

QUESTIONNAIRE DISTRIBUTION LETTER

“A study of challenges faced by women employees in their career progression in the Hospitality industry”

Introduction

Thank you for taking time to participate in this research: “A study of challenges faced by women employees in their career progression in the Hospitality industry”

This survey is intended to understand the challenges faced by women’s career progression in the hospitality industry. Please fill all the questions items to reflect your views and experiences. The average time required for completing the questionnaire is approximately 10 minutes.

This study has been carried out for the Doctoral study under Bharati Vidyapeeth deemed university, Pune. Your responses will be anonymous. The data collected will be strictly confidential and used for academic research only. No individual will be identifiable in the study. Your participation is of great importance to my study and is greatly appreciated. Your professional support will help me to complete my doctoral studies.

Yours sincerely,

Ms Jyoti Peshave
Research Scholar
Bharati Vidyapeeth Deemed University,Pune

Survey Instructions

The approximate time required to complete the survey is **10 minutes. Please fill the survey to best of your knowledge and experience. Please submit completed surveys.**

The approximate time required to complete the survey is **10 minutes.**

Questionnaire for women employees

- Section I – Demographic Profile of women employees
- Section II – Factors as challenges in women’s career progression
- Section III- Perceptions of women employees towards HR policies to assist their career Progression.
- Section IV -. Open-ended questions

Questionnaire for HR Managers

- Section I – HR perception of challenges faced by women employees
- Section II – HR policies for women employees.

Please read carefully the instructions provided for each of the sections.

QUESTIONNAIRE DISTRIBUTION REMINDER LETTER

Dear Respondent,

This message is sent as a gentle reminder for data collection of my Ph.D study on “A study of challenges faced by women employees in their career progression in the Hospitality industry”

I once again request you to kindly fill up my questionnaire at your earliest.

To those who have completed the questionnaire, “Thank you!”

Your participation is of great significance to my study and is greatly appreciated and valued as it has implications for hospitality industry with regards to better preparing the women in their career progression in the hospitality industry.

Yours sincerely,

Ms Jyoti Peshave
Research Scholar
Bharati Vidyapeeth Deemed University, Pune

“A study of challenges faced by women employees in their career progression in the Hospitality industry”

Thank you for taking time to participate in this research. This survey is designed to identify your opinion of challenges that women faces in their career progression in the hospitality industry. Please complete all parameters to reflect your views and experiences. The average time required for completing the questionnaire is approximately 10 minutes.

Your participation is of great importance to my study and is greatly appreciated. Your professional support will help me to complete my doctoral studies.

With regards

Jyoti Peshave
Research Scholar

Section I

Demographic Profile

1. **Name of the Hotel:** _____
2. **Name:** _____
3. **Age:** _____ **Qualifications:** _____
4. **Marital Status:**
 - a) Married
 - b) Unmarried
 - c) Divorced
 - d) Widow
5. **Religion: (Tick the appropriate)**
 - a) Hindu
 - b) Muslim
 - c) Sikh
 - d) Christian
 - e) Jain
 - f) Buddhism
 - g) Others(_____)
6. **Category of the hotel: (Tick the appropriate)**
 - a) 5star
 - b) 4star
 - c) 3star
 - d) others(specify)_____
7. **Department:** _____ **Designation:** _____
8. **No. of family members staying in the house (kindly fill the number in the box)**
 - a) Children
 - b) Parents
 - c) In Laws

9. Total experience in the hospitality industry? (Tick the appropriate)

- a) 1-3 years
- b) 3-5 years
- c) 5-7 years
- d) 8-10
- e) 11 -15 years
- f) 15 and above

10. Out of total experience in the industry, please fill the no. of year’s experience at each level:

(Please fill the designation and no. of years at each level from the start of your career)

- a) Entry _____
- b) Supervisory _____
- c) Managerial _____

11. What do you think is the BEST way to advance in career? (Tick the appropriate)

- a) Through self-assessment or self – reflection
- b) Reading
- c) Going on challenging assignments
- d) Networking
- e) Undergoing a specific course or training
- f) Other (_____)

Section II

1. Please tick on the level of your agreement / opinion on the factors that are challenges in the Women’s career progression.

Factors	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Do you think that the following challenges affect your career progression in the Hotel industry?	1	2	3	4	5
Conflicts with family responsibilities					
Childcare responsibilities					
Being married					
Being a single parent					
Lack of family support					
Special Job characteristics.i.e.irregular and long work hours					
Inadequate job knowledge					
Lack of acceptance of your profession by the society					
Commuting to the work place					
Difficulty in moving to new place of transfer					
Lack of fairness in the pay(different pay for male and female)					
Lack of fairness in training					
Lack of fairness in promotions					
Lack of mentoring					
Lack of Role models					
Lack of support systems at workplace					
Lack of safety /security issues at workplace					

Sexual harassment at work place					
Conflicts amongst each other(women employees)					
Conflicts with women bosses					
Difficulty in establishing one's own creditability					
Male dominant society					
*Vertical segregation at workplace					

* **Vertical segregation** is the situation where people do not get jobs above a particular rank in organizations because of their race, age, or sex.

