consistency test by use of Cronbach's formula. A coefficient of reliability was calculated to show how dependable the data was. A reliability coefficient of 0.7 was considered sufficient in the study. Tiku and Pecht (2010) recommends an alpha coefficient of 0.7 or more to give reliable results. To improve validity, the questionnaires were designed in a simple; easy to understand language. An individual is supposed to render an intelligent judgment about the accuracy of the instruments before the actual research. The research instruments' validity was also established through expert's judgment and review by peers.

Data was analyzed using; content data analysis which was used to analyze qualitative data from the open-ended questions, Pearson's correlation analysis and inferential analysis which was used to determine the strength and degree of relationship between variables and multiple regression analysis which was used to determine whether the independent variables in the study predicted the dependent variables.

#### IV. FINDINGS AND DISCUSSIONS

From the 240 questionnaires issued, 196 were fully filled therefore response rate of 81.7% was achieved which was excellent. A response rate of 50 percent is adequate for analysis and reporting; a rate of 60 percent is good and a response rate of 70 percent and over is excellent (Mugenda and Mugenda, 2003). This was sufficient for establishing the study phenomenon.

In terms of gender representation 73.5 % of the total respondents were female while 26.5% were male. This is because the researcher was keen on ensuring majority of the respondents were female as they were deemed most suitable to address the subject matter. With regards to age respondents comprised of 15.3%, 30.1%, 19.4% and 3.1% for those aged 25 years and below, 25-34 years, 45-54 years and 55years and above respectively. Marital status had a representation of 43.9% being married, 31.1% were single, 7.7% were divorced and 17.3% were separated. This implies that most of the respondents understood the hindrance that social-cultural factors bring to their career advancement because of their marital status. In terms of number of children most of the respondents had one child as supported by 40.8%, the others included 35.7%, 14.8%, and 8.7% of the respondents who indicated that they had 2, 0 and 3 and above respectively.

Based on level of education 32.7% had attained other academic qualification besides the one's availed in the questionnaire. The other responses included 14.8% had undertaken diploma in hotel management, 8.7% had diplomas in non-hospitality courses, 27.6% had bachelor's in hospitality, 15.3% had bachelor's degree in non-hospitality and only 1% of the respondents had masters in non-hospitality degrees. Under work experience 42.3% had been working in their respective hotels for a period of 6-10 years. The other respondents included 24.5% of the respondents who had been working in their hotels for 0-5 years, 20.4% who had worked for 11-15 years, 12.2% had worked for a period of 16-20 years and 5% who had worked for a period of 21 years and above.

#### V. DESCRIPTIVE ANALYSIS

The purpose of the descriptive statistics was to describe the observations, distribution and/or patterns picked from the data obtained through the questionnaires. The study therefore carried out the exploration of the data utilizing simple descriptive tools to describe the respondents' opinion.

##### A. *Self-Imposed Barriers and Women Career Advancement*

The study sought to identify the effect of self-imposed barriers on advancement of women in 3-to-5-star hotels in Nakuru. The descriptive analysis was conducted to determine the influence of selected factors of self-imposed barriers.

TABLE I: SELF-IMPOSED BARRIERS

	N	Mean	Std. Deviation
Work and family responsibilities	196	4.5765	0.65575
Long working hours	196	4.5969	0.60408
Diminished self-esteem	196	3.0612	1.23883
Balance between work and family	196	4.5714	0.62429
Valid N (listwise)	196		

The findings in Table I, show that the influence of work and family responsibilities on self-imposed barriers had a mean of 4.5765 and a standard deviation of 0.65575. Long working hour’s effect on self-imposed barriers provided a mean of 4.5969 with a standard deviation of 0.60408. It was further observed that diminishing self-esteem impact on self-imposed barriers had a mean of 3.0612 with a standard deviation of 1.23883. Balancing between work and family matters effect on self-imposed barriers had a mean of 4.5714 with a standard deviation of 0.62429.

