

# Women Managers Moving On : What Might Influence Their Career Advancement and Satisfaction in the Indian Hotel Industry?

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## Abstract

We examined the relationship between personal strategies, organizational strategies, career experiences, and objective and subjective indicators of career advancement (promotion rate and job and career satisfaction) of 344 women managers of Indian five-star hotels. On the basis of literature reviewed and discussions with executive women in hospitality, it was hypothesized that the career advancement is associated with facilitators and constraints (termed as dimensions of mobility pathway), the contextual factors (age, education, marital status, managerial levels, and total service), and personal (by the individual) & organizational strategies (supported by the organization). It was posited that these factors are potentially interrelated. The structural equation modelling results revealed that the personal and organizational strategies did not mediate the relationships. Interestingly, the most debated issue of 'glass ceiling' had not impacted their job and career satisfaction. Nonetheless, the presence of organizational support systems had an impact on work outcomes, indicating that women were satisfied with job and career. Together, these findings indicated that women managers may adjust their feelings of satisfaction to reduce dissonance and remain committed to employment. The results may contribute to identify obstacles and career supports to offer directions to Indian five-star hotels interested in supporting career advancement of women managers.

**Keywords:** women, India, five-star hotels, glass ceiling, career advancement, job satisfaction, career satisfaction

**JEL Classification :** J240, J280, M14, M510, Z310

**Paper Submission Date :** July 10, 2018 ; **Paper sent back for Revision :** October 16, 2018 ; **Paper Acceptance Date :** November 25, 2018

The social and political emancipation have paved the way for women to seek opportunities and explore the power as a form of identity in the direction of corroborating the bond between the society and gender. Nevertheless, in India, career is not seen as a binding option for women even among the most advanced and educated strata of the society due to the prevalence of patriarchal traditions that we have nurtured for centuries which scripted the roles to be assumed for men and women. Interestingly, feminist scholars feel that the patriarchal system in India is taken forward by women themselves despite making swift strides towards economic and social independence as the decisive destination (“Patriarchy also taken forward by women, not just men:

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NCW chief,” 2015). Alongside, it appears from the extant and indigenous literature that the underrepresentation of women in executive positions is due to organizational policies, practices, and internal attitudinal barriers that subtly impact their career paths and career success (Baum, 2013 ; Brownell, 2004 ; Catalyst, 2016 ; Centre for Social Science Research, 2009 ; Eagly & Carli, 2007; Marinakou, 2014 ; Nandy, Bhaskar, & Ghosh, 2014 ; Patwardhan, Mayya, & Joshi, 2017).

The MasterCard Global Index (MGI) report stated that 79% of women in India desired to move to next levels of management and 75% of women aspired to progress to c-suite levels. Nonetheless, it was still at the lowest position with 12.1% representation at the board level (Kumar & Sudesh, 2016). The career paths as well as progress rates of men and women at the higher levels drastically differ in India (Jonge, 2014 ; Rajesh, Ekambaram, & Rakesh, 2015) owing to barriers that result from a “second-generation gender bias” (Smith & Zhao, 2015). The same report also stated that India has the largest gender gap in labour force participation and progress towards gender parity by allowing women to play an identical role in labour markets as men could add 60% to India's GDP by 2025 (“Mending gender gap could add 60% to India's GDP by 2025: McKinsey report,” 2015). At this juncture, the compelling concern is a critical dialogue on the value of women's inclusion and leadership by highlighting the myriad barriers and opportunities that exist to create a platform to strengthen the participation and voice of women in decision - making.

