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Gender issues and their impact on French women workers in the hospitality industry: a study of feminine leaders

Presented by:

Cloé Fonné

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Main supervisor: **Laura GUÉRIN**

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“Lock up your libraries if you like; but there is no gate, no lock, no bolt that you can set upon the freedom of my mind.”

– **Virginia Woolf, *A Room of One's Own***

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GENERAL INTRODUCTION: NAVIGATING THROUGH PERSONAL HISTORY.

THIS STUDY STARTED way back in 2021, in England. This might seem like a weird way to introduce a dissertation, but this paper shall include some context as to how it started. Back to 2021. At the time, the 20-year-old university student I was had travelled to Sheffield to spend a year abroad. As an Erasmus, I had the right to choose any classes that were deemed to fit inside my university course in Modern Applied Languages. In this context, my first class of International Relations started right during the second semester.

This is when, while writing a paper on the United Nations World Tourism Organisation for one of the final assignments, I figured out something. I had thought, before, of the idea of turning myself - and my career path - to the world of tourism and hospitality; but the discovery of this organisation directly influenced my choice to become a master's degree student in Tourism, Hospitality and Food Studies.

Still, this is not the only thing I learned that day. Indeed, while writing this infamous assignment, I stumbled upon a report. This report was the 3rd of December 2019's report of the UNWTO, entitled *Global Report on Women in Tourism*. This was the second edition of the report, as the first one was published in 2010.

Now, let us rewind in time. The cause of women and the different waves of feminism had always interested me. As being, myself, a woman, I wanted to learn everything about what might have happened, was I born two hundred years ago. The struggle for rights, the differences, the expectations... All those aspects of a past that was mine and the one of a multitude of others. This is what led me to open this *Global Report on Women in Tourism*: curiosity.

Inside, I found something I was not expecting. Women are accounted for 70% of the total workers in the hospitality industry worldwide but count for only 20% in general management roles, and even less in board positions, with a critical low of only 8% (World Tourism Organization (UNWTO) (ed.) 2019, p. 133). This challenged my viewpoint on the hospitality industry. It made me question the

reasons behind those differences in numbers. What could explain the lack of women in higher positions?

Then, after enlisting for this master's degree, we were given the choice to investigate any topic related to the tourism, hospitality, or catering industries. When looking for a topic, this discovery came floating back to my mind, as did the implications that hid behind those numbers. I found myself asking even more questions:

- had there been any changes in hospitality for women;
- what are the roles of women in this field compared to men;
- is hospitality a welcoming field for women workers.

Many subjects might have been interesting to study; but, as said before, I had always been curious about the place of women in our current society. Finally, while those questions were interesting, they were either too wide or too narrow to build an entire study. As I got increasingly intrigued, I finally decided to englobe all those questions in one unique starting question: what is the place of women workers in the hospitality industry?

As such, this starting question allowed me to investigate the way I would conduct my thesis. Keeping in mind that starting question, this dissertation will be divided into three parts, containing two chapters each.

The first part will expose the literature review and research looked at: it will allow an explanation of this study's importance, while also providing data to support its necessity. The first chapter will define and contextualise the starting question, with the social and physical contexts of the study. The second will treat the issues that are raised within the starting question, and the data that help answer to issues raised.

The second part will then consider the problematisation, theoretical framework, and hypotheses. This will allow the creation of a scientific context, thanks to the introduction of new terms, but also the ways the problem, now found, could be answered. Thus, the first chapter will acknowledge the then problematisation of the starting question but also consider the notions and concepts of the study that had not yet been mentioned. The second chapter will introduce the

hypotheses found and created while writing the dissertation, which will need to be proved or disproved in the foreseeable future.

Finally, the last part of this study will concern the proposal of a methodology and a field of application, while also covering the limitations of the study. This will be represented in, again, two chapters. The first will cover the methodology for the analysis of individuals during the second year of this master's degree, with the social and physical contexts and the questions asked. The second will justify the lack of analysis for this first year's study, amongst other aspects of the work carried out; it will also offer a reflexive analysis of the work done while planning the next steps that would and will be taken during the second year's dissertation too.

The navigation through personal history used for this introduction has resulted in the following parts, chapters, and subparts.

PART 1. LITERATURE REVIEW - WOMEN WORKERS IN THE HOSPITALITY INDUSTRY.

THE HOSPITALITY INDUSTRY employs around 330 million people all around the world, including direct, indirect or induced jobs (International Labour Organisation 2020, p.1). Direct jobs can be described as jobs such as hotel managers or directors, while an indirect job would be a restaurant supplier, and induced jobs concern jobs that are created thanks to the workforce or the clients of the hospitality industry, like every job related to tourism (sales, etc.). When looking at the data, we are quick to realise that the worldwide workforce in hospitality is constituted of around 70% of female workers (World Tourism Organization (UNWTO) (ed.) 2019, p. 133). This data changes when looking only at France, which has a national average of 1 million workers in the hospitality sector, with 82% of hospitality employees having been recently recruited being women (Pôle emploi 2017, p. 7). This makes the part of female workers in the industry on a macro and micro level bigger than the one of male workers.

All those information can lead to asking numerous questions, but one particularly stands out: what is the place of those women workers in the hospitality industry? This starting question will allow the covering of information such as the persona of those workers, but it will also cover the differences between male and female workers in the industry.

This is the starting question. From there, many elements need to be considered. Firstly, some countries cannot be included in this study, due to political issues. Indeed, countries such as North Korea do not share information on their workforce; more recently, a country like Afghanistan has restricted access for female workers to work across most industries¹; finally, countries at war, including Ukraine, might provide data, but only for some of their territories. Secondly, to grasp the

¹ According to a recent story published by the UNHCR,

“recent decrees issued by Afghanistan’s de facto authorities have placed further restrictions on women’s movements and participation in public life, including an order in late December barring all female employees with national and international non-governmental organisations from going to work.”

This follows the recent take of power over Afghanistan by the Taliban in August 2021.

GLUCK Caroline, *Afghan women affected by Taliban bans on work and study fear for their futures*, <https://www.unhcr.org/news/stories/2023/1/63c7b7a64/afghan-women-affected-taliban-bans-work-study-fear-futures.html>, accessed on 20-02-2023.

entirety of the subject, it will be important to understand who the women in hospitality are. This concerns the type of jobs women endorse, their age range, as well as their educational background. Finally, after establishing who the workers are, the next determinant to understand their place will be their differences from male workers and how they are treated. As it is a broad subject, the focus will only be made, for the moment, on salary issues, hierarchical differences, and what is done for and by women to counterbalance those differences.

Chapter 1: The women workers of the hospitality industry – Being a woman working in the hospitality field.

The first chapter and therefore context of this study will be physical (type of the hotels, location of the hotels, and size of the hotels) and social (men or women, type of jobs, age, and diploma). Physical, because the hotels included need to be properly defined in this first part. Still, a lot of data is missing, which makes the social context of this study generally more global rather than specific. The lack of data on a national level imposed this first part to be about the international, or macro, level, compared to France. Moreover, again because of the lack of data, there will be no specific hotel studied, and their size will vary. Secondly, the context will also be social, as the sample of women that will be studied will be the subject of the following three parts, which will define their jobs, ages, and diploma, to ensure a close approach to the subject, and try to answer the question: what is the place of women workers in the hospitality industry?

1.1 The jobs women endorse in the Hospitality industry

The hospitality industry has, like many other industries, many jobs and roles within its branches. As explained before, there are jobs in the industry of hospitality, but also jobs that are linked and jobs impacted by it. In this section, those jobs will be determined, linked to the different roles women in the industry endorse, and explained. This will help determine their socio-professional category, which will ascertain their hierarchical level and salary, thus leading to the development of issues, raised by this part, on the place undertaken by women in hospitality.

The focus in this section will only be made and restricted to jobs within the hospitality industry, to reduce the list and ensure a specific and detailed approach to the subject. Therefore, jobs in the catering industry, if not linked to a hotel, will not be considered; nor will the subcontractors or suppliers and any categories that might fall within.

To begin with, the type of jobs in the industry are divided into 3 categories: management, reception and housekeeping (Pôle emploi 2023a). Those categories englobe many jobs, grouped under those three designations. For management, the

type of jobs includes hotel directors, assistant directors and deputy directors (Pôle emploi 2023b). For the reception, the jobs vary between the receptionists, night auditors, receptionist's assistants, and reservation managers, but also the baggage handlers, grooms and doorman (Pôle emploi 2023c). Finally, housekeeping consists of jobs such as housemaids, room attendants, floor clerks, chief housekeepers, housekeeping aids... (Pôle emploi 2023d). Those jobs are the one representing the hospitality industry and will help define what is the place of women in the hospitality industry. Indeed, knowing what their roles are will allow a better understanding of what is their place.

Pôle Emploi, the French "*public service for employment*", has published in December of 2017 a study, including various statistics, entitled *Éclairages et Synthèses – les métiers de l'hôtellerie et de la restauration* (Pôle emploi 2017). This study is very detailed and provides a statistical view of the hospitality industry in France. Indeed, they developed statistics concerning women and their jobs, with a particular table entitled "Profil des personnes récemment recrutées". Firstly, thanks to this table, it is now clear that in 2016, there were 53.8% of women in hospitality (*Ibid.*, p. 3). This allows to understand that women workers are more than men workers, once again allowing a better understanding of what the place of women might be in this industry. This table also provides more specific data on the 3 other categories we talked about earlier. Indeed, 82% of employees in the hospitality sector are women, which represents 71.340 workers out of a total of 87.000, men and women together. Moreover, 63% of housekeeping workers are women, making it 9450 out of 15.000 employees. Finally, only 32% of management employees are female workers; this makes only 52.480 women for a total of 164.000 workers (*Ibid.*, p. 7). What is not said is the number of males that endorse those roles, and this is where the difference is made: although numerically less, there are 111.520 male managers, which makes them two times more than females. What could explain such a difference?

To determine the number of women workers will allow to understand that they are fewer in some jobs, which means that there is a difference between the number of men and women workers, linking back to our subject of the place of women in the hospitality industry. Moreover, the number in this study proves a certain disparity in the type of jobs women are endorsing. This is not just a French - nor a recent - issue.

Indeed, a - rather old² - study, of 1997, directed by Jean Burrell, Simonetta Manfredi, Hilary Rollin, Liz Price and Lindsay Stead (of the School of Languages and School of Hotel and Restaurant Management of the Oxford Brooke's University) for the International Journal of Hospitality Management, entitled *Equal opportunities for women employees in the hospitality industry: a comparison between France, Italy, Spain and the UK* has some interesting data on the subject. When just considering the United Kingdom (UK), there used to be a proportion of 63% of female workers in the hotel and catering sector (Burrell et al. 1997, p. 163). This included 92% of housekeeping female workers, 82% of reception female workers, and 54% of management female workers (*Ibid.*, p. 173)³. There is a similar pattern between the United Kingdom and France's numbers. Moreover, this study gives interesting data on "*the proportion of women working part-time*" in the United Kingdom and in France: at the time of the study, there were 26% of women working part-time in France, for 44% in the UK (*Ibid.*). There are no recent data on the subject, which, in this case, questions the impact of the information above nowadays, but also allows a certain understanding of the unequal approach to the job for women and men. What could be the reasons behind the level of part-time work for female workers?

Thanks to all those data, it is now clear that there are fewer female workers in managerial and directional positions. Why is this the case? Should not the high number of women in hospitality make them equitably prevalent in all categories? Still, the higher the position, the lower the number of women. Therefore, the social context of this study should focus only on women in managerial or directorship positions. As a matter of fact, three studies can give data concerning the disparities in the jobs of the higher hierarchical position in the hospitality industry: the study of the economist Thea Sinclair (1997), the sociologist Solange Martin (1997) and Professor Tom Baum (2013). In the study of Baum entitled *Women in Tourism & Hospitality: Unlocking the Potential in the Talent Pool*, page 11, it is said that "*women hold less than 40% of all managerial and supervisory positions in the international*

² As the study is of 1997 (26 years old), the hospitality industry has since registered many changes, therefore making it old-dated. The reason behind the use of this study is to show the persistent unequal distribution of jobs between male and female workers, thus demonstrating this issue is not new, and not just limited to France.

³ This study was conducted, contrary to the one of Pole Emploi, in only "*50 city hotels and 150 resort hotels with 6 or more rooms*" in each country mentioned (France, Italy, Spain and the UK) (Burrell et al. 1997, p. 172). This might explain the differences of numbers between both studies, as it is, therefore, based on a less global sample.

hospitality industry"; in the study of Sinclair, "women hold less than 20% of general management roles", and "women are identified as owners of less than 20% of hospitality businesses and only around 10% of hotels worldwide" (Tom Baum 2015, p. 11). Additionally, the study of Martin informs that in Canada, in 1997, there were only more or less 20 females working as directors of hospitality groups (Martin 1997, p. 21). Finally, a study by Gröschl et al. of 2014, page 144, entitled *Female hospitality executives and their effects on firm performance* mentioned: "that women in the hotel industry continue to represent only a small minority in senior management positions and at the highest levels of executive leadership." This provides recent data on the subject.



To explain those disparities, a deeper analysis will be done in the second chapter of this first part, but there seem to be no valid reasons for such an unequal repartition of roles. As a matter of fact, According to Pole Emploi, the same qualities are required for both male and female workers: endurance to stressful situations, good customer relationships, and availability (Pôle emploi 2017, p. 5). At last, more women were looking for a job in the hospitality sector in France according to the same study of Pôle Emploi: 51.6%, compared to 48.4% for men. It is a small difference, but what could be the reason behind it? For now, the focus of the next couple of parts will be on differences between female and male workers, which can also be seen thanks to data such as their age or their educational background.

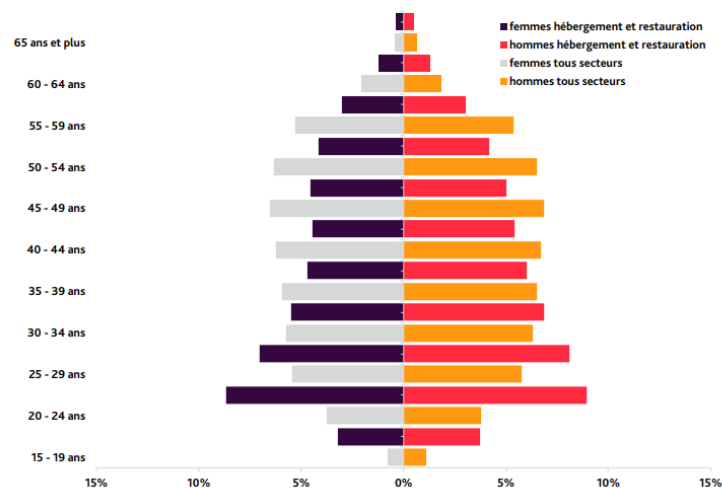
1.2 *An analysis of the women worker's ages*

In France, the average age of hospitality workers varies between "35.6 years old for men and 35.8 years old for women" (*Ibid.*, p. 3). This is lower than the average age of workers in France, which is around 41.1 years old (*Ibid.*). This can be explained by the fact that most employees are rather young when they enter this field (39.7% for 20.6% for the same age, 30 years old (*Ibid.*). Moreover, an important part of those employees are seasonal workers (60%) which could also explain why the workers in hospitality are younger. As a comparison, the average age of

hospitality workers in the UK is between 25 and 34 years old (28% of the total) followed by 35 to 44 years old (26% of the total) (Matos 2019, p. 13).

The study of Pole Emploi also provides data on the age of female workers in the industry (see figure 1⁴, entitled *Pyramide des âges de l'emploi salarié au 31 décembre 2016 (en %)*). There are no visible disparities between women and men, but it provides important data.