Section III

- 1. Are these policies adopted by the Human Resource department for assisting the women employees at the work place in your organization?**

Factors	YES	NO
Are these facilities provided to you by the HR?		
Provision of special leaves for women employees		
Provision of special medical leaves or maternity/medical checkups for women employees		
Provision for crèche facility		
Provision of special quota for women employees at the recruitment level		
No allocation of night shifts for women employees		
Provision of transportation for women employees in night shift		
Provision for pick up and drop		
Provision of grievance cell for handling complaints		
Provision of comeback policy for women employees after career break		
Provision of childcare leave at any time of the career		
Provision of flexible working hours to the women employees		
No job transfers for women employees		
Provision of special perks /incentives for women employees		

Section IV

- 1. Do you have any suggestions to the Management of the Hotel to assist women in their career progression in the Hospitality industry?**

2. Do you have any suggestions to the HR department to help women employee to reduce the challenges faced by them in the Hospitality industry?

-----Thank You-----

“A study of Challenges faced by women employees in their career progression in the Hospitality industry”

Thank you for taking time to participate in this research. This survey is designed to identify your opinion on challenges that women faces in their career progression in the hospitality industry. Please complete all the parameters to reflect your opinions and experiences. The average time required for completing the questionnaire is approximately 10 minutes.

Your participation is important to the success of this study and your contribution is greatly valued. Your professional support will help me to complete my doctoral research process.

FOR HR MANAGERS

Section I

- 1. Do you feel that the women employees face the following challenges in their career progression in the hospitality industry?**

Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Do you think that the following challenges affect women career progression in the Hotel industry?	1	2	3	4	5
Conflicts with family responsibilities					
Childcare responsibilities					
Being married					
Being a single parent					
Lack of family support					
Special Job characteristics .i.e. irregular and long work hours					
Inadequate job knowledge					
Lack of acceptance of your profession by the society					
Commuting to the work place					
Difficulty in moving to new place of transfer					
Lack of fairness in the pay(different pay for male and female)					
Lack of fairness in training					
Lack of fairness in promotions					
Lack of mentoring					
Lack of Role models					
Lack of support systems at workplace					

Lack of safety /security issues at workplace					
Sexual harassment at work place					
Conflicts amongst each other(women employees)					
Conflicts with women bosses					
Difficulty in establishing one's own creditability					
Male dominant society					
* Vertical segregation at workplace * The situation where people do not get jobs above a particular rank in organizations because of their race, age, or sex.					

2. List 5 major challenges which you feel the women employee faces at the workplace in their career progression?

1. _____
2. _____
3. _____
4. _____
5. _____

SECTION II

1. Name of the Hotel: _____

2. Category of the Hotel:

- | | |
|----------|-------------------------|
| a) 5star | c) 3star |
| b) 4star | d) others(specify)_____ |

3. Total number of employees working in your hotel:

- | | | |
|-----------------|-------------|-------------------|
| a) Less than 50 | d) 301-500 | g) More than 1000 |
| b) 50-100 | e) 501-750 | |
| c) 101-300 | f) 750-1000 | |

4. Kindly give the composition of the employees in your organization:

Cadre	Male employees	Female employees
Entry level		
Supervisory level		
Managerial level		

5. Total number of women employees working in your hotel.

- a) Less than 25
- b) 26-50
- c) 51-75
- d) 76-100
- e) 101-150
- f) 151-200

6. Does your organization have any policy/ guidelines regarding female- male employee ratio.

- a) Yes
- b) No

7. At which level women employees are preferred by management in your hotel?

- a) Managerial
- b) Supervisory
- c) Operational
- d) Above all positions
- e) None of above

8. Does your organization provide flexible working hours to women employees?

- a) Yes
- b) No
- c) Only in special cases

9. Does your organization have crèche facility?

- a) Yes
- b) No

10. Policy for maternity leave:

- a) Six months with pay
- b) Six months (3 months with pay+3 months without pay)
- c) Three months with pay
- d) Three months without pay
- e) No maternity leave...

11. Does your organization provide maternity leave to all women employees without considering their working experience?

- a) Yes
- b) No
- c) As per its policy

12. Is transportation facility provided to all the women employees in the night shift.

- a) Yes
- b) No

13. Your organization has age limit policy for new women entrants.

- a) Yes
- b) No

14. Your organization gives preference to

- a) Married women
- b) Unmarried women
- c) Equal preference to both

15. Do women employees work in night shifts in all departments?

- a) Yes
- b) No
- c) Sometimes, not in all departments

16. Does your organization provide come back provision policy for women after their career break as a part of career development programme.