Based on the findings indicated in Table 1, all the items besides diminished self-esteem had majority of the respondents agreeing. Self-esteem levels change from person to person. This therefore meant that most of the respondents could have been in self-denial and failed to admit that their career progression may have been affected by their low self-esteem.

*B. Test of Multicollinearity*

The study undertook the test for Multicollinearity of the variable that is Self-Imposed Barrier before conducting a regression analysis. Multicollinearity is a phenomenon that takes place when more than two predictor variables are inter-correlated, Kothari (2004). In order to conduct multicollinearity, Variance Inflation Factor (VIF) of tolerance was used to detect how strong the problem of multicollinearity was in a multiple regression model. Using the VIF method, a tolerance of less than 0.20 and a VIF of more than 5 indicates a presence of multicollinearity (Ndanyu, 2019). Self-imposed barriers had tolerance of 0.797 and a VIF of 1.255 therefore from these results there is an absence of Variance Inflation Factor with a value of more than or equal to 5. This therefore indicates absence of multicollinearity

VI. REGRESSION ANALYSIS

To carry out the multiple regression analysis, an average of the number of items measuring every independent variable was calculated in order to combine them. Multiple linear regression analysis was then used to test if there was existing relationship between the independent variable that is Self-imposed barriers and the dependent variable Career Advancement of Women in the Hospitality Industry.

*A. Model Summary for Self-Imposed Barriers*

TABLE II: MODEL SUMMARY FOR SELF-IMPOSED BARRIERS

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.424 <sup>a</sup>	0.352	0.045	0.46779

a. Predictors: (Constant), Self-Imposed Barriers

From the regression results shown in Table II, the value of R was 0.424 implying that there exists a correlation between self-imposed and the career advancement of women in the hotel industry in Nakuru County. The R squared (R2) value of 0.352 indicated that 35.2 % of the hindrance for career advancement of women in the hotel industry is explained by the self-imposed barrier when all other parameters are constant. The remaining 64.8% could be explained by other factors.

TABLE III: ANOVA FOR SELF-IMPOSED BARRIERS

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2.247	1	2.247	10.270	0.002 <sup>b</sup>
Residual	42.453	194	0.219		
Total	44.701	195			

a. Dependent Variable: Women Career Advancement

b. Predictors: (Constant), Self-Imposed Barriers

From the analysis of variance in Table III, it showed that there was a fit between the hypothesized model and the obtained data with  $F= 10.27$  and  $P=0.002$ . This indicated a significant relation between Self-Imposed barriers and career advancement of women working in the hotel industry in Nakuru County.

TABLE IV: COEFFICIENTS FOR SELF-IMPOSED BARRIERS

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients	Std. Error	Standardized Coefficients		
		B		Beta		
	(Constant)	-3.442	0.240		-14.371	.000
1	Self-Imposed Barrier	-0.181	0.056	-0.224	-3.205	.002

a. Dependent Variable: Women Career Advancement

From Table IV, Self-Imposed barriers had a negative and significant effect on career advancement of women with  $\beta = -0.181$  at p value 0.002. The simple linear regression model equation fitted by use of unstandardized coefficients therefore could be deduced as;  $Y = -3.442 - 1.81X_1 + e$  where -3.44.2 is the constant while  $X_1$  is Self-imposed barriers index. This implies that self-imposed barriers negatively and significantly affect women carrier advancement for women working in the hotel industry in Nakuru County.

## VII. CONCLUSIONS

From the outcomes, it was apparent that most of the participants agreed that self-imposed barriers hinder them from achieving career development in the hotel industry. Based on the items provided on the questionnaires, most respondents strongly agreed that work and family responsibilities prevent them from achieving significant career progress in their respective hotels. This was as supported by a high mean of 4.5765. Long working hours saw most respondents agreeing that it has not been easy for them to climb up the careers citing fatigue and repetition in their areas of work. The item had a high mean of 4.5969, which implied that a large number of respondents strongly agreed with this statement. There was varying levels of agreement with regards to diminished self-confidence and self-esteem. This was supported by a high standard deviation of 1.23883 and a mean of 3.0612 and clearly indicated that each respondent had a different view of how their self-confidence influenced their career progress. It was also evident that most respondents had challenges on their career development due to balancing between work and family matters. This was captured by the high mean of 4.5714.