## **Women and the Hotel Industry**

Traditionally, the hotel careers are unwavering, influential, and based on a linear advancement in one or more organizations (Kong, Cheung, & Song, 2012). However, for women, careers are continually unpredictable, non-linear, and multidimensional both within and across organizations (Broadbridge, 2010 ; Ng & Pine, 2003; Nzioka, 2013). Moreover, women's career decisions are made from the perspective of relationalism, where they consider the impact of their work on other people in their lives (Broadbridge, 2010). Research studies across the world highlight the challenges faced by women in a most difficult environment of hospitality organizations (Baum, 2015 ; Marinakou, 2014 ; Primavera, 2001). There is a slender representation of women in different classifications of hotels in India. The five-star deluxe and five-star hotels have a healthier presence of women at the supervisory and managerial levels (Hospitality Valuation Services, 2014). At the all India level, the participation of women as managers is closely 2 - 3% across classes (Chaudhary & Gupta, 2010 , 2011). At the lower managerial levels (Assistant Manager), the male - female ratio is 5 : 1 ; nonetheless, the corresponding escalation into the executive echelons is marginal (Hospitality Valuation Services, 2015). Those who have crossed the invisible barriers are mostly segregated to departments such as sales and marketing and human resources or work in flat careers.

While we explore the subject of women managers in the hotel industry through an Indian lens, we hope that the concerns that arise will provide insights to all hospitality professionals. Most previous research has focused on career advancement of women in large hotel organizations in Western countries (Baum, 2015 ; Blayney & Blotnick, 2010; Boone, Veller, Nikolaeva, Keith, & Houran, 2013), and little attention has been paid to hotel careers for women in Indian hotels (Bhat & Fukey, 2014 ; Centre for Social Research, 2009 ; Chaudhary & Gupta, 2011, Singh, Singh, & Dass, 2011; Subramaniam, 2014). As the research findings fit into the category of human resource management and development due to its emphasis in the direction of organizational sponsorship, there is a need for special focus on the multi-faceted subject of diversity and organizational leadership. This research, therefore, differs from earlier studies by (a) slanting knowingly towards the often written about category of hotels to appraise the present state of affairs, (b) contemplating the specific career oriented practices undertaken by the individual and hotel organizations rather than the generalist human resource practices, (c) identification of factors that facilitate and hinder the development of women managers' career growth and career satisfaction, (d) the near non-existence of data on women managers in Indian hotel organizations reflecting necessity to reconfigure the

nature and conditions of hospitality labour, and (e) the articulation of problematizing these issues drawing on the scholarly works by summarizing their key observations, which may help to offer a tangible opening point for evolving strategies to enrich the participation of women at all managerial levels.

This paper is prepared not to offer any solutions or prescriptions, it is an effort to look into the small segment of organizational life of women managers in five-star hotels.

## Literature Review and Hypotheses

**(1) Dimensions of Career Pathway :** There are a number of cultural and structural barriers within the organizations which have led to the underrepresentation of women at the senior levels (Hoobler, Lemmon, & Wayne, 2011). The career paths of women are typically vicissitude representing a variety of patterns of upward movement, steadiness, downward mobility, and fluctuations (Huang & Sverke, 2007). The cultural values that stem from and emphasize the social structure become normative, and tend to weaken women's probabilities of assuming leadership positions. Although, they are not innocuous, they are resilient to change, making women a numerical minority and act in a submissive mode (Eagly & Karau, 2002 ; Eagly & Carli, 2007). On the other hand, organizations have achieved only marginal success in facilitating women's career development through gender-free decisions in hiring, training, & learning ; development opportunities ; promotions ; and policies on sharing equitable work and non-work responsibilities for both men and women (Allen, French, & Poteet, 2016 ; Carli & Eagly, 2016). However, owing to the differences in career moves as well as career paths between men and women, men are able to attain added management positions before accomplishing general manager's position (Blayney & Blotnick, 2010). Based on the preceding discussion, it is hypothesized that the dimensions of career pathways include : (a) work environment, (b) glass ceiling, (c) gender equity, (d) developmental discrepancies, and (e) cultural discouragement. Hence, the hypothesis is stated as :

↳ **H1 :** The dimensions of career pathway significantly influence the career advancement of women managers in Indian five-star hotels.