Figure 1: Pyramide des âges de l'emploi salarié au 31 décembre 2016 (en %)



Indeed, age is a rather important data when it concerns workers. Age will firstly allow to create a social context in this study, by eliminating certain categories of age that are not interesting. As a matter of fact, there are no data on the age of workers according to their type of jobs; nonetheless, workers between the age of 15 to 40 are the most represented in the hospitality industry. Therefore, further analysis can be made by collecting data on the scope of women between the age of 20 and 30. This could be interesting to study in a field study, as it would give important statistics on the social context of the female workers studied, given there are no specific data on the subject.

Moreover, an interesting thing about the study of Pole Emploi is that they demonstrated that the new workforce is younger and more feminine than masculine:

⁴ Pôle Emploi, 2017, « Les métiers de l'hôtellerie et de la restauration », 18 décembre 2017, no 39, (coll. « ÉCLAIRAGES ET SYNTHÈSES »), p. 16.

51.6% of women are looking for a job, and 16.9% are below 25 years old (Pôle emploi 2017, p. 12).

The statistics described can also give an appreciation of the differences between the old and new generations of female workers: as a matter of fact, the generation born between 1965 and 2002 (aged 65 in 2017 and 15 in 2017) might not have the same view of the hospitality industry, as will be seen later on.



This understanding of the age of women in the hospitality field gives us an approximation of the female workers that will be later interviewed (between the age of 20 and 30) but also shows once again the disparities between male and female workers, especially ones that women may face when getting their diploma in hospitality, which will be the subject of the following part. Still, what could explain the fact that women are nowadays more represented in the hospitality industry?

1.3 The educational background of the women workers in the hospitality industry

When looking at the hospitality industry, a diploma is an important social context. As a matter of fact, the 1997 study *Equal opportunities for women employees in the hospitality industry: a comparison between France, Italy, Spain and the UK* by Burrell et al. mentioned the fact that:

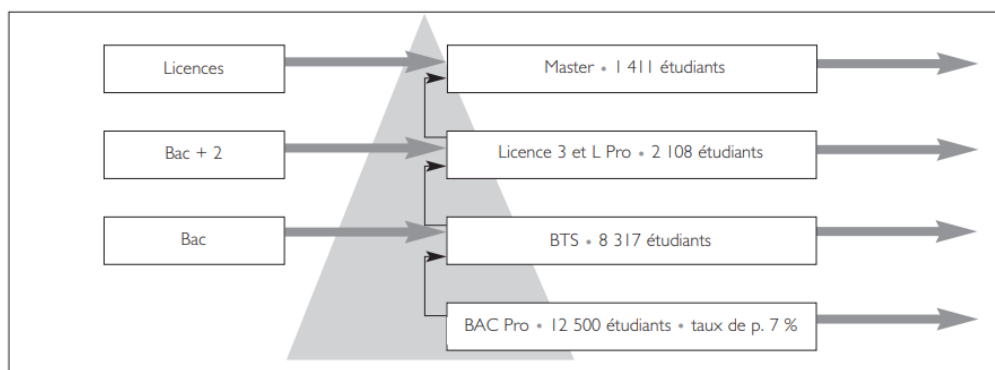
“receiv[ing] appropriate training [...] allows [women] to use the ‘qualification lever’ to facilitate their access to higher status occupations in the industry while at the same time providing motivation to make a commitment to the sector and the company” (Burrell et al. 1997, p. 165).

When considering data, men and women in the hospitality industry in France accounted for having no diploma at 34%, having a high school diploma at 57%, and having a university diploma at 21% (Pôle emploi 2017, p. 8). They also give specific data on jobs related to diplomas, with 45% of the reception category having a high school diploma, for 42% having a university degree, while also stating that half of

the management staff does not have a diploma due to their older age (*Ibid.*). Moreover, the workers in the French hospitality industry have varied qualifications. Indeed, foreign languages account for 9% of the diplomas found, literary specialities for 8%, and there is a high number of specialities within the field of sanitary social studies; however, a quarter of the job seekers do not have qualifications (*Ibid.*).

Students of the French educational system in the area of tourism and hospitality accounted for a total of 24.336, all diplomas considered, as seen in Figure 2⁵, entitled *Système éducatif français en tourisme-hôtellerie Effectifs en formation (2009)* (Laporte et Poulain 2013, p. 18).

Figure 2: Système éducatif français en tourisme-hôtellerie Effectifs en formation (2009)



There are no data comparing the jobs, applied to male and female, and diploma for France, which interrogates on the number a study about this subject might provide; would there be disparities between male and female workers? Despite that, there are statistics available for international female workers concerning the number of female students in hospitality: on the 618th page of *The Patriarchal Restructuring Of Gender Segregation: A Case Study Of The Hotel And Catering Industry*, published in November 1991 by sociologist Paul Bagguley, it is said that “*that two thirds of students training to be hotel managers are women*” in the UK, number extracted from the Hotel and Catering Industry Training Board of 1984 (page 10). Moreover, once again in the UK, the study entitled *The relationship between career and job opportunities: women’s employment in the hospitality industry as a microcosm of women’s employment* indicates that women represented

⁵ LAPORTE Cyrille et POULAIN Jean Pierre, 2013, « Le tourisme dans l’enseignement supérieur et la recherche », *Mondes du tourisme*, 1 mars 2013, p. 18.

“over two-thirds of the students” in the first degree-level course about hospitality (Purcell 1996, p. 21).

Although there are many female students in the hospitality field, there are distinctions between both male and female workers in their education. Firstly, a study, *Ethical decisions and gender differences of European hospitality students* done by hospitality professors Wilborn, Brymer and Schmidgall in 2005, demonstrated the ethical disparities between female and male students: female students were deemed to “select a more ethical path than males” when asked about ethical issues in their hospitality studies, at page 238⁶. This can impact the future workers of the hospitality industry, as males might choose non-ethical paths; it could therefore prolongate and increase disparities in the workplace.

Moreover, the explanation for disparities between the jobs level of the female and male workers in the industry can also be the result of differences in the way female students are and were treated. This is collaborated by two studies. The first one is the study of Burrell et al., already cited, that confirmed the fact there were minimal training opportunities for females than their male counterparts, which was “attributed to the fact that schools have been reluctant to recruit women for training in traditionally male-dominated occupations, fearing that they would have difficulty in finding work” (Burrell et al. 1997, p. 165).

The second one is the study of sociologist Kate Purcell, mentioned above, which depicts a research of 1993, conducted on 712 degree students, which concluded that women were: “less likely than men to have been given the opportunity to develop supervisory or management skills as part of their undergraduate industrial placements”, which means they would have little access to the job of manager or director later on, as the managerial and director positions would only be accessible to field-specialised workers, as explained by Sinclair, in her work *L'évolution de la place des femmes dans l'hôtellerie*, page 21 (Purcell 1996, p. 21).

⁶ This study had for context ten different questionably ethical scenarios, which were proposed and surveyed “400 European hospitality students, [of which] 54% [were] females and 46% [were] males” (Wilborn, Brymer et Schmidgall 2007, p. 230)

All this impacted women, as mentioned by Burrell et al.: in France, women had access to “*national qualifications*”, but “*some evidence [showed] that women [had] less access to qualification than men*” (Burrell et al. 1997, p. 171). They explained that schools might have decided not to teach women due to the lack of jobs in the industry that would accept them: this resulted in females being less qualified than men, and therefore not being able to reach the same positions (*Ibid.*, p. 165). This would explain the differences between female and male workers still to this date, although Burrell et al. notice a change in “*numbers of women undertaking training and emerging with industry qualifications at various levels*” (*Ibid.*). Still, the generation at work in the 80s is employed to this date, and it could explain the ongoing disparities for older workers: there might be recruits working amongst older women in the same job category.



As a result, there are no real available data that could be incorporated to explain the social context of this study, but there are many issues with the older generation, which had little to no access to decent training. This, combined with the age of the participants that will be integrated into this dissertation, can still help determine the social context: the focus will be made on women with little to no past qualifications that are endorsing the role of manager or director. Moreover, this last subpart showed the multiple differences in treatment adding to the one already mentioned in the other parts: a lack of training resulting in short careers, unwanted careers or even careers marked by disparities between men and women. But what is the cause of all those disparities?



As a conclusion for this chapter, many data can help base the following study on social and physical contexts. Concerning the type of jobs of the women interviewed afterwards, the most interesting job would be the one in the manager category, therefore related to administration and jobs such as managers or directors. Furthermore, the age of the workers should be within the range of 20 to

40 years old, to integrate the women that would have started working in the 90s, as they were impacted by the lack of available training depicted in the third subsection of this chapter. Finally, there seems to be an evident lack of data available to make a comparison between jobs, diplomas, and male and female workers, which questions what kind of diploma would be necessary to study. But it is clear, thanks to the findings made, that women will either have little or no diploma or will have graduated from university, depending on their age. Despite all the above, there are still questions raised regarding differences in treatment between male and female workers in the industry of hospitality workplace, therefore raising again the question of what the place of female workers in the hospitality industry is.

Chapter 2: Social differences between men and women in the hospitality field.

Women, all around the globe, including in Europe, face overall differences in treatment in all working sectors. As a matter of fact, a recent study, made in 2021 by the European Union, determined that women are only 35% to hold a management position⁷; there is an overall pay gap between men and women of 13% in the European Union⁸; and discrimination impacts more women than it impacts men (5.2 million women for 3.6 million men)⁹. Women still face difficulties at work.

To prevent those differences in treatment from happening, there are numerous laws on a micro, meso and macro environmental level: micro for countries, meso for the European Union for example, and macro for international laws, like the United Nations or multinationals enforcing laws within their group. As an example, France produced legislation in 1983, the “*Roudy law*” which “*provided companies with a framework within which they could plan their human resources with equal treatment in mind*”, according to Burrell et al., page 169, published in 1997. Still, legislation is not always the solution, especially when social factors and society are considered.

The last chapter of this part helped define that the place of women workers in the hospitality industry is a place that is prone to differences in treatment between workers. Therefore, to measure the place of women in the hospitality sector, to determine those differences, three main axes will need to be taken into account. Firstly, it is important to determine wage differences between male and female workers in the hospitality industry. Moreover, as the jobs of female workers have already been established, there will be a deeper analysis of the roles of women in the industry, and the recurrent differences in the treatment they face when accessing higher hierarchical positions. Finally, an analysis of the actions taken by

⁷ EUROSTAT, 2021, *Careers*, <https://ec.europa.eu/eurostat/cache/infographs/womenmen/bloc-2c.html?lang=en>, accessed on 20-02-2023.

⁸ EUROPEAN PARLIAMENT, *Loonkloof tussen mannen en vrouwen in Europa: feiten en cijfers (infografiek) | Nieuws | Europees Parlement*, <https://www.europarl.europa.eu/news/nl/headlines/society/20200227STO73519/loonkloof-tussen-mannen-en-vrouwen-in-europa-feiten-en-cijfers-infografiek>, accessed on 20-02-2023.

⁹ EUROSTAT, 2022, *Country of birth linked to discrimination at work*, <https://ec.europa.eu/eurostat/cache/infographs/womenmen/bloc-2c.html?lang=en>, 18-10-2022, accessed on 20-02-2023.

and for women, but also an analysis of the skills women do add to the hospitality industry will take place. This will allow an understanding of the – sometimes – unfair treatment women in the hospitality field face and conclude this first part.

For the sake of this study, the following analysis of differences in treatment in the hospitality industry will be general, for both social and physical, contexts.

2.1 Salary differences between men and women workers

Salary differences might be the first thing that comes to mind when talking about male and female differences in treatment in the workplace. Indeed, many campaigns of sensibilisation are done on the subject, and days such as the European Equal Pay Day¹⁰, which raises awareness of the female/male pay gap, exist. Data proves that, nowadays, the pay gap is still an issue in the European Union: in 2020, the average female worker was paid about “13% less per hour” compared to their male counterparts¹¹. The pay gap in European Countries is highest in “Latvia (22.3%), Estonia (21.1%), Austria (18.9%), Germany (18.3%) and Hungary (17.2)”, while countries such as Luxembourg or Romania have very low gaps¹². Nonetheless, some laws should prevent those wage differences from happening. The *Equal Remuneration Convention* “for work of equal value” of 1951, signed by “171 countries” or the ILO Declaration on Fundamental Principles and Rights at Work, which acted as a “follow-up” are, according to Baum on page 18 of his study of 2013, entitled *International Perspective on Women and Work in Hotels, Catering and Tourism*, are supposed to lower the pay gap. Yet, while signed by so many countries, the difference in wages between male and female workers is still an issue, as it “remains a persistent and universal fact of the labour market” (Professor Thomas Baum 2013, p. 18).

¹⁰ First started by the American Business and Professional Women (BPW) in 1988, it is now established in 12 countries of the European Union, which decide of their own date for this event.

EQUAL PAY DAY, *Historie*, <https://www.equalpayday.de/informieren/historie/>, accessed on 21-02-2023.
EUROPEAN COMMISSION, *Equal Pay Day*, https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/equal-pay/equal-pay-day_en, accessed on 21-02-2023.

¹¹ EUROPEAN PARLIAMENT, 2020, *Loonkloof tussen mannen en vrouwen in Europa: feiten en cijfers (infografiek) | Nieuws | Europees Parlement*, <https://www.europarl.europa.eu/news/nl/headlines/society/20200227STO73519/loonkloof-tussen-mannen-en-vrouwen-in-europa-feiten-en-cijfers-infografiek>, 03-03-2020, accessed on 20-02-2023.

¹² EUROPEAN PARLIAMENT, 2020, *Loonkloof tussen mannen en vrouwen in Europa: feiten en cijfers (infografiek) | Nieuws | Europees Parlement*, <https://www.europarl.europa.eu/news/nl/headlines/society/20200227STO73519/loonkloof-tussen-mannen-en-vrouwen-in-europa-feiten-en-cijfers-infografiek>, 03-03-2020, accessed on 20-02-2023.

While the hospitality sector does employ a lot of female workers, Burrell et al. noticed in 1997 that “*both equal treatment and equal pay legislation have had only limited success in equalizing women's position in the workplace*” on page 175 of their report when considering France and the United Kingdom, meaning that those differences are still present, even after legislations are created. Furthermore, they add that by the 1980s, the sector of hospitality observed an exponential expansion when considering only employment rates, which pushed employers to hire women workers in positions that were “*mainly part-time, insecure, low-status and low-paid personal service and clerical employment*” (Burrell et al. 1997, p. 17). Indeed, a survey extract of the 2013 study of Baum shows the “*reasons for employing female workers*” as of 2013: managers and directors responded up to 11% yes when asked if “*female workers are cheaper to employ than male workers*”, thus proving the idea that white collars have on female workers in the hospitality industry (Professor Thomas Baum 2013, p. 36). Women are, thus, employed mostly because they are low wages workers, which exacerbates the differences in treatment. But what about numbers? Due to the lack of data on the French hospitality industry, data from the Spanish one will be considered here; according to the economists Marfil Cotilla and Campos-Soria and their article *Decomposing the gender wage gap in the hospitality industry: A quantile approach* of 2021, the pay gap of the hospitality industry of Spain “*stands at 17.59%*”, with male workers earning around 9.88 euros, and female workers earning around 8.41 euros per hour (Marfil Cotilla et Campos-Soria 2021, p. 5). When considering wider data, international data, economists Oliver and Sard explain that the pay gap grows by 14% at its highest level, while repeating that female workers do have “*lower salaries than men of the same characteristics across the whole distribution*”, reinforcing what other researchers already affirmed (Oliver et Sard 2021, p. 364). There seem to be differences in wages between men and women workers of the hospitality industry.

What could explain this gap in wages? Researchers are unanimous on the subject: they agree that it is due to differences in treatment. According to Cotilla et Campos-Soria, “[*this*] explains 84.77% of the [...] pay gap in the global model”: differences in treatment account for around 85% of the explanation for the differences in wages (Marfil Cotilla et Campos-Soria 2021, p. 8). It has been the subject of change, as it has “*been reduced in half*” between 2010 and 2020 in Spain

according to Luis Sánchez-Ollero et al. in their study of 2020, page 380; they also explain that this reduction was more apparent in the “*most qualified workers with managerial positions*”, hinting a difference between the high end and the low-end jobs of the industry, and the fact that white collars are getting less and less concerned by those gaps.