Therefore, in conclusion based on the findings of the study, it was evident that self-imposed barriers negatively affect career development in women working in the hotel industry. The study concluded that family responsibilities bestowed on women working in the hotel industry has considerable negative effect on their career progress. Women subjected to long working hours in the hotels have a hard time rising to positions that reflect their career development. Fatigue, boredom, and repetition of activities in their fields hinder them from showcasing their potential for growth within the hotel industry. The study also concludes that reduction in self-confidence and self-esteem negatively affects the progress of career women in the hotel industry. Balancing between work and family for women provides hindrance to their career growth as family responsibilities demand more of their attention more often than not.

## ACKNOWLEDGMENT

The author takes this opportune moment to thank the Good Lord for the gift of life, health, strength, knowledge and understanding throughout the entire study period. I would like to express my special gratitude to my second and third authors Dr. Lilian Mwenda and Dr. Anita Wachira respectively for their continuous support during the research time. Your motivation, enthusiasm, immense knowledge and guidance helped me at all times of research writing. I am also thankful to the institution Dedan Kimathi University of Technology for granting me the chance to pursue my academic dream and for providing me with an ambient environment to carry out my studies. I am also grateful to the Institute of Tourism and Hospitality Management Department and its fraternity for being part of my journey and helping me through the entire study period. I cannot forget the valuable contributions offered by the different hotels that were part of the research, for the time they spared to respond to my questions despite their busy schedules, as for my classmates and friends too I am so appreciative for the support you gave me. For always being ready and willing to help out in the best way possible thank you. I am deeply grateful to you all.

## FUNDING

The author would like to acknowledge the financial support that was offered by family and friends during the study period.

## CONFLICT OF INTEREST

The authors of the paper declare that there is no any form of conflict of interest.