**(2) Effect of Contextual Factors on Career Advancement :** Contextual factors are assigned a noticeably constrained role in the study of career advancement as measures. There are evidences towards possible explanations and effects of these factors indirectly prompting the current (im)possibilities of reconfiguration of nature and conditions of the so called 'male dominant work environment' in organizations. Results of the research studies performed in the West and in some of the Asian countries indicate that many personal variables (education level, marital status, number of children, job level, pay and tenure) influence job satisfaction, career outcomes, and well-being (Deng, 2017 ; Marinakou, 2014 ; Shahtalebi & Yarmohammadian, 2012 ; Subramaniam, Arumugam, & Akeel, 2014; Saadin, Ramli, Johari, & Harin, 2016). An individual's career patterns may be impacted by socio-demographic status because those in different demographic clusters face diverse prospects and organizational barriers that open up or restrain job growth and mobility (Rajeshwari & Mallika, 2013). Therefore, this study proposes a role for demographic and buffer variables along with theoretical variables to examine the relationships. Hence, it is predicted that :

↳ **H2 :** The contextual factors significantly influence the career advancement of women managers in Indian five-star hotels.

**(3) Effect of Personal and Organizational Strategies on Career Advancement (Promotion and Job & Career Satisfaction) :** Career strategies and career success are the essentials within the broad tradition of career theory

(Akrivos, Ladkin, & Reklitis, 2007). Protean theory was applied to the life of some of the contemporary women managers termed by Briscoe, Hall, and DeMuth (2006) as “solid citizens” as they manage their careers through personal values, and are psychologically mobile, but are for whatever reasons physically not mobile (boundaryless).

A study on the IT employees in Kerala by Jnaneswar (2016) revealed the significant difference in perceptions of work - life balance and organizational support for work - life between male and female employees. A number of international hotel companies like Accor Hotels, Hilton Worldwide, Marriot Hotels, and Starwood Hotels have launched programs as well as have developed strategies to support women. For example, in February 2015, Accor signed the United Nations' “Women's Empowerment Principles” to foster the empowerment of women in workplace, marketplace, and the community (Accor Hotels, 2015). In March 2014, Hilton worldwide signed a statement of support for women's empowerment principles that underscores the company's commitments to capacity building for women. To develop a pipeline for diverse talents, Hilton started mentoring and networking programs and women's team member resource groups (Hilton Worldwide, 2014). The National Association for Female Executives (NAFE) has acknowledged Marriott's Women's Leadership Development initiative as one of the country's admirable programs meant for women managers (Marriott International, 2014). Starwood Hotel Company's global diversity and inclusion initiative seeks to ensure gender balance at all levels of the organization. Starwood launched its Starwood Global Female General Manager initiative, which serves as a road map for potential managerial women to get coaching and guidance for further development (Travel and Tour World, 2015).

The job and career satisfaction is directly related to the application of career strategies/competencies. Career satisfaction is a significant predictor of career accomplishment measured through both objective and subjective signals (Dehghani, 2014). A study on gender-specific dimensions of job satisfaction by Kara, Uysal, and Magnini (2012) discussed the role of fairness and equity in job conditions as well as wage levels of male and female employees in Turkish five - star hotels. There exists a high degree of reciprocity between the individual and the organization owing to organizational commitment and job satisfaction. Objective measures include salary, promotion, and job level, and subjective measures include performance, satisfaction, and career satisfaction (Ng, Eby, Sorensen, & Feldman, 2005; Stumpf, 2014). Research shows that individuals who are proactive and in a mentoring relationship (Wang, Hu, Hurst, & Yang, 2014) gain social capital through networks (Moss & Barbuto, 2010) and achieve greater career satisfaction. Organizations which provide impressive career support, performance assessment, and challenging jobs (Bagdadli & Gianecchini, 2018) produce an opinion of being supported, which leads to better career satisfaction (Armstrong - Stassen & Ursel, 2009). It is important for the hotel industry to recognize the differences in male - female responses and behaviour depending on the work environment stimuli and variation in satisfaction levels (Petrović, Jovanović, Marković, Armenski, & Marković, 2014).

In summary, the vibrant, volatile, and multi-directional environment of hospitality can no longer afford to ignore the career growth of its employees. The millennial employees are focused towards their career without major expectations from the employers (Kong, Cheung, & Song, 2012). Therefore, there is a strong need to explore the influence of personal strategies adopted by women and the necessary support from the organizations on the career development of managerial women. The third, fourth, and fifth hypotheses are based on the foregoing theoretical and empirical conclusions :

↳ **H3** : There is a positive association between personal and organizational strategies (support systems) and dimensions of career pathway.