The origins of those differences in treatment come from diverse reasons. At the outset, researchers like Burrell et al., Oliver & Sard and Baum explain that the female/male pay gap is due to the level of expertise required in some positions while explaining that women are usually seen as unskilled and not deserving the same pay. When cited, Burrell et al. emphasise “*the requirement for specialist skills in some jobs*”, adding that whether the worker is a man or a woman will also affect the way their work is appreciated; both those explanations for pay gaps between men and women of the industry are deemed by Burrell et al. to result in a lack of equity between male and female, appending that “*equal treatment and equal legislation*” have failed to stop those differences appearing in the workplace (Burrell et al. 1997, p. 175). Oliver and Sard add that the lack of expertise comes from female employees’ practice and training, which has been seen and acknowledged earlier in this study: this results in clear differences in treatment (Oliver et Sard 2021, p. 346). Finally, Baum completes by explaining that positions requiring the same expertise, diploma or training are usually less well-remunerated and under-recognised if female workers are the ones in place; this gives a hint that the lack of skills is not the only reason behind the wage gap (Professor Thomas Baum 2013, p. 15). As a matter of fact, Baum argues that the work done, coming with the salary and promotions, might be unfairly against women, and favouring male workers, in his words “*where women and men are equally well qualified, more value can be attached to responsibility for capital than to responsibility for people*”: whether a worker is a man or a woman is still more important and worth than their skills or capabilities (*Ibid.*). Baum concludes that women do suffer from those differences, even when displaying the same skills because they are women.

In addition to differences in treatment based on the assumed “*lack of skills*” of women workers, the European Parliament shows evidence that women tend to be less inclined to have the same pay, due to their personal life. Indeed, it is a fact that most (but not all) female workers will have to take time off or work part-time due

to giving birth and raising children. As of 2018, female workers were one third to take a career break due to infant care motives, while only 1.3% of male workers had to, and “almost one-third of women (30%) work part-time, while only 8% of men work part-time”¹³. This is certainly a social problem as women tend to take care of raising children in many European countries, reinforcing the idea of the “housewife”. This is explained by Purcell in her study of 1996, page 19, where she indicates that employers like to hire women because they usually seek part-time work, and it means lower costs; which again reinforces the idea of women being the “component” and not the “breadwinner” of the house (Purcell 1996, p. 19). It also explains the difference in wages female workers might experience, adding to all the issues that these breaks will generate - delaying promotions, with the money that comes with it; but also, not contributing to their retirement in case of parental leave, and therefore enlarge the pay gap. The European Parliament also indicates that if “both unpaid and paid work” is taken into account, female workers do work way more than their counterparts¹⁴. Again, this adds to the idea that women might be the victims of differences in treatment in the hospitality industry.

Moreover, the European Parliament also explains on their web page of 2020 that this gap in wages across all industries is always at risk of expanding the older the female workers get, as it is also impacted, as seen above, by their personal life, but not only. Indeed, the difference in salaries will condemn women to get “less money to save and invest”, therefore expanding the pay gap, and giving female workers “a higher risk of poverty and social exclusion at an older age”¹⁵. This means that, for example, a woman having worked all her life in the hospitality industry, if paid less than her counterparts, and potentially her husband, once older and alone will be more exposed to scarcity. Indeed, the female/male “pension gap” in the

¹³ EUROPEAN PARLIAMENT, 2020, *Loonkloof tussen mannen en vrouwen in Europa: feiten en cijfers (infografiek)* | Nieuws | Europees Parlement, <https://www.europarl.europa.eu/news/nl/headlines/society/20200227STO73519/loonkloof-tussen-mannen-en-vrouwen-in-europa-feiten-en-cijfers-infografiek>, 03-03-2020, accessed on 20-02-2023.

¹⁴ EUROPEAN PARLIAMENT, 2020, *Loonkloof tussen mannen en vrouwen in Europa: feiten en cijfers (infografiek)* | Nieuws | Europees Parlement, <https://www.europarl.europa.eu/news/nl/headlines/society/20200227STO73519/loonkloof-tussen-mannen-en-vrouwen-in-europa-feiten-en-cijfers-infografiek>, 03-03-2020, accessed on 20-02-2023.

¹⁵ EUROPEAN PARLIAMENT, 2020, *Loonkloof tussen mannen en vrouwen in Europa: feiten en cijfers (infografiek)* | Nieuws | Europees Parlement, <https://www.europarl.europa.eu/news/nl/headlines/society/20200227STO73519/loonkloof-tussen-mannen-en-vrouwen-in-europa-feiten-en-cijfers-infografiek>, 03-03-2020, accessed on 20-02-2023.

European Union in 2020 was at a high of 28% in favour of male workers, highlighting once again the differences in treatment¹⁶.



To sum up, the reasons behind the pay gap between male and female workers in hospitality are clearly outlined by Oliver and Sard, on page 368 of their article of 2021: “*the occupational crowding, the devaluation of female work [...] seems to explain these wage differences in the hospitality sector*”. This resumes all the information mentioned above: differences in treatment and the “*lack of skills*” as a reason given by employers to pay female workers less. The male/female pay gap seems to be a major subject of the hospitality industry; many sources can be found at an international level, but it also gives more hints on what the place of female workers might be in the hospitality industry. Still, a question remains: what about French women in the hospitality industry? There is a certain lack of data on the question, which question whether the workers are affected or not.

2.2 The differences of treatment in roles endorsed by women workers in hospitality.

As said before, female workers have been the subject of differences in treatment when accessing education, and later working in the hospitality industry. But there is more to it. Indeed, there is a need to investigate what the consequences of differences in treatment might have been for female workers in their working life, still in the context of the hospitality industry.

The main question of this subsection is why; why do women in the hospitality industry have little to no access to managerial or directional jobs. To answer this question, many factors will be taken into consideration, throughout history, and present times. Firstly, the role model issues, mostly due to education and the presence of female workers in the industry, reasons for differences of roles;

¹⁶ EUROPEAN PARLIAMENT, 2020, *Loonkloof tussen mannen en vrouwen in Europa: feiten en cijfers (infografiek) | Nieuws | Europees Parlement*, <https://www.europarl.europa.eu/news/nl/headlines/society/20200227STO73519/loonkloof-tussen-mannen-en-vrouwen-in-europa-feiten-en-cijfers-infografiek>, 03-03-2020, accessed on 20-02-2023.

moreover, the role of men when displaying those differences; and finally, the role of women this time. This analysis will allow a better understanding of the differences in the treatment of female workers in the hospitality industry.

2.2.1 A role model issue

Education is a subject that has already been discussed in the first chapter of this first part, but there were many questions left unanswered. Indeed, although women do have access to education, and are more numerous in the schools of hospitality, there are still differences between men and women. Moreover, this results in recurring differences between men and women in the workplace, as fewer female graduates mean more men in higher positions. A 1993 research¹⁷ indicates “*that women were less likely than men to have been given the opportunity to develop supervisory or management skills as part of their undergraduate industrial placements men*” (*Ibid.*, p. 21). If women are less likely to have access to training, they will be less likely to have access to higher hierarchical positions, which means they will be less inclined to get promoted and will therefore be less likely to be satisfied with their careers, still according to this study. Moreover, those disparities are a true problem for unskilled women, as they will work in lower positions, in low-end jobs, and therefore will be the victims of “*poor working conditions, inequality of opportunity and treatment, violence, exploitation, stress and sexual harassment*” (Tom Baum 2015, p. 11).

Even so, what could explain those ongoing differences in education? Professor Tom Baum on page 12 of his report *Women in Tourism & Hospitality: Unlocking the Potential in the Talent Pool* of 2015 explained that “*Education systems in many countries [...] continue to typecast men and women into specific work and domestic roles.*”, later encouraging, at page 32 of his report, education providers to address those issues in their programs (*Ibid.*, pp. 12 and 32). In truth, education providers might still wear the marks of their predecessors, who, as seen earlier, were disinclined to allow women into their courses, due to the lack of opportunities at the time for women to find work thereafter (Burrell et al. 1997, p. 165).

¹⁷ This research was based on an “*alumni study of 712 degree and HND students*” that were working and studied in the hospitality field before 1989 (Purcell 1996, p. 21).

Besides, the lack of women resulting from those disparities during the 80s and 90s has an impact to this date: fewer women in managerial positions sends a message to women still studying. The students will consider these types of jobs to be unreachable, as their “*role models*” are less represented than men (Tom Baum 2015, p. 12), reinforcing disparities years after years.

Therefore, the issues in the education of the hospitality industry’s women are the causes of massive differences in treatment later. This is explained by the lack of accessibility to higher-end jobs, biased education providers, and little to no role models. But again, questions reside: what about the French hospitality sector, which has little to no data on the subject, and what about nowadays especially?

2.2.2 The role of men in displaying those differences

Following the education issues, there was a clear point where the distinction between male and female workers explained hierarchical differences. Those differences are also the results of biased ideas and beliefs about women and a lack of support.

Biased ideas about women are recurrent in society. Baum explains that it comes from “*cultural traditions [...] across most countries and communities which prescribe traditional [female-based] roles and responsibilities in the home and workplace*” (*Ibid.*). This undeniably depicts an issue that is inherent in all sectors. The hospitality sector is not exempt from those biased ideas on women: Baum also explains that those forces women into specific roles, “*such as housekeeping, front office, human resource management and marketing*”, to the detriment of their careers, as they will be less likely promoted to higher hierarchical positions (*Ibid.*).

Furthermore, Purcell reminds the biased idea of women “*caring for the comfort and welfare of others and preparing and serving food*” - which are associated as being female actions, and is widely understood as being the essential work endorsed in the hospitality industry; the managerial positions are made for people who “*control personal emotional responses and manage or manipulate the emotional wellbeing of customers or clients*” – which are associated as being male actions (Purcell 1996, p. 20).

In the same study, the impact of male workers on their co-workers and female subordinates is also discussed, with the finding of “*profoundly sexist attitudes among senior managers, most of whom appear to exhibit all the characteristics of a strong and self-perpetuating occupational community*” (*Ibid.*, p. 22). This means that many male workers show they are purposefully treating women differently. As a matter of fact, many male workers, who do not have the habits to work with female managers and are also impacted by a biased view of women, might recreate those biased views. Purcell emphasises the “*unshakeable belief[s]*” that women exhibit “*weaknesses as managers; [are] insufficiently tough, [and are] lacking leadership qualities (especially the ability to take responsibility and to manage men)*”, which are all biased views based on no empirical data, and therefore completely false (*Ibid.*).

There is also the expectations of numerous male clients and managers, specified in this study, that female should not be in charge and need to be placed into particular jobs to please the clients. Purcell recalls the story of a multinational hotel chain’s director who had the belief that clients “*expected*” women to be in “*front of house*” jobs, meaning reception or else; he described them as preferably being “*between 21 and 26, with long legs and a good figure*” (*Ibid.*, p. 20). She also notices the “*alleged expectation [and] preference*” that customers have for managers to be male workers, as “*a man should be in charge*” (*Ibid.*, p. 22). This belief is shared by respondents for the 2013 study of Baum on “*the current and future role of female workers in the hotel industry, 2012*”: when asked if “*female workers are popular with [their] customers*”, 91% of respondents agreed (Professor Thomas Baum 2013, p. 37). It is therefore popular belief for owners and managers that female workers are preferred by clients, thus acting as a *façade* for their hotels. Moreover, the study of Purcell shows the mentality of managers around 25 years ago, that might still be working, or that have trained new managers into the same beliefs.

Finally, the role of men is far from over when enforcing differences of treatments in the workplace towards female workers in the hospitality industry. When in management positions, men might decline women to work for them because of “*labour cost, sexuality*” according to Purcell, while Baum explains that “*stakeholders*” perceives those differences in treatment as a “*women’s issue’ to which only women have a serious input*”, while it deeply affects the entire workplace, and should be considered “*a business matter*”, still according to Baum (Purcell 1996,

p. 17; Tom Baum 2015, p. 13). Baum and Purcell give even more information concerning the impact of male workers on the issue. Indeed, Baum speculates that directors are not subject to enforcing the “*policies and strategies that major companies might put in place*” (*Ibid.*, p. 13). Owners also want “*cheap workers*” they found in the place of female workers, as women are more likely to work part-time and “*have historically been available for employment for lower average rates of pay than men*” due to their husband being the “*breadwinner*” of the family (Purcell 1996, p. 19). This display of unequal roles taking place inside and outside the home place does reinforce both differences of treatments at the workplace and biased beliefs on women, mainly due to the actions of male workers; but might women also play a role? And is the role of men still the same nowadays?

2.2.3 The role of women themselves in displaying differential treatments

After seeing the role of men when discussing about differences in treatment, it is important to observe the role of women. Indeed, there is a certain “lack of will” from women that comes from having to go through a rough path, whether it is during their studies or afterwards in the workplace. This “lack of will” is manifested by believing that everything they do will be considered equal to what men do, without considering the issues displayed earlier. Women tend to underestimate themselves while believing that their co-workers will value their work.

This was portrayed by the study of Solange Martin, in her book *L'évolution de la place des femmes dans l'hôtellerie* of 1997, which confirmed the fact that women tended to have to do more than men to prove their competencies, and that women expected their work to be recognised and appreciated – which was not always the case (Martin 1997, p. 22; based on Dowling 1982). Moreover, the Hotel and Catering Industry Training Board in 1984, cited by Bagguley in his study of 1991, defined “*two types of explanation for 'women's positions in hotel management'*” (Bagguley 1991, p. 617). The first would be the way women consider their jobs: they suffer from little ambition when designing their job paths, and going through their education; “*women are not aggressive or competitive and lack confidence*” according to female managers (Reeves, Runswick, et Hotel and Catering Industry Training Board. 1984, p. 20 cited in Bagguley 1991, p. 618).

Finally, there is a reason for this lack of ambition, as Martin explains: they lack balance between their personal and working lives, and the number of hours in the hospitality sector is very heavy, which refrains them from accepting promotions; this is also acknowledged by Baum in his study of 2015, page 12 (Martin 1997, p. 22).

It is therefore clear that women do take part in enforcing differences in treatment between themselves and their counterparts, although it can be because of personal reasons and differences in treatment already in place. Yet, there are no available studies on the subject of female workers nowadays: what about them? Is it still relevant nowadays?



All those aspects, whereas it is the educational differences, the role of men in perpetuating those differences, or even the role of women, allows us to put together a reasonable explanation of the differences in treatment women face in the different roles they undertake, and therefore more criteria that explain the role of female workers in the industry. Still, many questions are left unanswered: as the data provided and studied is mainly international, could this also be true and applied to French female workers nowadays? And why is there a such lack of data for French female workers on the subject?

2.3 The importance of women workers in the hospitality industry

There is no proof that women in the hospitality industry might face differences in treatment at work due to being female workers. Still, do women negatively impact the workplace or is their presence beneficial? What could women achieve if given the chance? Trying to answer those questions could allow a better understanding of the place of female workers in the hospitality industry, as the place of those workers seems to have been criticised by their male counterparts, as mentioned above.

As a matter of fact, it is necessary to make the point of what female workers do for the hospitality industry, as it will emphasise their important role in this sector,

apart from them just raising equity in the workplace; this will allow a deeper analysis of the work female workers do, and therefore explain why the issue of fair treatment of female workers is important.

As seen earlier, female workers are a huge part of the entire workforce of the hospitality industry, but they lack placement in high positions. Nonetheless, female workers are important; according to the European Commission, to have an equal representation of both female and male workers is highly important, as it “*improves*” and “*broadens perspectives*” when making decisions (European Commission. Directorate General for Justice and Consumers. 2022, p. 36). This emphasises the need for female workers, who lack in the positions of decision-making. Moreover, having an equal number of female and male workers also provides better “*creativity and innovation*”; which certainly proves itself fundamental in the hospitality industry, since it is a sector that is always in need of change and growth (*Ibid.*). Finally, it also heightens the level of “*competitiveness and productivity*”, which is something that the hospitality sector needs too (*Ibid.*).