## REFERENCES

- Arun, K. (2016). *A Study on Challenges of Women in Hospitality and Tourism Industry*. Pammal: University of Vels.
- Baum, T. (2013). *International perspectives on women and work in hotels, catering and tourism*. International Labor Organization (Working paper 1/2013).
- Bloome, R. (2010). Family conflict as a cause of turnover intentions in the hospitality and tourism industry research. *Journal of management sciences*, 269-285.
- Boone, H. (2013). *Rethinking a glass ceiling in the hospitality industry*. HVS report 4hoteliers.
- Boone, H. (2013). *Rethinking a glass ceiling in the hospitality industry*. Hotel, Travel and Hospitality News.
- Bowles, R. (2005). Constraints and triggers: Situational mechanics of gender in negotiation. *J Pers Sociology Psychology*, 951-965.
- Botez, Z., & Ridder, A. (2017). "Variance Reduction" Wiley StatsRef. Chicago: Statistics References Online.
- Brownell, J. (1993). The Gender Gap: Communicating with Credibility. *International journal of Hospitality Management*, 52.
- Brownell, J. (1998). Striking a balance: The future work and family issues in the hospitality industry. *Marriage and family review*, 109-123.
- Buddhapriya, S. (2009). Work-family challenges and their impact on career decisions: A study on India women professionals. *The Journal of decisions makers*, 31-45.
- David, J. (2017). *Operational and Functional Departments within a Hospitality Business*. Howandwhat.
- Karunarathna, A. (2015). Internal barriers for women career advancement in Sri Lankan hotel industry with special reference of five star hotels. *Journal of scientific and research publications*, 1-5.
- King, M. (2018). *Women Hit a Glass Ceiling Early in Their Careers, Here Is How to Break It*. New Jersey: Forbes Magazine.
- Knox, A. (2008). Gender desegregation and equal employment opportunity in Australian Luxury Hotels: Are we there yet? *Asia Pacific Journal of Human Resource*, 153-171.
- Kothari, C. R (2004). *Research Methodology: Methods and Techniques*. New Delhi: New Age International Limited Publishers.
- Kothari, C. R. (2014). *Research Methodology: Methods and Techniques*. New Delhi: New Age International Ltd.
- Leung, L. (2001). Female managers in Asian hotels: Profile and career challenges. *International journal of contemporary hospitality management*, 189-196.
- Levi, M. (2013). Genders and Mergers and Acquisitions. *International Journal of Business Governance and Ethics*.
- Marc, C, & Mark, T. (2009). Entrepreneurial women and men: Two different species? *Journal on small business economics*, 167-175.
- McKinsey and Company (2015). *Gender Equality*. Retrieved from <https://www.mckinsey.com/featured-insights/gender-equality>
- McQueen, C. B. (2013). Why Women Make Better Directors. *International Journal of Business Governance and Ethics*.
- Mooney, S. K. (2009). a woman's place in Hotel management: Upstairs or Downstairs. *Gender Management*, 195-210.
- Okiomoto, H. (2007). Why are women penalized for success at male tasks? The implied communality deficit. *Journal of Applied Psychology*, 81-92.
- Patwardhan, V. (2011). Research on career management of women managers in hospitality management. *A Review and Analysis of Journal Publications of Twenty Years*.
- Piderit, B. (2007). Introduction: Research on women in business and management. In B. & Piderit, *Handbook On Women in Business and Management* (pp. 1-9). Cheltenham: Edward Elgar Publishing limited.
- Saunders, M. (2012). *Research Methods for Business Students: 6th Edition*. Pearson Education Limited.
- Stockdale, M. (2004). *the Psychology and Management of Workplace Diversity*. Oxford: Blackwell publishing.
- Tharenou, M. (2005). Career advancement. *Supporting Women's Career Advancement*.
- Thomas, L. (2020). *An Introduction to Simple Random Sampling*. New York: Scribbr.
- Wen, Z. (2016). An empirical study about the impact of work-family conflict on female staff's career development in hotels. *Journal of Sustainable Development*, 100-109.
- Zhong, Y. G. (2009). Factors affecting women's career advancement in the hospitality industry. Perceptions of students, educators and industry recruiters. *Hospitality Management Journal*, 110-117.
- Zinyemba, A. (2013). Leadership challenges for women managers in the hospitality and financial services in Zimbabwe. *International Journal of Advanced Research in Management and Social Sciences*, 50-57.



**Lucy. W. Kamanja** was born in Kenya, Nakuru County on 12<sup>th</sup> April 1995. The author attended primary school from 2001-2008 in Nakuru East Primary School, Nakuru County. Later went to high school from 2009-2012 in Nykiambi Girls High school, Nyandarua County. In the year 2013, the author went to Goethe Institute in Nakuru County to study Deutsch Language. After completion the author went to university to pursue a Bachelor's Degree in Sustainable Tourism and Hospitality Management at Dedan Kimathi University of Technology in Nyeri County from 2014-2018. Currently the author is pursuing a Master's Degree in Hospitality Management at Dedan Kimathi University of Technology in Nyeri County.

She worked at a 4 star rated hotel namely Elementaita Country Lodge in 2016 as RECEPTIONIST. In 2017, she worked at a tour firm, Clarion Tours and Travel as a TRAVEL CONSULTANT. In 2018, she worked as HOSTESS at Oasis Lounge. In 2019, she worked as a TUTOR in Tourism and Hospitality courses at Dedan Kimathi University and finally 2021 as SECRETARY at a law firm, Kihara Macharia Advocates. Currently, she is self-employed.

Ms. Kamanja was awarded a certificate for being part of an organization fighting against Female Genital Mutilation (FGM) in 2008. In the year 2011, she was acknowledged for participating in a Red Cross Charity Walk for raising funds for different needs. Ms. Kamanja was also awarded certificates for being part of the Journalism Club and Debate Club in High School in 2012.