↳ **H4** : There is a positive association between personal and organizational strategies (support systems) and contextual factors.

↳ **H5** : There is an indirect effect (mediation) of personal and organizational strategies (support systems) on the career development of managerial women in Indian five-star hotels.

## Research Methods

**(1) Procedure and Questionnaire** : An extensive literature review combined with personal interviews of 28 women managers facilitated the development of open-ended questions to identify the four major constructs of the study. There were multiple items validated from the extant literature to measure the constructs. The target sample for personal interviews consisted of women managers aged 25 - 54 years in lower, middle, and upper management positions with at least 2 years of managerial experience in five-star and five-star luxury hotels in India. The investigation integrated seven key components of career advancement that includes promotions, advancement indicators, contributing factors/personal strategies, major barriers, career pathway dimensions, company policies/strategies, and career satisfaction. We developed the questionnaire on the basis of popular scholarly works by Brownell (1994), Knutson and Schmidgall (1999), Kattara (2005), Chen (2005), Zhong (2006), Mooney (2007), International Labour Organization (2012), Nzioka (2013), Boone et al. (2013), and Lakshminarayanan (2013). The scales/instruments of the aforementioned research studies were modified to make it relevant to the new audience. The items were rated by '1 - *completely disagree*' to '5 - *completely agree*'. The promotion rate was calculated by dividing the number of career promotions by the number of years in a certain profession.

**(2) Sample and Data Collection** : To collect a representative dataset, considering the relatively small population of women in five-star hotels, this study employed convenience sampling method. Over a period of six months (until April 2016), we visited 47 five-star luxury hotels in five major cities of India, where the population of five-star hotels is substantially high compared to other cities of India. We visited all the hotels and contacted women managers as well as the General and Human Resource Managers. Three hundred and seventy three (65.2%) respondents out of a total 572 answered the questionnaire. Overall, 344 usable questionnaires were retained, after the omission of missing data (15) and outliers (14), reflecting a usable response rate of 60%.

**(3) Data Screening** : The measurement and structural models were tested using AMOS 18. Additionally, path analysis was completed to postulate the casual relationships between the latent variables. The relationships between three predictor variables : (a) the contextual factors, (b) dimensions of career pathways, and (c) the personal and organizational strategies (support systems) and the dependent variable of career advancement have been assessed in this research. Furthermore, the personal and organizational strategies were used as mediating variables to find the relationship between the independent and dependent variables.

## Data Analysis and Results

To test the unidimensionality of each variable, principal component analysis with varimax rotation was used with the criterion of Eigen value  $> 1$ . As suggested by Costello and Osborne (2005), individual items with factor loading of 0.4 or more were included in the analysis. Forty four items with factor loadings of 0.4 and above were retained and 16 items with factor loadings of less than 0.4 were dropped. The sample adequacy was measured through Kaiser - Mayer - Olkin (KMO  $> 0.7$ ) and Bartlett's test of sphericity (significant at 5%). The overall Cronbach's alpha of the construct developed to measure the dimensions of mobility pathway was 0.907.

**(1) Sample Characteristics** : A relatively younger workforce within the range of 21 - 48 years was observed in the sample. Slightly more than half (53.8%) of the women were post-graduates as well as married (52%) ; 38% of

them either had one or two children (15.8%) ; 69% of the women had parents living with them as dependents or as a personal support system. The average annual income of 42% women managers was around INR 6 lakhs ; 46% of the women managers indicated that they were in junior management level, 40% were in middle management, and 14% were in senior management positions. The maximum representation of women was in the department of sales and marketing (27.8%) followed by front office (17.6%), human resources (16.9%), and housekeeping (13.4%). Surprisingly, there were only two General Managers among the 344 respondents. The four top positions held by women managers of this study were Executive Housekeeper, Director - Sales and Marketing, Director - Human Resources, and Vice President - Marketing. Thirty one percent (31%) of the women had less than 5 years of work experience ; whereas, 35% had an experience of between 6 and 10 years, and 20% of them had more than 10 years of experience in the hotel industry. Most of the women (70%) opined that their salaries were equal to that of the male managers. Their average work hours per week varied between 55-60 hours, and 20% reported that their work hours exceeded 70 hours per week. Eight percent of the women managers were yet to attain promotions, 82% had attained 1-5 promotions, and the remaining were in the range of 6 -17 promotions.