Employers even agree that female workers are important assets for their companies; the study of Baum, in 2013, gave insights into employers’ points of view when discussing female workers. In the table 6 of page 36, entitled “*reasons for employing female workers, 2012*”, it is said that employers agree up to 41% to the statement “*female workers are more reliable and committed to their work*” as a reason to hire women, meaning that women are as equipped as men, if not more, to respond to their expectations. Moreover, in table 7, pages 36 to 37, entitled “*The current and future role of female workers in the hotel industry, 2012*”, existing women in the jobs are said to increase “*the quality of [the] overall workforce*”, with 79% of employers agreeing: meaning women tend to foster greater working environments and be appreciated, while also pushing people to their better self (Professor Thomas Baum 2013, p. 36-37).

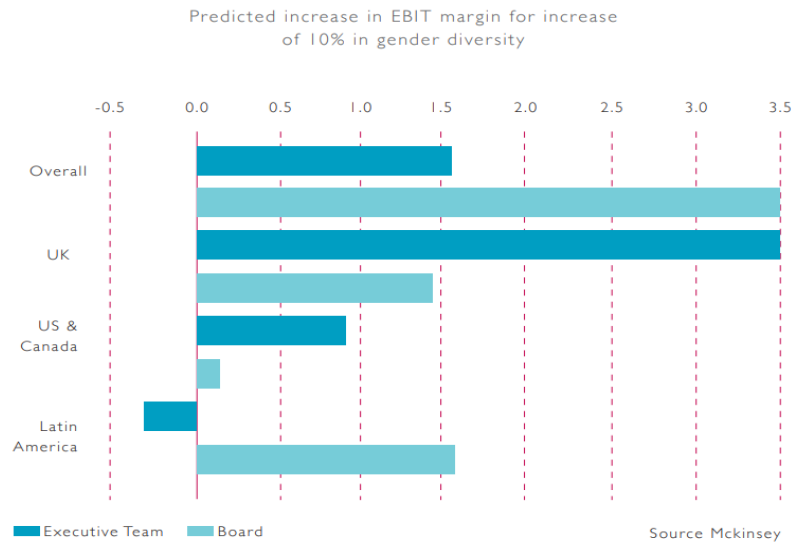
Still according to Baum, women workers are important assets in a hospitality company, as they make “*the majority of a household’s purchase decisions and therefore demonstrate stronger customer orientation*”, which demonstrates the fact that female workers are closer to their clients and thus more inclined to demonstrate empathy (*Ibid.*, p. 8). Furthermore, just like the European Commission above, he

recognises that having both female and male workers increases the “*decision-making through innovation and creativity*”, reminding that a mixed environment does provide more profit thanks to it, just as it also improves the “*range of skills and traits*” in the working environment, but also heightens “*employee satisfaction*” and lowers “*conflicts between groups*” (*Ibid.*, pp. 8-9). This is important, again, because a good working environment, where employees are satisfied, will ameliorate the economy of the company they work for, just as Baum explains: having both male and female workers is “*strongly linked to the economic performance of a country*” which is also the conclusion of the Global Gap Index of the World Economic Forum of 2014 (*Ibid.*, p. 9). This is also collaborated by human resources professor GRÖSCHL, and finance professor ARCOT, in their article *Female hospitality executives and their effects on firm performance*, which found that having female and male workers results in “*better group performance than does [non-mixity]*” (Gröschl et Arcot 2014, p. 133)

Therefore, having female workers is important, but what about having female leaders? The impact of female leaders has been studied both by Gröschl and Arcot and by Baum. What they found is that having female leaders is detrimental to the sustainability of a hospitality company and the hospitality industry. Indeed, having female leaders provides gains ranking from “*generat[ing] economic gains*” according to Gröschl and Arcot to enabling “*financial returns that [are] above their national industry median*”, according to Baum, who found that it was the case for companies with a great range of female workers and male workers¹⁸ (*Ibid.*, p. 145; Tom Baum 2015, p. 7). Baum also provides a chart in his study, which proves what would happen if companies increased by 10% their number of female workers to match the one of the males, which would provide a rise in margins on Earnings Before Interest and Taxes (EBIT).

¹⁸ Indeed, Baum stated that: “*the companies in the top quartile of [...] diversity were 15 percent more likely to achieve financial returns that were above their national industry median*”, meaning that those companies had an increased chance of providing better results than companies without the same number of male and female workers (Tom Baum 2015, p. 7).

Figure 3: Financial Performance & Diversity



This graphic (Figure 3¹⁹) shows that an increase of 10% of females in the “*executive Team*” would provide an overall increase of approximately 1.5 EBIT margin, while an increase in “*board[s]*” would provide a growth of 3.5 margins on earnings (*Ibid.*, p. 7). But since having an equal number of men and women provide economic growth, the lack of female workers, conversely, provides negative effects. According to Baum, “*to prioritise men within [the] potential talent pool represents a significant missed opportunity in any talent strategy*”, meaning the intention to select only future male workers will disadvantage a company, compared to its competitors (*Ibid.*). Additionally, Gröschl and Arcot also demonstrate, with a study “*based on 639 firm-year observations*”, that “*when less than 10% of executive managers are females, the impact on firm performance is negative*”, adding that “*having no women in executive management teams is detrimental to the hotel firm’s performance*”. More than just adding value to a firm, not having enough female managers and directors is harmful to a company, and will endanger its gains (Gröschl et Arcot 2014, p. 148).

Finally, the importance of female leaders in the hospitality industry is also recognised in France. The *Conference on economic and professional equality* provided by the Assises de l’égalité économique et professionnelle provides “*a yearly ranking of the SBF120 companies based on women’s representation in their*

¹⁹ BAUM Tom, 2015, Women in Tourism & Hospitality: Unlocking the Potential in the Talent Pool, s.l., University of Strathclyde in Glasgow, p. 7.

governing bodies”, which “*compares the 120 largest French companies’ commitment to increasing the share of women in their management bodies*” (European Commission. Directorate General for Justice and Consumers. 2022, p. 46). But when looking at the data, only ACCOR Hotels is included in this ranking, with an overall mark of 17.50 out of 20 regarding their feminisation policy²⁰. This clearly shows a lack of envy to regard female executives as essential in hospitality firms.



To resume, studies have found that female workers and executives are necessary and beneficial to companies, as they will provide a better working environment and economic growth. Still, with all of this in mind, why are there so few women in firms, and why do companies not take the matter into hand? Thanks to the following parts, what is done for women in the hospitality sector will be shown in the light, but a question still resides, what is done to reduce the mistreatment of female workers in the hospitality industry?

²⁰ MINISTERE CHARGE DE L'ÉGALITE ENTRE LES FEMMES ET LES HOMMES, DE LA DIVERSITE ET DE L'ÉGALITE DES CHANCES, *Résultats de la 8ème édition du palmarès de la féminisation des instances dirigeantes des entreprises du SBF120 - 25.10.2021 | Égalité-femmes-hommes* <https://www.europarl.europa.eu/news/nl/headlines/society/20200227STO73519/loonkloof-tussen-mannen-en-vrouwen-in-europa-feiten-en-cijfers-infografiek>, accessed on 21-02-2023.

From women workers of the hospitality industry to differences of treatment between men and women workers of the hospitality industry.

This first part came originally from the need to answer the starting question: what is the place of women workers in the hospitality industry? To respond to it, many criteria were considered. In fact, an analysis of the social and physical context was done in the first part to establish a base for this study. Those aspects, which were the type of jobs, age and diploma for social context and type, location and size of hotels for physical, were quite restrained when discussed. The lack of data, which provides and provided many questions on the subject, forcibly changed the way the subject of women in hospitality would be analysed. Still, the persona of the typical worker questioned in the future was established thanks to the research made: a female worker, either manager or director, between the age of 20 and 40 years old, with or without a diploma depending on her age. Moreover, the physical context was also identified, although less detailed: the study would be reduced to France, but no specific hotel nor specific size hotels would be particularly studied.

Then, thanks to this first analysis, it became clear that the original starting question showed that the place of women workers in the hospitality industry was one of the differences in treatments. Indeed, apart from the social and physical contexts, other discoveries were made, which will later help formulate hypotheses. In fact, there is a certain gap between male and female workers in the hospitality industry in France, and abroad. This gap materialises through differences in treatment: pay gaps, jobs, and qualifications. But a final analysis provided proof of the injustice behind those treatments, with no reasons for such differences.

Another interesting determinant to explain the place of female workers in the hospitality industry would have been the subjects of health and security. Indeed, women are firstly more inclined to “*not report illnesses or accidents for fear of losing their jobs*”, since they already struggle so much to find ones, according to Baum; but they also are more likely to experience “*sexual harassment*” from both customers and co-workers, which can “*have serious implications for the concerned person*”, leading to safety and health issues, still according to Baum ((Professor Thomas

Baum 2013, p. 61). But little to no data could be provided to account for those facts: what about the health and security of female workers in France? Considering the multiple laws put in place, notably the *Médecine du travail* or Occupational Medicine in English – a French institution which provides support in case of health or safety issues at work – could France be exempt from those issues?

As a final straw, those differences in treatment are deemed by many specialists to be a major issue for women in the hospitality industry. Therefore, thanks to all the data collected, all the reading done, and all the knowledge acquired, a problematic appeared: In what ways are female workers more affected by differences in treatment in the hospitality field? This problematisation of the starting question will allow further analysis of the issues treated in this first part, thanks to the development of a theoretical framework, and finally the proposal of a methodology and field of application.

PART 2. THEORETICAL FRAMEWORK AND HYPOTHESES - FROM DEFINING CONCEPTS AND NOTIONS TO MAKING ASSUMPTIONS.

IN WHAT WAYS are women workers more affected by differences in treatment in the hospitality field? This is a complex issue, which requires intense reading and implies a context. This context will come in the form of the second part of this dissertation dedicated to the theoretical framework and the hypotheses. The theoretical framework is necessary to highlight certain concepts and notions. Indeed, without this framework, the ongoing study would lack consistency and detailing, which might discredit the entirety of this work.

Moreover, although the first part of this dissertation, which was composed of much data, has provided the reader with compelling arguments to explain the subject's importance, many notions and concepts have not been mentioned. This next part will therefore be dedicated to exploring those notions and concepts.

Finally, many of the issues mentioned in this last part ignited questions on some of the subjects. Those questions, therefore, lead to hypotheses, which will need to be confirmed in the later work of next year's dissertation.

Chapter 1: Concepts and notions – The building of a theoretical framework.

There will be two broad concepts explained, within which three to four notions for each concept will be discussed, all related to them. Those notions already appeared in the first part but were not mentioned, as there was not yet a need for a framework. Moreover, they could also have confused the reader, as those are sociological concepts, and this dissertation is primarily based on the hospitality sector. Nonetheless, notions such as gender, inequalities or stereotypes will allow an important grasp on the impact of differences in the treatment of female workers in the hospitality industry. Therefore, they need to be included in this study, as this base, this framework, will be determined for the later work related to this dissertation. Those notions will all be defined thanks to mainly three sources: the Council of Europe, the European Institute for Gender Equality, and the United Nations Women Training Center, which are all reliable sources in those matters.

1.1 Gender and sex, minorities, and intersectionality – the (wide) basic notions

This subsection will therefore define the concept of gender, according to definitions provided by a multitude of sociologists, that might have already been mentioned before; It will also define the notions of sex and explain the differences between both terms. Moreover, the term minority, which is as important as the other notions to understand the differences in the treatment of female workers, will be defined. Finally, the notion of intersectionality will then be investigated, justifying the need to take this idea into account for the entirety of the study.

1.1.1 Gender and sex

Gender is one of the concepts that was talked about in the first part, but not mentioned. As defined by the European Institute for Gender equality:

“gender refers to the social attributes and opportunities associated with male and female and the relationships between women and men [...] attributes,

*opportunities and relationships are socially constructed and are learned through socialization processes*²¹.

This means that gender is a social construct learned and defined by living in the current society. Indeed, gender, as defined by the linguist Merrill Swain in her 1995's book and cited in the book of Sinclair *Gender, work and tourism*, is “a system of culturally constructed identities, expressed in ideologies of masculinity and femininity, interacting with socially structured relationships in divisions of labour and leisure, sexuality and power between women and men” (Swain 1995, p. 258 cited in Sinclair 1997, p. 2). Therefore, the masculine and feminine genders are socially constructed, and impact our way of life, along with our interactions: it links with the subject of the differences of treatment that affect feminine workers in the hospitality industry since a social construction will affect differently men and women. Moreover, gender, according to Morgan and Pritchard, Professors of management, “is also neither a homogenous nor a binary, but a fluid concept”, which is also described as such by Segovia-Pérez et al: “gender as a social structure is complex and multifaceted” (Morgan et Pritchard 2019, p. 38; Segovia-Pérez et al. 2019, p. 2). This means that there can be more than two genders, as it is a social construct and not something defined by biology. Nonetheless, for the sake of this study, only two genders will be considered and challenged: the masculine and the feminine gender. Additionally, Gender can also be defined as “a system of beliefs and practices that refers to, deals with, or creates a sense of difference between females and males and is used to define social roles and coerce men and women down specific individual paths”, like Segovia-Perez et al. define it (Thompson & Armato 2012, p.10 cited in *Ibid.*, p. 2). Gender is, therefore, a “belief” made to differentiate men and women, to attribute specific roles for each of them. Finally, the same authors add one last item to their definition: “gender shapes our personality, our internalised masculinity or femininity and defines our behaviours, values, beliefs and preferences”: gender is inherent to how men and women see their world and act, it is a part of their traits and personality (*Ibid.*).

²¹ EUROPEAN INSTITUTE FOR GENDER EQUALITY, *Concepts and definitions*, <https://eige.europa.eu/gender-mainstreaming/concepts-and-definitions>, accessed on 14-03-2023.

Then, what is the difference between gender and sex? Indeed, sex is usually used to define the category of men and women. Still, according to the European Institute for Gender Equality, gender and sex are two different notions:

“sex refers to the biological characteristics which define humans as female or male. These sets of biological characteristics are not mutually exclusive as there are individuals who possess both, but these characteristics tend to differentiate humans as males and females”²².

This means that while gender is socially constructed and not limited to only the body’s features, sex is a purely scientific term that defines organic and physical characteristics.

The last question is, therefore, why talk about gender in this study? Morgan and Pritchard give one of the many aspects considered to answer this question:

“gender is not an important topic in top-ranking hospitality journals, themselves marginalised within business school metrics and so those considering gender as the focus of their research clearly see it as far removed from the major centres of power within the field” (Small, Harris et Wilson 2017, cited in Morgan et Pritchard 2019, p. 40).

Gender is a difficult subject to talk about, and it seems that within the hospitality industry, many researchers are either afraid to investigate the topic, or do not feel it to be worth investigating. This is why, although it is both an uphill battle and a problematic subject, it is important to put it into light, as it still exists, and is still a reality for women workers in the hospitality industry. Finally, the notion of sex was defined and analysed as it will not be used in the future of this study, because, as explained, it is not relevant in this case.

1.1.2 Minorities

Another notion that was discussed but not mentioned, although less than gender, is the concept of a minority. As Gröschl and Arcot mentioned in their studies, *“women in the hotel industry continue to represent only a small minority in senior management positions and at the highest levels of executive leadership”* (Gröschl

²² EUROPEAN INSTITUTE FOR GENDER EQUALITY, *Concepts and definitions*, <https://eige.europa.eu/gender-mainstreaming/concepts-and-definitions>, accessed on 14-03-2023.

et Arcot 2014, p. 144). Indeed, a minority, as explained by the United Nations, has no specific definition:

“the existence of a minority is a question of fact and carries both objective factors (such as the existence of a shared ethnicity, language or religion) and subjective factors (including that individuals must identify themselves as belonging to a national or ethnic, religious or linguistic minority group)”²³.