- a) Yes
- b) No

17. Does your organization have a separate women grievance cell?

- a) Yes
- b) No

18. Does your organization have any special counseling cell for women employees?

- a) Yes
- b) No

19. How many women worked as general manager of your hotel since its inception?

- a. Nil
- b. 1
- c. 2
- d. 3
- e. 4
- f. More than 4

20. Any other information related to field of study that you would like to give.

-----Thank You-----

LIST OF HOTELS

Five star Hotels	Four star Hotels	Three star hotels
JWMarriott,Pune	St Larnn Hotel	Hotel Ambassador
Hyatt Regency	The E Square Hotel	Hotel Kohinoor Executive
Four Points By Sheraton	Lemon Tree Hotel, Hinjewadi	Hotel Madhav International
The O Hotel	Seasons - An Apartment Hotel	Hotel Sayaji
Le Meridien	Hotel Aurora Towers	Hotel Studio Estique
Double Tree By Hilton	The Central Park Hotel	Orbett Hotel
The HHI,Pune	Royal Orchid Golden Suites	Hotel Shree Panchratna
Hotel Oakwood Premiere	Ibis	Hotel Ashish Plaza
Novotel	Parc Estique	Hotel Royal Park
The Orchid	Hyatt Place Pune Hinjewadi	The Oakwood
The Pride Hotel	Ramee Grand	Hotel Shantai
Hyatt Pune	Royal Orchid Central Pune	Ginger Pune Wakad
Radisson Blu Hotel	Hotel Sagar Plaza	Hotel Woodland
Vivanta By Taj Blue Diamond	The Corinthians Resort & Club	The Coronet Hotel
Sun-N –Sand	Deccan Rendezvous	Hotel Oakwood
West In	Taj Gateway	The Gandharv Residency
Holiday Inn Hinjewadi	Hotel Centurion	Hotel Deccan Park
Courtyard By Marriott City Center	Fortune Inn Jukaso	Hotel Sadanand Regency
Courtyard By Marriott Hinjewadi		

SAMPLE POPULATION

Unit of hotel	Respondents (Management)	Respondents (Employees)
Three, Four and Five-star hotels	Human Resource Manager, Head of the Departments	Manager, Supervisors, entry level staff

Name of the sample hotel/ Number of respondents at entry, supervisory and managerial level and HR managers.

Sr. No	Name of the hotel	Category of the hotel	No. of female employees			Total number of employees		HR managers	Total women employee respondents
			E	S	M	M	F		
1	West In	5 star	50	20	04	454	74	01	20
2	Le Meridien	5 star	21	10	09	270	40	01	13
3	J W Marriott	5 star	50	12	09	470	71	01	09
4	Pride	5 star	10	06	01	48	17	01	09
5	Vivanta by Taj	5 star	11	02	13	218	26	01	10
6	Novotel	5 star	10	07	10	150	18	01	13
7	Hyatt Regency	5 star	24	18	06	255	48	01	15
8	IBIS	5 star	03	04	04	74	11	01	04
9	Four point by Sheraton	5 star	15	10	12	147	37	01	11
10	Radisson Blu	5 star	07	06	04	141	17	01	13
11	Hyatt	5 star	17	02	07	104	26	01	10
12	O Hotel	5 star	18	09	01	217	28	01	15
13	Sun n Sand	5 star	10	10	03	76	23	01	12
14	Taj Gateway	5 star	10	10	05	179	25	01	18
15	Hyatt Place	5 star	01	03	04	67	08	01	05
16	Courtyard by Marriott Hinjewadi	5 star	20	06	02	204	28	01	16
17	Orchid	5 star	16	03	02	88	21	01	09
18	Holiday Inn	4 star	10	08	01	147	19	01	10
19	RameeGrand	4 star	06	03	02	40	11	01	11
20	Central Park	4 star	05	05	03	105	13	01	09
21	Courtyard by Marriott city center	4 star	13	03	09	143	25	01	08
22	Aurora Towers	4 star	03	03	02	120	08	01	06
23	Sayaji	3 star	06	10	04	290	20	01	06
24	Orbett	3 star	01	-	01		02	-	02
25	Hotel Madhav International	3 star	06	02	-	30	08	01	06
26	Hotel Shree Pancharatna	3 star	-	-	02	72	02	01	02
	Total						615	26	268

Justification of the sample size

Determining sample size from a given population size

Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364

120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384
				0	

Note.—*N* is population size. *S* is sample size reference: Robert V Krejcie,, Darley W. Morgan, Determining Sample size for research activities, Educational and psychological measurement, 1970, 30, 607-610.