**(2) Measurement Model :** Exploratory factor analysis (EFA) with varimax rotation was adopted to obtain the factors associated with the major constructs of the model (Hair, Black, Babin, Anderson, & Tatham, 2006 ; Ho, 2006). EPA results for personal strategies extracted three factors with Cronbach's alpha ranging from 0.781 to 0.839. The 12 items comprising this construct explained 52% of the overall variance. The KMO sampling adequacy was 0.846, which suggested that the sample was factorable. EFA results for dimensions of career pathway extracted five factors. The 44 items comprising this construct explained 62% of the overall variance and the KMO sampling adequacy was between 0.739 and 0.912.

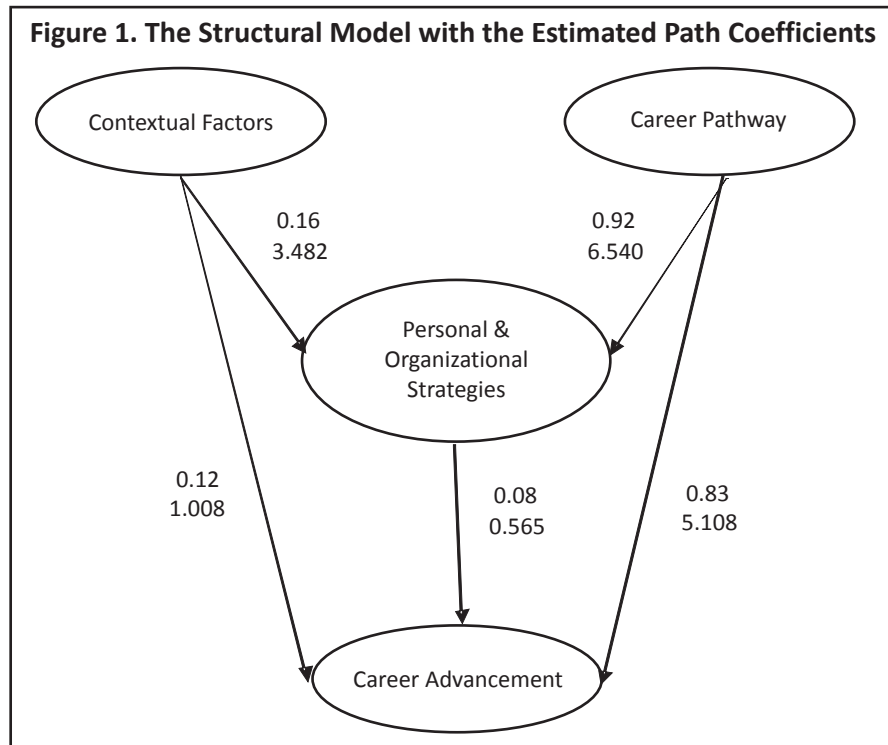
The internal consistency coefficients for each factor were calculated, and the results are : glass ceiling = 0.877; work environment = 0.852; developmental discrepancies = 0.932; gender equality = 0.735; and cultural discouragement = 0.701. The 10 items measuring job and career satisfaction accounted for 63% of the difference in the structure. Cronbach's alpha reliability coefficient of items related to job and career satisfaction was 0.87. Hence, it was established that the items encompassing the personal strategies, dimensions of mobility pathway, and job and career satisfaction were internally reliable and constant.

The overall measurement model was subjected to CFA for validity tests. The CFA results suggest good fits:  $\chi^2 = 189.95$  ( $d.f. = 344$ ,  $\chi^2/d.f. = 2.135$ ,  $p$  - value = 0.005), GFI = 0.931, AGFI = 0.899, RMSEA = 0.062, NFI = 0.893, CFI = 0.922, IFI = 0.911, and TLI = 0.901. Comparison of the proportion of average variance extracted in each construct to constructs was used to test the discriminant validity. It exceeds the respective squared correlation estimate ; hence, confirming the discriminant validity (Table 1).