But this can still be understood as a group that shares the same particularities, and in this case, it is gender. What makes the concept of minority an issue is what it implies for this specific group: still according to the UN, *“many violations of civil, political, economic, social and cultural rights [face inequalities] on the grounds of race, colour, descent, national or ethnic origin, sex, language, religion, social origin, property, birth or other status”* (United Nations). Therefore, women, being a minority in some roles in the hospitality industry, might face differences in treatment, as has been seen earlier on.

This notion of women being a minority in the hospitality industry is reinforced by Morgan and Pritchard when looking at data on women in the hospitality industry: *“women represent a majority of the worldwide hospitality workforce, yet despite recent improvement in some countries, their numerical dominance is not reflected in the roles they occupy, either in the leadership of the sector itself or of its educational base”* (Professor Thomas Baum 2013; Morgan et Pritchard 2019, p. 38). Again, even if their numbers are high, they still represent a minority, once again, being a part of the differences in the treatment they suffer from in the hospitality industry.

1.1.3 Intersectionality

While gender is an important concept, any analysis of women workers in the hospitality industry cannot be done without other aspects. Those other aspects are defined by the European Institute for Gender Equality as being *“gender, ethnicity, class, sexuality and other social differences [that] are simultaneously analysed”*; to take into account all those aspects of the persona is a notion, called

²³ UNITED NATIONS, *Minorities*, <https://www.un.org/en/fight-racism/vulnerable-groups/minorities>, accessed on 11-03-2023.

intersectionality ²⁴ . According to Levon, Professor of Sociolinguistics, intersectionality is “*the belief that no one category (e.g., ‘woman’ or ‘lesbian’) is sufficient to account for individual experience or behaviour*” (Levon 2015, p. 295). This intertwines the notion of gender with other characteristics and implies that not only gender can be studied when looking at acts and practices. The notion of intersectionality explains why this study needed a social context, based on age and education. Not only does intersectionality considers those characteristics, but it also considers the human being as a whole, with their own experiences and past that define who they are today.

But why include this notion in this study? Professor of Management Mooney Shelagh explains that “*the advantage of an intersectional approach is the way it exposes how individuals experience the effects of their social roles (founded on mutually intersecting identities) not as separate or cumulative, but as linked and simultaneous intersections*”, which means that to take into account the intersectionality of a person will, thus, allow a better understanding of what is affecting them and why it is affecting them (Mooney 2017, p. 1). Hence its use in this study, since it is needed to understand why differences in treatments are affecting feminine workers in the hospitality industry.

Finally, according to Morgan and Pritchard in their study of 2019, the aspects are taken into account in the notion of intersectionality “*combine to produce points of privilege and disadvantage*”, but intersectionality is once again “*rarely discussed in hospitality research*” (Morgan et Pritchard 2019, p. 43). While it might be due to the lack of attention and knowledge about this notion, it could also be, just as it is for gender, due to the lack of interest in the subject.



As seen with the concept of gender, minority and intersectionality, those notions are all characteristics that usually give rise to differences in treatment. Those differences can also be called inequalities, and this will be the next concept treated.

²⁴ EUROPEAN INSTITUTE FOR GENDER EQUALITY, *Concepts and definitions*, <https://eige.europa.eu/gender-mainstreaming/concepts-and-definitions>, accessed on 14-03-2023.

1.2 *Inequalities, the glass ceiling, and gender roles – notions related to differences between both genders*

While gender, minorities and intersectional research depict the context general of this study, this next part will have subject notions that rely exclusively on the differences between the two genders studied. Indeed, the feminine gender will be the basis for the following analysis, with concepts that directly affect them. Firstly, gender inequalities, as a concept, will be explained and linked to what has been said before. This notion will find itself utterly relevant for both the start of this study and its future development. Moreover, the notion of the glass ceiling will be discussed, in link with the part on the pay gap, to further explain the notion of wage inequality between both genders. Finally, a last subdivision will have for subject gender roles and gender stereotypes: these two notions will link the role of female workers in the hospitality industry to how they are perceived by both themselves and their counterparts.

1.2.1 *Gender inequalities*

The concept of inequality can be explained simply, with the term difference of treatments that have been used throughout the entire first part of this study. Inequalities, as defined by the European Institute for Gender Equality is an “*unequal access to and control over the various material and non-material resources and assets of the society*”²⁵. Therefore, inequalities are the result of differences to access to certain statuses and properties; hence its importance to the subject of differences in treatment affecting women in the hospitality industry. But those inequalities, in this case, come from gender. Therefore, the first paragraph will explain how gender can be depicted as a source of inequalities, and the second paragraph will explain in more depth why gender inequalities are relevant to this study.

Gender, as defined before, is “*a system of culturally constructed identities, expressed in ideologies of masculinity and femininity, interacting with socially structured relationships in divisions of labour and leisure, sexuality and power*”

²⁵ EUROPEAN INSTITUTE FOR GENDER EQUALITY, *Concepts and definitions*, <https://eige.europa.eu/gender-mainstreaming/concepts-and-definitions>, accessed on 14-03-2023.

between women and men" (Swain 1995, p. 258 cited in Sinclair 1997, p. 2). What Swain is saying is that gender is an organisation of society that is prone to generating inequalities; this is also conveyed by Segovia-Pérez et al.: *"consequently, gender is manifested in personality, cultural rules and institutions' management culture. It becomes the basis for stratification, differentiation of opportunities and constraints"*; what is to understand here is that inequalities are defined by *"differentiation of opportunities"* (Segovia-Pérez et al. 2019, p. 2 citing Risman 1998). Moreover, the World Health Organization, cited by Calinaud et al. also *"defines gender as 'the roles, behaviours, activities, attributes and opportunities that any society considers appropriate for women and men', roles which may be the origin of gender inequalities, discrimination and marginalization"* (World Health Organization, cited in Calinaud, Kokkranikal et Gebbels 2021, p. 679). Discrimination and marginalisation are consequences of the role of gender and are comparable to inequalities. Discrimination is defined by the United Nations as being *"any distinction, exclusion or restriction made based on sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women"*²⁶. Calinaud et al. describe the hospitality industry as being *"known for gender disparities created by labour market discrimination brought about by the precarious nature of the hospitality work"* (Santero-Sanchez et al. 2015, cited in Calinaud, Kokkranikal et Gebbels 2021, p. 680). Thanks to both of those definitions, discrimination can thus be explained as being the next step to inequalities: the industry is conscious of those inequalities and still reinforces them, consequently knowingly creating inequalities, which can therefore be defined as discrimination. A clear explanation of what are inequalities comes from the same study of Calinaud et al.: as the hospitality industry is made by the masculine gender for the masculine gender, it creates shortcomings for women, and they *"are victims of gender inequalities"* (*Ibid.*, p. 679). Calinaud et al. mention Acker and her study of 2006, who explains that inequalities in hospitality are:

"systematic disparities between participants in power and control over goals, resources, and outcome; in work place decision-making such as how to organise work; in opportunities for promotion and interesting work; in security

²⁶ UNITED NATIONS GENERAL ASSEMBLY, *Convention on the Elimination of All Forms of Discrimination against Women* New York, 18 December 1979, <https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-elimination-all-forms-discrimination-against-women>, accessed on 14-03-2023.

in employment and benefits; in pay and other monetary rewards; and in respect and pleasure in work and work relations” (Acker 2006, p. 443, cited in Calinaud, Kokkranikal et Gebbels 2021, p. 679).

More than just a difference, inequalities found themselves to appear in many situations at work. The 1990 study of Acker also suggests “*that gender inequality is built into the structure of the organizations and that organizational practices promoting inequalities are institutionalized*”, making it a systemic system of inequalities, especially in the hospitality industry (ACKER 1990, cited in Calinaud, Kokkranikal et Gebbels 2021, p. 679).

The next paragraph will now explain why gender inequalities are relevant to this study of the hospitality industry. To begin with, gender inequalities have been already mentioned numerous times in this study, not by name, but with the term differences of treatment. Indeed, two examples can be added to corroborate the already used term and why it is relevant. Firstly, the study of Oliver and Sard on the *Gender Wage Gap in Hospitality* mentioned how “*empirical studies also reveal a gender wage gap that cannot be explained by different worker characteristics and might be a consequence of gender discrimination*”, gender discrimination, as said before, that results from inequalities (Oliver et Sard 2021, p. 346). Secondly, Baum also mentions inequalities in his study of 2013, cited in his study of 2015, when talking about skills: “*[women] are more likely to experience poor working conditions, inequality of opportunity and treatment, violence, exploitation, stress and sexual harassment*” (Professor Thomas Baum 2013, cited in Tom Baum 2015, p. 11). Moreover, Morgan and Pritchard still mention that “*various vectors intersect to produce multiple multi-faceted inequalities*”, indicating that inequalities also do have many sources. Sources that, for Calinaud et al. citing Said, “*are linked to society, politics, culture and traditional norms of power relations*”, meaning that inequalities are formed because of already existing aspects (Said 2005, cited in Calinaud, Kokkranikal et Gebbels 2021, p. 679). It is therefore clear that gender inequalities impacting women workers in the hospitality industry are inherent to society, and therefore an important notion to base this study on.

1.2.2 The Glass Ceiling

Another notion that needs to be mentioned as a base for this study is the one of the glass ceiling. The UN Women Training Center defines the glass ceiling as:

“a metaphor that has often been used to describe invisible barriers (“glass”) through which women can see elite positions, for example in government or the private sector, but cannot reach them (coming up against the invisible “ceiling”). These barriers prevent large numbers of women and ethnic minorities from obtaining and securing the most powerful, prestigious, and highest-paying jobs in the workforce”²⁷.

The notion was used in this study when talking about economic activities in companies, and principally wages. This economic concept exists in all industries, but is flagrant in the hospitality industry, as Oliver and Sard mentioned in their study. Indeed, according to them, *“women tend to earn lower salaries than men of the same characteristics across the whole distribution [...] as we move to higher wages, the gender wage gap increases [which] seems to provide evidence of a glass ceiling for women”* (Oliver et Sard 2021, p. 364). Not only is there a gender pay gap, but there is also proof that this pay gap increases and is impossible to escape from. This is what the notion of the glass ceiling means. According to Knutson and Schmidgall, professors of hospitality business and financial management, and their study of 1999, *“the glass ceiling refers to invisible, generally artificial barriers that prevent qualified individuals - in this case women - from advancing within their organisations and reaching their full potential”*: the glass ceiling, in the case of the gender pay gap, is economical, but it can also be used when feminine workers cannot gain ranks in their hierarchical positions and, thus, achieve their goals and objectives (Knutson et Schmidgall 1999, p. 1). The glass ceiling is a blocking level that restrains women from accomplishing fully their careers, while also diminishing their possibility of acceding to the same rights as men, especially economical rights. This notion is therefore one of the bases for this study, as it helps understand the gap between men and women workers in the hospitality industry.

²⁷ UN WOMEN TRAINING CENTER, *Gender Equality Glossary*, <https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=ALL&sortkey&sortorder=asc&fullsearch=0&page=-1>, accessed on 14-03-2023.

1.2.3 Gender roles and gender stereotypes

As a last notion for concepts related to differences between men and women, gender roles and gender stereotypes are needed to further understand why women workers might experience inequalities. This subpart will be divided in two, first with the notion of gender roles, and second with the notion of gender stereotypes.

According to the European Institute for Gender Equality, gender roles "*refer to social and behavioral norms that, within a specific culture, are widely considered to be socially appropriate for individuals of a specific sex*", and specify that "*like gender itself, gender roles can evolve over time, in particular through the empowerment of women and transformation of masculinities*"²⁸. Once again, gender roles, just like other notions depicted above, are a construct of society that can also affect men, but differently. Since, as will be seen later, and as has been seen earlier on, women are more impacted by the negative sides of gender roles than their counterparts. Indeed, as Baum explained in his study of 2015, "*gender roles and responsibilities in the home and workplace*" impacting women do "*mitigat[e] against opportunity for women to progress to the highest levels in organisations*" (Tom Baum 2015, p. 12). Gender roles are therefore holding women back from being able to work as efficiently as men workers. This is further investigated by Segovia-Pérez et al.. Indeed, thanks to their study of 2019, they found that:

"Gender roles influence conceptualisation of women and imply that women are predisposed to family care, meaning that they impose barriers on their professional careers to dedicate more time to family and define the kind of jobs to which women have access or are expected to prefer (individual level)" (Segovia-Pérez et al. 2019, p. 7).

Women workers, therefore, see their gender as being associated with certain roles which, when they try to escape from, follow them around. This impacts both their personal and professional life and is even more obvious in the hospitality industry. Indeed, Morgan and Pritchard, basing their words on the 2014's article of Boonabaana, argue that "*social reproductive gendered roles, such as caring for an older relative, heavily influence productive roles in hospitality and tourism*", further explaining that "*hospitality has long been characterised as 'women's' and 'dirty*

²⁸ EUROPEAN INSTITUTE FOR GENDER EQUALITY, *Concepts and definitions*, <https://eige.europa.eu/gender-mainstreaming/concepts-and-definitions>, accessed on 14-03-2023.

work” (Boonabaana 2014, cited in Morgan et Pritchard 2019, p. 41). So, not only does hospitality seem to be linked to a feminine gender role, but women do suffer more from both inequalities and the consequences of gender roles at home. This last argument is corroborated by Segovia-Pérez et al.’ studies, where they state that:

“female executives who have been able to reach management positions have had to challenge traditional gender roles both at work and in their personal lives, where their partners play an essential role in childcare. Choices about work-life balance determine women’s professional roles” (Segovia-Pérez et al. 2019, p. 7).

Being a female leader of the hospitality industry therefore only gives two choices: either respect the gender roles imposed on them and face inequalities or abandon any resemblance to personal life. But abandoning their gendered role may lead to further discrimination, as Segovia-Pérez et al. further explain: *“if women adopt masculine behaviour or a masculine leadership style in senior roles they tend to be rejected as they are not complying with female gender role expectations”*; changing their gender role without a change in the mind of their co-workers lead to exclusion, reinforcing the imposed roles and dissuading women from trying to escape from those designated roles (*Ibid.*, p. 3). The reason why women are imposed those specific roles of caregivers and sweet persons is explained again by Segovia-Pérez et al.: *“the allocation of domestic and family tasks to women is based on their presumed greater capacity for care, kindness and sensitivity, whilst men are assigned the role of family provider because it is associated with autonomy, domination and power”* (*Ibid.*, p. 2). Feminine workers, therefore, face gender roles that differentiate and make them opposite of their masculine counterparts, relying only on a social concept. Why this concept is important in this study and its base is because of the limits men and women workers might impose without realising, thus making sense in part one’s second chapter, involving differences of treatment in the roles endorsed by women workers. Feminine workers might, as well as masculine ones, be the victims of norms endorsed by society and the hospitality industry, without being able to escape from them. The notion of gender roles is therefore inseparable from the subject of differences in treatment that might affect women workers in the hospitality industry.

The final notion that will be discussed is the notion of gender stereotypes. This notion is important to understand how feminine leaders are more impacted by inequalities in the hospitality industry, as proved by the studies of Purcell and Baum. But firstly, stereotypes, and more specifically gender stereotypes, should be defined, thanks to the European Institute for Gender Equality.

According to them, “*gender stereotypes are preconceived ideas whereby males and females are arbitrarily assigned characteristics and roles determined and limited by their sex*” which results in restraining “*the development of the natural talents and abilities of [...] women and men, their educational and professional experiences as well as life opportunities in general*” and are “*used to justify and maintain the historical relations of power of men over women*”²⁹. Gender stereotypes, as well as gender roles, are therefore attributed to women and restraining them, because of biased ideas recreated and applied again and again. Stereotypes, as defined by the EIGE, are affecting both men and women and are reinforced by both genders too.