**Table 1. Correlations (Squared Correlation), Reliability, AVE, and Mean of Overall Model**

	Personal Strategies	Dimensions of Mobility Pathway	Job and Career Satisfaction
Personal Strategies	1.00		
Dimensions of Mobility Pathway	0.59 (0.34)	1.00	
Job and Career Satisfaction	0.75 (0.54)	0.64 (0.41)	1.00
Reliability	0.872	0.852	0.932
AVE	0.54	0.52	0.62
Mean	4.00	3.83	4.42

**(3) Hypothesized Structural Model :** After testing the suitability of the measurement model, the hypothesized structural model was assessed using all the constructs as in the framework. The direct model has 80 degrees of



freedom, two less than the indirect model. This is because the direct model estimates two additional direct paths linking the contextual factors and career pathway dimensions to career advancement. The estimation of these two results in the reduction of two additional degrees of freedom. The chi-square values of both models are significant. The indirect model:  $\chi^2 (N = 344, d.f. = 82) = 176.605, p < 0.05$  and direct model :  $\chi^2 (N = 344, df = 80) = 170.063, p < 0.05$ . The baseline comparison fit indices for both models are close to or above 0.90. The RMSEA value is also within the accepted range of 0.070 (Ho, 2006), which in this model is 0.057. These values indicate that the hypothesized direct and indirect models fit the observed variance - covariance matrix well. The nested model comparisons, as shown in the Figure 1, which subtracts the direct model's chi-square value from the indirect model's chi-square value, yields a chi-square difference value of 6.453. With two degrees of freedom, this statistic is significant at the 0.05 level as per Ho (2006). Therefore, although both models fit the data comparatively well,

**Table 2. Results of Hypothesis Testing**

Sl.No.	Hypotheses	t - Statistic	Results
H1	The dimensions of career pathway significantly influence the career advancement of women managers in Indian five star hotels.	5.108*	Accepted
H2	The contextual factors significantly influence the career advancement of women managers in Indian five star hotels.	1.008	Rejected
H3	There is a positive association between personal and organizational strategies and dimensions of career pathway.	6.540*	Accepted
H4	There is a positive association between personal and organizational strategies and contextual factors.	3.482*	Accepted
H5	There is an indirect effect (mediation) of personal and organizational strategies on the career development of managerial women in Indian five-star hotels.	0.565	Rejected

the direct model represents a better fit than the indirect model and is the preferred model. The direct model yields a lower AIC (Akaike criterion information) value (250.063) than the indirect model (252.605), which indicates that the direct model is both better fitting and parsimonious than the indirect model. As shown in the Figure 1, of the five coefficients associated with the paths linking the model's exogenous and endogenous variables, three are significant by the critical ratio test ( $> \pm 1.96$ ,  $p < 0.05$ ). This indicates that there is no positive influence of contextual factors as well as personal and organizational strategies for career advancement of women managers in five-star hotels in India.

Lastly, the mediating effect of personal and organizational strategies on the relationship between demographic variables, dimensions of career pathway, and career advancement using Baron and Kenney's (1986) approach was undertaken. To test the mediation of personal and organizational strategies for contextual factors and career advancement, we first established direct paths between these two constructs and then added the mediating variable : personal and organizational strategies into the model. The direct effect was higher than the indirect effect in both cases. As exhibited in the Table 2, this justifies the results of the measurement model where the direct model represents a better fit as compared to the indirect model. The Table 2 provides the details of the hypotheses developed in the literature review to understand the relationships between the constructs.