Why this notion is important for the hospitality sector is put into light in the work of Segovia-Pérez et al., who explained that stereotypes produce a biased idea of a difference between men and women in their “*leadership styles and their effectiveness*”: while men are “*associated with autonomy, domination and power*”, women have “*greater capacity for care, kindness and sensitivity*” (*Ibid.*, p. 7). Those are all gender stereotypes, for both men and women; but the true issue comes when women try to be perceived as a leader. Women leaders “*are expected to behave like women*”, but their stereotypical attributes depicted above are “*not considered desirable in a leader*”; therefore, when female leaders show “*behaviour that conflicts with the traditional female gender role*” their work is “*deprecated*”, or in other terms, criticised (*Ibid.*). If female leaders try to show any kind of stereotypical attributes that are associated with men, their work is not taken into consideration, and less acknowledge. How can women, thus, go beyond the stereotypes and be considered equal, if their role will always be compared with the one of men?

²⁹ EUROPEAN INSTITUTE FOR GENDER EQUALITY, *Concepts and definitions*, <https://eige.europa.eu/gender-mainstreaming/concepts-and-definitions>, accessed on 14-03-2023.

Finally, the notion of stereotypes, as said before, was already mentioned. Indeed, this study was based on the work of Purcell and Baum, which depict the impacts of stereotypes on women managers and leaders. Purcell explains that women are the victims of *“stereotypical beliefs about women’s attributes and orientations to work, particularly their supposed weaknesses as managers; insufficiently tough, lacking leadership qualities”* just as mentioned by Segovia-Pérez et al., which leads to the same conclusion as the paragraph above (Purcell 1996, p. 21). Meanwhile, Baum explains that *“role stereotyping [...] sees women typecast into roles in specific departments of hotels such as housekeeping, front office, human resource management and marketing from which promotion to senior operational and leadership roles may be difficult”*, enhancing the roles established by stereotypes that reinforce inequalities and differences of treatments for feminine leaders (Tom Baum 2015, p. 12). Gender stereotypes will therefore be incredibly detrimental to the future of this study, as it will be both a base for future research and will provide an understanding of the ways female leaders are more affected in the hospitality industry in France.



Thanks to all the notions mentioned above, this study now has a theoretical framework that determines both the literature review of this study and the future qualitative analysis of the subject.

Chapter 2: Hypotheses – Investigating the issues raised.

Thanks to the literature review and the theoretical framework, issues were raised. The main one, the problematic, originates from a simple starting question: what is the place of women workers in the hospitality industry? This evolved, after the discoveries made in the first part of this study, to the problematisation of the starting question: in what ways are female workers more affected by differences in treatment in the hospitality field?

But, while this issue seemed legitimate and complete, new findings suggest otherwise. Indeed, the introduction of the word inequalities in comparison to the term differences of treatment have now been explained to be similar; this term is even more precise, and it reminds the social implications of this study. Moreover, the term feminine is judged to be more adequate than female, as it refers directly to the gender of women, unlike the latter. Therefore, the main and final problem for this dissertation will be: in what ways are feminine leaders impacted by inequalities in the French hospitality industry?

However, other issues need to be considered. Are French feminine leaders impacted by all the differences in treatment and inequalities mentioned? What about today? Why is there a lack of data on the subject? The answers to all those questions, especially the problematic, will be called hypotheses - assumptions that might be true, or false, and will need to be investigated in the remainder of this study.

Hypothesis 1: French women leaders, although more impacted by inequalities, are less heard and the subject of less studies.

After investigating many works and studies, along with defining the notions necessary for this study, it is now clear that female leaders do suffer from inequalities. But it is unclear whereas French female leaders do suffer from inequalities or not.

As a result, the first hypothesis of this study is that French women leaders, although more impacted by inequalities than men leaders, are less heard and the subject of less studies.

Indeed, there is an apparent lack of data about inequalities impacting female leaders in France; but does it mean they are less heard and less studied? Or is it because the issues have been sold and groups have been created for them to talk about it?

If this hypothesis is true, then it would be one of the important factors that would help to answer the main problematic of this study: in what ways are women leaders more impacted by inequalities in the French Hospitality industry? It would prove its importance, while also proving the ongoing inequalities and the lack of interest given to those struggling.

Hypothesis 2: French women leaders are the victims of more inequalities due to the structure of the hospitality industry.

The second hypothesis concerns the origins of inequalities. As seen through other examples, the origins of inequalities are numerous on the international level. But what about France? Has it changed? Will it change? What kind of inequalities do French women suffer from? Where do those inequalities originate from? Those are all questions that have been asked through many of the first part's chapters.

Moreover, after defining the notion of the glass ceiling, the question of the application of those terms at the French level is also raised. Is the hospitality industry in France a biased system? Do French women leaders experience the effects of this biased system (as, for example, with the "old boy's network")?

They lead to the hypothesis that French women leaders are the victims of more inequalities than men leaders due to the biased structure of the hospitality industry. This hypothesis, if confirmed to be true, would explain why French feminine leaders are more impacted by inequalities in the hospitality industry, and in what ways.

Hypothesis 3: French women leaders are held back from achieving their goals because of themselves and men leaders.

As a last hypothesis, the question of the glass ceiling comes to light: are feminine leaders also the victims of restrictions mentioned earlier in this study? Do

they also refrain from themselves, due to gender roles and stereotypes that influence them? Are men leaders also exercising an influence on their behaviour, by reinforcing stereotypes? All those questions would determine if this hypothesis is right or wrong, and confirm that it is true.

Moreover, does this impact the way women leaders of the hospitality industry advance in their careers and achievements? Or is it the complete opposite in France, and this kind of impact can only be seen on the international level? Maybe French feminine leaders do not experience setbacks in their careers due to all the notions and effects seen earlier on, like gender roles, or gender stereotypes, but due to other reasons. Those questions would thus define this hypothesis as being false.

All those questions, therefore, lead to a hypothesis, which follows: French women leaders are held back from achieving their goals because of themselves, and men leaders. This hypothesis will allow confirming assumptions made about international female leaders, and that will be made on the ways French feminine leaders are more impacted by inequalities in the French hospitality industry if proven true.



After defining the subject and its problematisation, the inclusion of hypotheses will allow a deeper analysis. Indeed, to try and define if the hypotheses exposed above are true or false, there will be the need for concrete answers, not only found in data. Nonetheless, those hypotheses allow a clear path to what the next steps of this study will need to be.

The results of defining notions and making assumptions.

This second part had for purpose to explain notions and concepts inherent to this study, but also to hypothesize the subject.

To do so, many concepts and notions were explained: the concepts of gender and sex, minorities, and intersectionality; and the notions of inequalities, the glass ceiling, gender roles and of gender stereotypes. Those terms are all linked to the first part of this dissertation, and needed to be explained, as they will be important for its future. They intersect the roles of men and women in demonstrating inequalities, while defining, in the first place, what it means to be a man or a woman. Not only does it define and demonstrates, but it also provides certain answers to some of the inequalities observed in the first part that seemed to have no reasons, such as the pay gap, that finds its source in the glass ceiling.

Moreover, hypotheses were found after the problematisation of the subject. As a reminder, the starting question was: what is the place of women workers in the hospitality industry? Thanks to findings made in the first part, this starting question quickly changed to a problematisation: in what ways are female workers more affected by differences in treatment in the hospitality field? But, after the findings made in the second part of this dissertation, notably on the concept of inequalities, this problematisation of the subject was taken to the next level, and became: in what ways are feminine leaders impacted by inequalities in the French hospitality industry?

To continue, three hypotheses were found, which could help to answer this problematic question if proven right. Those questions concern the impact of inequalities on French feminine workers of the hospitality industry and the silence around it; but also, the impact of both genders and notions are seen on the issue raised. These hypotheses will need to be either proved or disproved.

Irrevocably, and as mentioned earlier, the hypotheses raised, concepts define and the later problematisation proposed do impose a need for a concrete analysis. Nevertheless, this analysis needs to go beyond the simple literature review or a theoretical framework and provide more research than just plain data. It needs

to be the recital of the experience of individuals and put into form thanks to the directly concerned population.

PART 3. PROPOSAL OF A METHODOLOGY AND FIELD OF APPLICATION – INVESTIGATING EXPERIENCES AND THE STUDY'S LIMITS.

THE FEMININE MANAGERS and directors (also called leaders) of the hospitality industry have been analysed all along in this study. Firstly, thanks to a literature review, which allowed to define the subject and the issues discovered by many researchers. Secondly, through a theoretical framework and hypotheses, which defined the base of this study, but also questioned its importance and rightness.

The analysis carried out in the first half of this study was helpful, but it needs to become concrete and highlight its limitations. This is why this third part will have for objective to assert the need to conduct a qualitative analysis, with a methodology and a field of application, but also the limitations and a reflexive analysis of the work carried out.

To do so, this part will be divided into two chapters. The first one will determine the methodology and field of application, which will highlight the importance of the future interviews that will be done, along with how exactly this objective will be accomplished.

The second chapter will explain the limitations encountered while writing and researching for this paper, but also the ones that will be met later. Moreover, a critical analysis of the work provided for this study will be done, providing a reflexive analysis. Finally, a last subpart will determine what will be needed in the second year of research, and the next steps that will be taken.

Chapter 1: Methodology and field of application - A qualitative analysis of French female leaders in the hospitality industry

As mentioned above, the work carried out in the first two parts of this study has helped develop a literature review, and a problematisation of the subject, along with a theoretical framework and hypotheses. The next chapter will allow a better understanding of the work ahead. But while all the points demonstrated above were analysed thanks to many data and studies done on various subjects, all linking back to the main problematic of this study, something is missing. Indeed, these analyses have been helpful, but the work is neither complete nor finished: how is it possible to analyse such an important subject, with only data, without hearing the voices of the mainly concerned? This is what this first chapter will be about. Firstly, a methodology will be put in place to create a base for the following development. Second, a recreation of the social and physical context will be done, to ensure the right method is used. Finally, an explanation of the interviews that will be carried out, and all the questions that will be asked will be exposed.

1.1 *A methodology to apply the theory*

This first subdivision will be divided into two categories: the explanation of the necessity to include a field of application in this study, and the methodology used to apply it. Firstly, an explanation of the necessity to include a field of application in this study will consider two studies, which remind the “*concept of trial*”³⁰, and the notion of “*affirmative action*”³¹; the methodology will introduce the way this analysis will be executed.

It is important to remind that this study only covered the feminine workers in the hospitality industry. To be able to have more depth into the subject, it is, therefore, capital to have them as main subjects in the field of application used. This choice can be explained thanks to the 2015 article by Martuccelli, a sociologist, entitled *The two tracks of the concept of trial in sociology*, it is made clear that society should be

³⁰ In French, this can be translated by “la notion d’épreuve”, a term introduced by Martuccelli in his article *Les deux voies de la notion d’épreuve en sociologie*.

³¹ Also called “positive discrimination” or “positive action”; in French, this term is called “discrimination positive”.

thought around the individual, and not the opposite: the individual is capable of living its experiences, and, thus, is built by the society (Martuccelli 2015). It also provides an explanation as to how the individual needs to be heard, especially since the voice is always given to the most privileged ones. In this case, feminine leaders should be allowed to speak for themselves, not be explained through numbers. Moreover, it was seen earlier that very few studies were done in France concerning the feminine leaders of the hospitality industry: this shows the importance of this paper.

This is why only feminine leaders will be interviewed and will be the subject of a qualitative analysis. This choice was made due to what a qualitative interview will bring to this dissertation. Indeed, as seen above, it is important to forward the experiences of the main concerned. A qualitative interview is defined by sociologist Carol A. B. Warren, in the 2001 *Handbook of Interview Research*, as showing the “importance of participant’s perspectives for an understanding of the process”, and to “understand the meaning of respondent’s experiences and life worlds” (Gubrium et Holstein 2001, p. 83). There is a certain importance of the perspectives – which are linked to the social positions – of the individual: it will shape the interview process and deliver results that a quantitative analysis would not have provided (*Ibid.*, p. 64). As a reminder, the objective and description of a qualitative analysis is to only have for subject a maximum of ten individuals, who will be asked questions on the subject to prove or disprove the hypotheses made.



Finally, this study will, therefore, be by a qualitative interview of feminine workers. The social and physical context of this study will be the subject of the next subdivision, and the questions asked the subject of the third subdivision. The reason for the choice of making a qualitative analysis rather than a quantitative one resides in the information mentioned above and is also explained by the time it will take. Indeed, the investigation of a qualitative or quantitative approach was not possible for this first year’s study, due to timing, which will not be the case next year. Furthermore, the point of view of women in the industry will not be compared to one of men workers due to the limitation of time; a longer or wider dissertation, such as a PhD thesis could have rendered it possible, but not at this level.

1.2 *The French female leaders*

Now that the reasons why feminine leaders need to be heard and interviewed have been explained, there is a need to define who will be interviewed, and in which context. To do so, the social and physical context of this study shall be reminded.

Indeed, as explained in the first part of this study, the main protagonists of this dissertation need to be defined, since investigating without a specific context will be detrimental to the rest of the research. Moreover, the choices made will allow a more complex depth to this paper, enhancing its interest.

Therefore, as explained in the first part, both a social and a physical context need to be taken into account. The social context will analyse the individuals interviewed, defining their gender, age, diploma, roles, and, possibly, their backgrounds. The physical context will determine the place this interview is being settled in, with the importance of the geographical context on a micro, meso, and macro level.

In this case, the social context will thus take into account the feminine workers. As explained above, this dissertation needs to be thought around the experiences of the individual, and, thus, French women leaders. Moreover, while men workers are part of the issues raised, and victims of inequalities too, the time and depth constraints will not allow a comparative analysis of both genders, even if it would have been interesting to do.

Moreover, the age of the workers is important data. Indeed, as seen in the first part of this study, the feminine workers between the age of 20 to 30 years old are more to work than others, and this would allow the integration of women that might have been the victim of inequalities when graduating in the 90s. Nonetheless, the workers' age might be more of 25 to 40 years old, as it is very difficult to access managerial or direction roles right after graduation. This age is also rather important in life: it is the beginning of adulthood, with possibly the first experience of working full-time, having a family, etc... Changes that have professional importance, and might impact the interviewees.

Additionally, concerning the diploma of the individuals interviewed, it is expected that, depending on their age, the workers might either have little to no diploma (more than 40 years old) or will have graduated with a Master's degree (20 to 30 years old). This is due to the evolution of the hospitality industry since the 80s and 90s, where it is now difficult to access early managerial roles without being freshly graduated from university.

Furthermore, the roles of the interviewees will be specific. As seen in the first and second chapters of the first part, female leaders (here referencing to managers and directors), are very impacted by differences in treatment: maybe even more than other workers because of their status as a minority in the hospitality industry. As a reminder, in France, only 32% of management employees are female workers; this makes only 52.480 women for a total of 164.000 workers (cf. subpart 1.1, chapter 1 of the first part) in the hospitality industry (Pôle emploi 2017, p. 7).

Finally, the physical context of the interviews will determine the type of the hotels, the location of the hotels, and the size of the hotels. Unfortunately, this physical context will be less detailed, due to the lack of data encountered. Still, the study will be taken place in France, in French Hotels, while the type of the hotels and their size will vary. Finally, the reason for this vague physical context is also due to limitations: the study must remain anonymous, and due to the low number of women managers and directors in France, a study with too much detail (such as size or type of hotels) might compromise this.



Therefore, the individuals interviewed will have to fit into the methodological standards depicted above: women workers, around the ages of 20 to 40 years old, either in possession of a diploma or not depending on their age, working as managers or directors in the French hospitality industry.

1.3 The future questions

After determining who would be the personas investigated in the future of this dissertation, in Master 2, an analysis is needed. As said before, it is important to put

into light the voices of the individuals concerned. To do so, the second part of this dissertation, written and investigated in the second year, will have for objective to create a qualitative analysis. This qualitative analysis will therefore have open questions, that will be then asked to French feminine leaders.