## **Discussion and Implications**

The former and contemporary scholarly studies on gender and management failed to give satisfactory opinions on the tales of women who have crossed the hurdles to career advancement and to widen the career paths for other women. Hence, our objective was not to challenge the literature on facilitators and barriers to career advancement ; rather, we aimed to broaden the theoretical conversation about career life of women in Indian hotels based on extant and indigenous career scripts. The interplay between organizational beliefs and individual self-beliefs provided the initial evidence in support of perceived salience of gender in the organization, as well as individual gender identities. The findings of this study thus may serve as a foundation for further investigation by providing a converging evidence for a link between the organization and the individual.

The study outcomes provide a pattern of employment of women managers in Indian five-star hotels. Apparently, women managers occupy positions in few departments (rooms division, human resources, and marketing) and are scarce in other departments of the hotel. Although the results confirm that a considerable proportion of women managers had a long experience in the hospitality industry, very few occupied top management positions. One of the key dimensions “glass ceiling” that dominates the narratives about gender and leadership in most of the Western studies seemed to be insignificant for women in Indian hotels, challenging the conceptions of existing beliefs. Hitherto, a single Cornell University study by Boone et al. (2013) argued that “glass ceiling” is a poor description and called it as an “invisible obstacle course” wherein organizations unintentionally failed in serving women to accomplish their career contradicting this belief. This raises an important question related to the benchmarks that one might use to determine whether men and women are equally successful in their careers. The first criteria for success is associated with objective outcomes such as pay, promotions, and managerial levels. The second criterion considers the subjective job - related experiences such as job satisfaction, career satisfaction, work engagement, and well-being. The third relates to individual job behaviours such as hard work, mobility, risk taking, communication, expertise, etc., and the fourth refers to the contribution from the organization through various support systems. It appears that women managers are making progress in second and third criteria and lagging behind in the first criteria.

We can speculate that either the women who are with the hotel industry are still young, or they are the survivors because they have been successful so far in this demanding profession. There are shreds of evidence that women have attitudes and abilities to be successful in the profession inspite of the potential challenges. As suggested by



Beeson and Valerio (2012), organizations need to strengthen the progress and retention through a sequence of succession planning and talent management practices to maintain the play field level. While we do not have data overtime to conclude for certain that the themes emerged in this study have loosened in occurrence and implications from the themes recognized in the earlier research works, it can be concluded that executive-minded women have to confront the dichotomy in order to “have it all.” While women focus towards their career progress by pursuing opportunities, seeking guidance, exceeding expectations, being flexible, and trying to make their contributions unique, the not so impressive attainment unwittingly contributes to the perpetuation of the status quo.

More inclusive work practices along with developmental opportunities that advantage women's accumulation of social capital may help to balance the male and female participation at the apex of the management hierarchy. Given the above background, it is not a surprise that women have made significant in-roads into management level jobs in five-star hotels. How, then, can we say that we have failed in making a career for women in the hospitality industry? As indicated by Inamdar and Nagendra (2017), we cannot forget the positive impact of maintaining the gender composition as well as having the presence of women on boards to enhance the corporate reputation. May we conclude by stating one of the comments by a woman manager, “I believe glass ceilings only exist in our own minds. If we break them, then the world is our oyster.”

## Limitations of the Study and the Way Forward

This study has few limitations common to field research. First, the framework could be expanded in several ways through inclusion of self-imposed and personal barriers to more specifically explain career advancement. Second, the consolidation of various constructs of the study, even though conceptualized in terms of putative causes, might be enhanced by distinguishing between various hypothesized relationships. Third, the restriction of survey sample to only one category of hotels due to the relatively small population size. Due to this, we were required to use convenience sampling rather than quota sampling. Fourth, although the data were collected from the metro-cities representing the four zones of India, they might not represent a broad sample of hotel management. Fifth, the necessity to add more variables concerning personal life of women that may indirectly affect career advancement.

Future studies may include components of organizational career management, career commitments, career competencies, and career satisfaction as identified by Kong et al. (2012) on hotel managers in China. As suggested by Datta and Agarwal (2017), interventions by the organizations that assist women to navigate the complex work environment to create management pipeline for women is the need of the hour. Therefore, we encourage future research to investigate the impact of intrinsic and extrinsic factors on career advancement, career satisfaction, stress, and general well-being of women in the Indian hotel industry that is supported by longitudinal evidence.

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