Firstly, it is planned that, at least, a thirty-minute interview will be carried out, and will be done for each of the women leaders of the French hospitality industry selected. Those feminine leaders' interviewees will be constituted of around seven to ten women working in the hospitality industry. They will have to fit the criteria defined in the last subpart of this chapter, including gender, age, diploma, and roles.

The questions asked will help to answer the hypotheses that were suggested in the second part of this dissertation. The qualitative analysis will, thus, be divided into five parts. Firstly, personal questions, to define who the feminine leaders are, and put them at ease. Indeed, to make them comfortable, a small resume of the dissertation will be told, as well as the point of it; asking them questions that only concern them could ease them into the subject, while still being relevant for this study. Secondly, questions will be asked about their company – whom they work or worked for – so that, again, it introduces the subject to them. Thirdly, questions will be asked about their personal experiences with the subject, including questions on their past and what they lived, which is linked to all the hypotheses. Fourth, a self-evaluation will be done, which will determine if the hypotheses stated in the second part are true, by describing what the individual might have felt or perceived through their experiences. Finally, the last questions will have for subject the opinions of the individual on various subjects, all linked to this dissertation, to make their voices heard.

Therefore, the questions will be asked as follows.

1.3.1 Define who they are

- a) How old are you?
- b) What do you do for a living?
- c) Do you have any children?
- d) What diploma do you have if you have any?
- e) Why and how did you choose to work in the hospitality industry?

1.3.2 Define their company

- f) How would you describe the hotel you work in?
- g) Is it an international brand?
- h) A small company?
- i) How many stars does your hotel have?
- j) How many employees does it have?

1.3.3 Experiences

- k) Would you say there is an issue for female workers in the hospitality industry? If yes, how; if not, why?
- l) Have you ever heard of the term glass ceiling? If yes, in what ways does it impacts you and your counterparts?
- m) Have you ever witnessed, observed or been the victim of any difference in treatment (pay gap, sexual harassment, misogyny, stereotyping, gender roles)? If yes, which ones and how / if not,
- n) Has anyone ever stopped you from reaching specific goals (family member, friend, love interest, colleague)? If so, in what ways did it impact your career? If not, have you always found support around you to pursue what you were doing?
- o) Did you receive help from any mentor, and if so, was it a man or a woman? How did it go, what did you learn from it?

1.3.4 Self-evaluation

- p) How do you evaluate your capacities?
- q) Do you consider yourself to be equal to men leaders in terms of capabilities? If yes/not, in what ways?
- r) Do you consider yourself equal to men leaders in terms of how they treat you? If yes/not, in what ways?
- s) Do you believe that women underestimate themselves or think less of themselves? In what ways do you think it affects them, or you, if feeling this way?
- t) Do you have a lot of masculine colleagues at your hierarchical level? Or is it the same number of both women and men at your level? In what ways does it impact your quality of work?

1.3.5 Opinion

- u) What do you think about the place of French women leaders in the hospitality industry? What would you do to improve it?
- v) Hospitality has a majority of female workers, but do you feel like it is a male-dominated sector (especially the higher hierarchy gets), and why?
- w) In what ways would you say that inequalities affect you or your work?
- x) If you could change anything in the way you are perceived at work, what would it be?
- y) Do you have anything to add about this subject?

As seen above, this qualitative analysis is divided into five parts, with five questions for each subject. This will allow an equal repartition of the amount of information studied. Moreover, this also puts a limit to the information received, and to the time taken to carry out the interviews.



Thanks to this first chapter, it is now clear as to what will happen during the qualitative analysis carried out in the second year of this master's degree. Firstly, the methodology investigated in the first subpart allowed the understanding of the choices made. Secondly, the profile of the individuals interviewed, or interviewees, was defined, and choices were once again explained. Finally, the questions and how the interviews would be carried out were explained and described. This qualitative analysis will, thus, be detrimental to the study, as it will allow answering to the issues raised and the problematisation of the subject, but also prove, or disprove, the hypotheses.

Chapter 2: The limits of this study – Where is this work standing today?

Now that the methodology and field of application have been explained, the next part will be about the work carried out and what will be done next.

Indeed, this study has been written over the course of three months, although its idea comes from long before. This is due to the limitations encountered, but also due to some difficulties encountered while writing this dissertation.

Moreover, it is important to determine what will be the next course of action. Although the methodological work has been done, no questions have been answered yet. This is why a second-year dissertation is needed, to complete this first year's one.

2.1 Limitations of the work carried out

As mentioned above, some limitations of the work carried out were encountered while writing this study. It is important to mention them, as they have had an impact on the study, and some other limitations will continue to have an impact on next year's study.

Indeed, there are at least six limitations that need to be mentioned. They can be divided into three paragraphs. The first one is the limitations of the data, with the lack of data and their dates. The second one is the one of time, that greatly impacted this study. The last one is one of the issues this subject raises, with its political aspects and implications.

Firstly, data has been the central argument throughout this entire first year's dissertation. As a matter of fact, the literature review provided arguments based uniquely on the data found in several studies. Although it seems that the work is complete, it did have to face two limitations that impacted the writing of the first part. On one hand, the lack of data; on the other, the time those data refer to. The lack of data was mentioned several times. It is because there were close to no data on the individuals studied, the French feminine workers in the hospitality industry. It was mentioned earlier that this lack of data had a reason: the absence of will from

researchers to consider those individuals and study them. This led to a very vague literature review, that did, most times, not focus on the French leaders of the hospitality sector. It complicated the research, as not having data forced us to oversee the health and security impacts of inequalities on French female workers; but also forced this study to be less detailed and complete than wanted. As a result, data that would have helped answer some of the questions asked, such as data that would have made the comparison between jobs, diplomas, and male and female workers, could have helped determine the kind of diploma the interviewees would have. The second issue was the age of the data. Indeed, after finding some French studies, it appeared that most were obsolete: data dating back to the 80s and 90s, more than 30 years ago, while the context of this study is taking place nowadays. This kind of data was still used, to make a comparison, but it did penalise this study to verify the veracity and current use of it.

The second issue and limitation encountered was the one of time. This issue led to the absence of a qualitative approach in this first year's dissertation, and also to rushed writing. Due to the lack of time, some data might have been missed out; the analysis of some parts could have been better executed with more time. This limitation is due to the late definition of the subject, but also mainly to the retardness of the author. Moreover, this limitation is also a part of the writing: it needs to exist so that the work carried out cannot be complete without a second year's dissertation.

Finally, the last limitations encountered were the ones of the politicization of the subject, and the risks it causes. Those limitations will also impact the master's two dissertation, as they are complementary to the subject. Indeed, the risk of the subject becoming political was very important. Emotions and beliefs had to be put away, to ensure the rightness and justification of it. Not only that, but words had to be chosen carefully: the use of the term misogyny (the hatred of men directed towards women) was deemed too political to be included safely and not take sides. This forced us to rethink the work carried out many times to ensure it was not compromised, and, thus, offensive or objectionable. This politicization of the subject, which could still be seen as political by some individuals, although the facts were proven right, also impacts the rest of the study. This study mentions the dangerousness of some situations for female leaders of the hospitality industry (harassment, lower wages, discrimination...). If proven right, the interviewees need

to be protected from the risk of appearing in this study and being recognised; the definition of a physical context might not be possible, and their story needs to be impossible to recognise. Otherwise, they might suffer from even more discrimination at work, or worse.



Arguably, those limitations are considerably low and limited: they have not made this study impossible to execute, nor endangered it. But, while limitations did provide more difficulties, other aspects made this study easier. The next subdivision of this chapter on the limits of the study carried out will have for the subject a reflexive analysis of the work provided.

2.2 *A reflexive analysis of the work carried out*

To be able to reflect on the work provided for this dissertation, a comparative analysis will be made between the intermediate dissertation form, submitted in early December, and the work carried out. This subpart will be divided into three paragraphs: the first one will explain what was learned about the methodology of research, the second will provide an analysis of what could have been done better, and the last will reflect on what has been learned from a personal viewpoint.

Firstly, many components were learned when preparing the work for this master's one dissertation. Indeed, the Intermediate dissertation form was just an *avant-goût* of the amount of work that would be needed to complete this paper. As a matter of fact, the first aspect was the one of the subject. This study started with a very (too) wide subject, the place of women in hospitality. It is now clear that a work with no specification would have been incomplete and have lost the reader, missing completely the point. Additionally, the layout of the dissertation was also an important element learned the hard way: how to layout the bibliography, the tables and charts, the lists... Elements that need to be specific. Not only the layout but also the layout of the parts. This first dissertation helped to understand how to distinguish contents that needed to be in certain parts and not others. Indeed, the literature review was first introduced with concepts and notions, that should have only been talked about in the second part. This induced a great waste of time, then having to

look at and change all the terms mentioned in the first part that should not have been there. Moreover, the literature review also challenged the way books and articles needed to be analysed: this work provided a framework and a track to use, with a literature review that is functional and efficient, including the name of the study, date, authors and what is said, then organised into chapters. This was also made efficient with the discovery of the Zotero interface, which allowed a gain in time when doing the bibliography for the literature review and organising it. Finally, this dissertation also helped to learn how to make a Gantt chart, something that had never been done before, to organise the work carried out and fix a timetable; but also helped to learn what was a theoretical framework and how to formulate valid hypotheses, thanks to the help of this study's mentor.

Secondly, the work carried out also helps develop a critical analysis of what can be done better in the future. Many grammar mistakes were found in the intermediate dissertation form, mistakes that could have been avoided if using a corrector and proofreading the work numerous times, something that has been done for this paper and will be done again in the future. Moreover, the literature review for the intermediate form was incomplete, badly organised and was a loss of time, due to the need to re-read everything that was done again to try and find quotes. Finally, the first Gantt Chart created and provided (see Appendix A) was not followed, which led to the literature review's duration to be of one month instead of a couple of weeks, and, thus, changed the entire program. This resulted, unfortunately, in not having enough time to complete a primarily qualitative analysis. Although it could have been avoided, mistakes were made and allowed to learn from them: a second Gantt Chart (see Appendix B, C, D) was created during the second semester and the writing of this study and helped greatly with the organisation of this dissertation. It is now clear that, when properly used, a Gantt chart is beneficial to both the study and the writer.

Finally, many lessons were learned from both a personal viewpoint and capabilities. Firstly, it is now clear that time should be organised better, by fixing objectives and using more efficient systems, like the one in the literature review. This is what was done in the last few weeks of writing this dissertation and allowed for better organisation and time management. This is also true when reading papers and doing research; writing the first part allowed to learn that it is important to always

mention the pages when reading a book and doing a literature review. At long last, two other lessons were figured out thanks to the writing of this paper, on a very personal aspect: the interest in this study and its subject, and what it means for the future. Indeed, this study has been a delight to write and research, with a very wide field of research if not determined properly; moreover, it is also clear now that the second year's internship will be done in the role of an assistant manager (if possible), hoping to continue in this path after the master's degree. In fact, seeing all the inequalities that feminine leaders might suffer from has given the will to change what is happening in the foreseen future by being a part of the changes.



This study, while having its limits and sometimes being difficult to write, still has allowed a lot of learning and interesting facts that are non-negligible. It is now clear that this paper and all the research linked to it has provided real growth and satisfaction, thanks to the hard work that has been and will be, put into it.

2.3 The next steps of the study

This last section, therefore, leads to wondering what will be the next steps of this study. The plan for next year's study will be described and explained through a specific timetable, available in Appendix C, D, and E. This timetable was organised thanks to a Gantt chart. To make it available in this paper, next year's Gantt chart was divided into three parts, three time zones. First, starting from the 18th of September to the 24th of December 2023 (appendix C) are the interviews and the part one. Then, starting from the 22nd of January to the 31st of May 2024 are the parts 2 and 3 (appendix D). Finally, from the 1st of June to the 15th of September 2024 are the conclusion, introduction, corrections, and preparations for the oral presentation of the dissertation (appendix E).

To begin with, the first Gantt chart (appendix C) represents two objectives. The first objective is to organise and carry out the interviews. This will be done over a period of three months (ninety days). Indeed, the time to contact the possible interviewees is approximated to be of thirty days, to be able to find them, create emails asking to do the interview, and for them to respond. Moreover, the time that

will be taken to carry out the interviews is expected to be of sixty days, as there might be possible issues with the different interviewees' timetables: we expect them to be busy, as being a manager or a director takes time. The second objective is to investigate and write part one. This is expected to take around three months and a half, from the 18th of September to the 24th. Indeed, a presentation of the subject will be done, which would take twenty days; a reformulation of the subject will also be done, which might take around thirty days; the same for the exploration of the field of study that will be done; finally, the identification of the problem(s) is expected to take around ten days. This leaves twelve days to fully write the first part. Then, a break of three weeks will be observed to allow the research of an internship: from the 24th of December 2023 to the 22nd of January 2024.

To follow, the second Gantt chart (appendix D) explains what will be done for the second and third parts. In fact, those parts are expected to take around a hundred and thirty days to be completed, which equals to around four months. This includes seventy days for the first part (two months and one week): the presentation of the collection methods for the research will take twenty days; the presentation of the reasons for the choices made will take the same time, as will the data processing of the interviews carried out. This will leave around ten days to write this second part. The third part will be investigated from the first of April to the first of June (two months). Indeed, the translation and interpretation of the interviews' results are expected to take twenty-eight days, as for the feedback on the methodology and the theories used; the writing will probably be done at the same time as both those aspects.

Lastly, the third Gantt chart that concerns the second dissertation (appendix E) has four objectives, spread over the period of a hundred days, starting June first and ending September 15th, 2024. It starts with the planning of the conclusion (three days), a critical analysis of the work carried out (ten days), and its writing (one week). What comes next is the final writing of the introduction, which is planned to take twenty days, from the 23rd of June to the 13th of July. It will include the planning of the introduction and the time it will take to write it, scheduled to take three days for the planning and twenty for the writing. Moreover, another part considered is one of the corrections and printing of the dissertation, expected to take thirty days for the first, and five days for the last. Finally, the last aspect taken into account in this Gantt

chart is the oral dissertation's presentation. To be prepared and have the time to do so, there will be a slot of twenty-six days reserved, from the 21st of August to the 15th of September 2024.



This planning of next year's study is expected to be followed carefully, to ensure the facilitation of the work, but also a better writing and stress management. While all the aspects known and expected were considered, such as vacations, the need for extra time, and else, many factors might disturb this plan. Those factors can include strikes, such as the ones encountered at the moment, but also health issues, exams, the research of an internship and the interviews that might be programmed... Another issue that might arise is the difficulty to find a feminine manager, since they are, as mentioned earlier, not a lot in this profession. This is why the interviews are expected to take over a month, including the first research of interviewees. This risk is known, as many others, and still considered: there is still and still will be both a possibility and a capacity to adapt.

The results and importance of making investigations and having limitations exposed.

This last part had for objective of demonstrating the needs of the future study carried out and conducting a reflection on the work done for this paper.

To do so, it was first important to define the methodology for the future research, organised in the second year of this Master's degree. Thanks to the research done in this study, it is now clear that:

- feminine workers in the hospitality industry have to be the main protagonists of this study by vocalising their stories;
- those workers will be French women between 20 to 40 years old, working as managers or directors in the hospitality industry;
- to organise the research, a qualitative study will be created, which will consist of 30 minutes minimum interviews and 25 questions, organised in five parts.

This qualitative analysis will, thus, allow to investigate the subject and help answer its problematisation, along with proving, or disproving, the hypotheses made in the second part of this study.

While proving the importance of the subject, this last part also provided a reflective analysis of the work carried out, from its limitations to the work that will be needed in the future. This last part came with the following findings:

- there were multiple limitations to the work carried out, both methodological (data lacking or old), personal (time-related), and political (political issues and implications);
- there were also lessons to be learned from the work carried out, concerning the methodology used, what could have been done and will be done better, and the personal implications of the study;
- a timetable was created, using a Gantt chart, as time organisation was one of the main issue of this paper, and covers what will be done during next year's study, dividing the year into three terms, all linked to goals and objectives that need to be accomplished.

Those findings both determine what has happened during the writing process of this study, and what will happen in the future. Still, while the last part explained all the aspects above, there might be unexpected events. Those events could be independent of will: strikes, sickness, internship; but they could also be as the

precedent, with a lack of time, personal issues, or diverse struggles with the research.

As a result, the last part of this dissertation acts like a conclusion for the writing and research of this first year's study, while also acting like an opening to the second year of research.

GENERAL CONCLUSION – RESULTS OF INVESTIGATING, DEFINING CONCEPTS AND MAKING ASSUMPTIONS ON FRENCH FEMININE LEADERS IN THE HOSPITALITY INDUSTRY.

AT THE END of this study and, thus, this master's degree, many things are expected to have been learned from all the research and work provided, both on the subject, on a methodological aspect, and from a personal viewpoint. To investigate those learnings, an analysis of the work that has been provided for this master's thesis is needed, as well as a reminder of the multiple findings of this study. This will act as both a conclusion and an opening to the work that will be provided for this dissertation's second year.

The place of female workers in the hospitality industry was proven, thanks to the first part of this thesis, to contain a gap between men and women workers. This study started with a question: what is the place of women workers in the hospitality industry? The first part, the literature review, allowed both an understanding of what could be the place of women workers, and a problematisation of the subject of women workers in the hospitality industry. Indeed, the literature review came with the learning that there is a gap between men and women workers in the hospitality industry in France and abroad; this gap materialises through differences in treatment concerning wages, jobs, and qualifications. Moreover, the first part also came with the definition of the social and physical contexts needed for this study: women, aged 20 to 40 years old, with little to no diplomas, working as managers or directors, while the physical context was defined as happening in France. This first part, thus, allowed a problematisation of the starting question: from "what is the place of women in the hospitality industry" to "in what ways are female workers more affected by differences in treatment in the hospitality field?". This problematisation evolved, once again later, thanks to the research and discoveries made in the second part of this thesis. Finally, it is expected that by the end of this master's degree, two things will have been learned thanks to this study: the place of women in the hospitality industry, which is now clear, and how to research a subject by doing a literature review. This skill is linked to the first part, but also to next year's study.

As explained above, the second part of this study allowed an evolution of the main issue; a deeper problematisation of the subject, which was rendered possible thanks to the research and discoveries made. The learnings made in this part allowed the understanding of a theoretical framework, with concepts and notions that intersect the roles of men and women in demonstrating inequalities, while defining, in the first place, what it means to be a man or a woman. But it also provided certain answers to some of the inequalities observed in the first part, through concepts such as gender and minorities, intersectionality, inequalities, of the glass ceiling, and gender roles and stereotypes. Those learnings, therefore, allowed to introduce the final issue of this dissertation: in what ways are feminine leaders impacted by inequalities in the French hospitality industry? Not only did it provide a deeper explanation, but it also allowed the formulation of three hypotheses that will be investigated in the second year's dissertation. All in all, by the end of this master's degree, two notions will have been learned: what are the inequalities French feminine leaders of the hospitality industry might face, and how to formulate hypotheses.

Those hypotheses also led to the last part of this dissertation: how to prove or disprove those hypotheses thanks to the mainly concerned, French feminine leaders in the hospitality industry. It was made clear that there is and will be a need to carry out a qualitative interview of the feminine workers concerned as they need to be heard: those interviews will consist of 30 minutes minimum interviews and 25 questions, organised in five parts, applied to the social and physical contexts of the study. What will have been learned at the end of this study will concern how women envision and experience inequalities from their point of view thanks to the qualitative analysis, but also how to organise said analysis, and how to conduct interviews. This will be allowed thanks to this last part, but also the research carried out next year. Moreover, other aspects will have been investigated and analysed: the limitations of this study and the work carried out. Indeed, it was found that there were multiple limitations to the work done, including methodological limitations, personal limitations, and political limitations. It is expected that by the end of the second year's study, lessons will have been learned on those aspects, but also on how to organise the work done.

This leads to the final learnings of this study. Indeed, to sum up what has been and will be learned, a complete view of the work provided both this year and next year is needed. This includes also the work done for the intermediate dissertation form and its Gantt chart. By next year, the creation of a Gantt chart will be acquired knowledge, along with the personal improvements this requires: the organisation of the time spent will, thus, be an important lesson learned. Finally, two more themes will have been learned: firstly, the subject of French feminine leaders in the hospitality industry and the inequalities they might face is wide, with many nuances, and, thus, very important and stimulating to study; but also, that this subject is not talked about enough, and I am personally willing to investigate it even more after this master's degree. Indeed, many actions and resources could be used by the hospitality industry to tackle gender issues: the new generation of hospitality workers that is ours must work to provide a better environment for feminine workers.

As a conclusion, next year's study will, thus, answer the issue raised in this first year's dissertation: in what ways are feminine leaders impacted by inequalities in the French hospitality industry?

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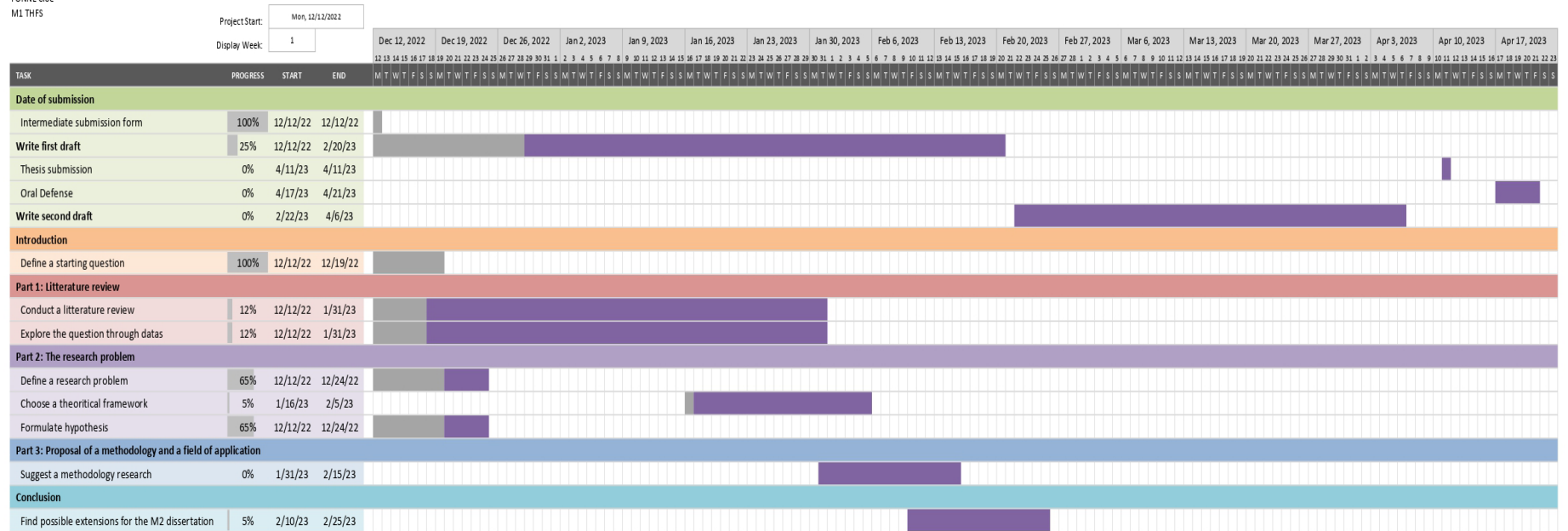
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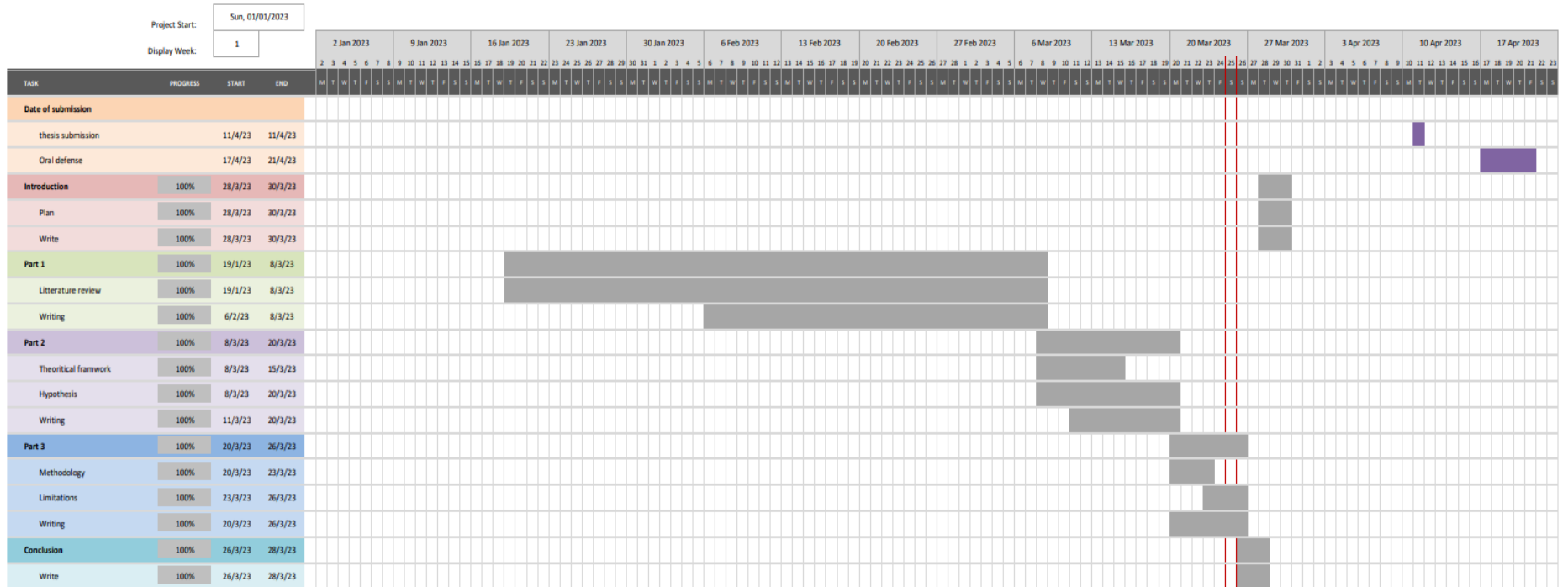
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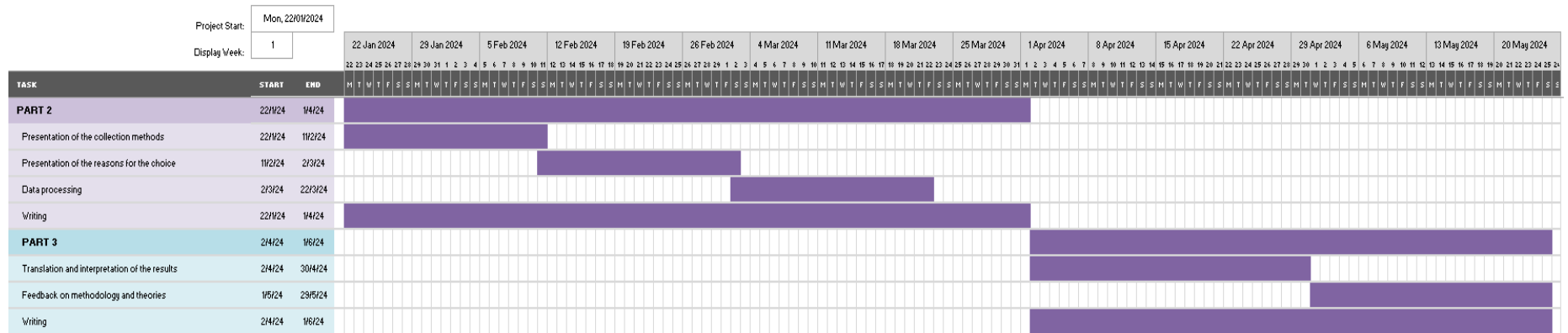
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SEMESTER 2



APPENDIX D: Gantt chart of the master's 2 dissertation (from January to May 2024)

FROM JANUARY TO JUNE



APPENDIX E: Gantt chart of the master's 2 dissertation (from June to September 2024)

From June to September

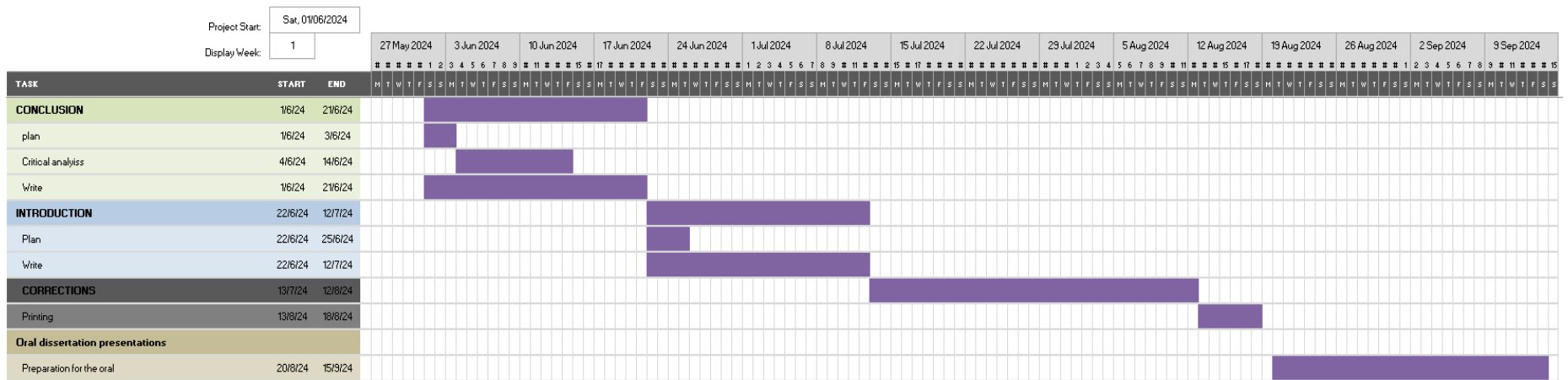


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RESUME – Les questions de genre et leur impact sur les travailleuses françaises de l'hôtellerie : une étude sur les dirigeantes féminines

Les femmes travaillant dans le secteur de l'hôtellerie représentent – globalement – plus de deux tiers du total des employés du secteur. Pourtant, même si elles sont plus nombreuses, ces femmes ont très peu accès à des postes à haute responsabilité et sont, pour la plupart, victimes d'inégalités de genre, notamment en France. Ce mémoire s'intéresse donc à ces inégalités et leur impact sur les travailleuses françaises. Il aura pour but de démontrer leur importance, tout en apportant des informations sur leur provenance. Les enjeux sociaux que représentent ces inégalités seront soulignés et étudiés, avec pour objectif futur d'accorder la parole aux principales concernées.

MOTS-CLES : *Femmes – inégalités – genre – managers – directeurs*

ABSTRACT - Gender issues and their impact on French women workers in the hospitality industry: a study of feminine leaders

Feminine workers in the hospitality sector represent – globally – around two third of the total hospitality employees. Still, even if numerically more, those women are struggling to access higher hierarchical positions, and are the victim of gender inequalities, especially in France. This dissertation will, thus, have for subject those inequalities and their impact on French feminine workers. It will have for objective to demonstrate their importance, while also providing information on their origins. Social issues represented through those inequalities will be studied and highlighted, with the ultimate goal to listen to the main stakeholders: French feminine leaders of the hospitality industry.

KEYWORDS: *Women – inequalities – gender – managers – directors*