

## Workplace Challenges Leading to the Limited Presence of Women Chefs in the Hotel Industry of Bengaluru

**Usha Dinakaran,**

Department of Hotel management, Christ (Deemed to be University), Bengaluru, India

### Abstract

Women representation till date has remained limited in the hierarchy of chefs as a very miniscule percentage of women chefs have reached the level of an executive chef. Aside from such gender-centric issues, there are many other challenges in the kitchen environment like dominant masculine organizational culture, sexual harassment, sexist remarks and gender based insults, skewed opinion about women skills and efficiency, long working hours, inadequate role models in senior positions and lack of mentoring resulting into seclusion and negative attitude of subordinates. Primary data analysis revealed that aspects relating to advise by peers and managers to accept sexual jokes and teasing in good humour, negative attitude of subordinates and peer acceptance at workplace, inadequate role models in senior positions and lack of mentoring resulting into seclusion, long working hours leading to stress, health issues and inability to network with professionals and friends and lastly mental block of women in feeling they are unprepared for competition, team playing, negotiation and assertiveness were seen positively affecting the challenges at workplace.

**KEYWORDS:** Chef, Women Chef, Hotel, Hotel Industry, Culinary

### 1. Introduction

India being a male dominated society, the social changes have opened up wide opportunities for women to be in the deserved position in the hotel industry (Warhurst, 2014). In India, women are represented as a good cook for the domestic purpose; however, the same perspective is not observed when they aspire to acquire a position of chef. Comparing the evolution of their conditions, in the last two decades, it can be observed that the situation has not changed drastically. This is despite the advancements made by women in multifarious fields including many other service sectors. It has also been observed from several surveys that 81% of the executive chefs within the country are males (Banerjee, 2015; Michael John Bonilla 2013; OECD Council 2011; Chan and Mackenzie, 2009; Vallen et al., 2013) reflecting on the poor gender diversity in the Indian Hotel Industry.

### 2. Current Practices in Hotel Industry Leading to Shortfall of Women Chefs

Although the modern hotel industry has embraced latest technologies, the place of women chefs in the hotel is enviable. Most of the undesirable and lowest status work in the hospitality industry are undertaken by women (Korczyński, 2002). Essentially according to researchers, women are hired in such minuscule jobs in order to provide empathy to guests. In addition, another reason for the shortfall is high levels of sexual harassment faced by women chefs from guests and peers (Poulston, 2008). Further, adverse working conditions in the bureaucratic setting where long

working hours within the hotel industry are seen as a sign of being visible and being there further add to the dilemma of women chefs, leading them to face work-family conflict. It is because of these practices that differences between work and social life get blurred becoming a negative factor for women chefs having families to take care of.

### 3. Review of Literature

According to **Smith & Drago, (2000)** workplace support is often provided by organizations and companies to give the required services to the workers or employees. Often, when employers do not communicate or support their subordinates, it becomes a challenge affecting the organizational performance. As indicated in the research, workplace training goals address three types of employee learning to meet the objectives such as informative transfer, skill development, and competency development. Thus, lack of any of the three can act as a challenge for employees.

**Tanke, (2000)** argues that hospitality industry is notoriously a greedy occupation which requires the individuals to devote long working hours, be willing to be geographically mobile and not draw boundaries between work and non-work. Thus, overtime, shift work and casual working environment create pressure for the individuals especially women who then face work-family conflict to deal with such pressure.

According to **Murrell, (2001)** factors like; performance pressure, visibility, and isolation, can lead to job stress, dissatisfaction, and interpersonal conflicts. When women enter male-dominated organizations like that of restaurant kitchen, they become easily visible to others owing to their uniqueness, viewed in the lines of competing with the dominant group. Further, **Murrell, (2001)** in the research reflected that harassment and stereotyping in regard to gender and race is seen as being one of the differential treatments received by people, especially women at the workplace. In countries such as India, women are being majorly harassed, but they remain adamant that they will not remain silent in the face of such harassment. In comparison to their counterparts, women at workplace are not even close to getting paid as much as their male counterparts in many sectors, but the culinary sector has become the matters have become a major issue.

**Dembe, Erickson, Delbos, & Banks, (2005)** indicated the importance of overall working environment to be an important factor which can act as a challenge for employees. According to the findings of the research, long working hours in hospitality sector like restaurant kitchen affects health and well-being of the workers. Extended work schedules increase risk of hypertension, cardiovascular issues, fatigue, stress, depression, diabetes, and other general health complications. In short, long working hours are simply dangerous to health.

**Dembe, (2008)** indicated that when working with fire and oil, there are increased risks within an operational kitchen. According to the findings, fatal and even non-fatal accidents are more prone with those workers who work long hours. Researchers' reflected the impact of long working hours on workplace injuries and impact shows that there are serious methodological shortcomings of the studies and research. The fact is that every industry has its unique impact and results of working

under long duration. Moreover, jobs performed in long working shifts shows general differences among people of different age groups, gender, and people with different health issues in terms of health issues and risk.

**Baum, (2006)** indicates that wages and salaries for employees in the hotel industry is low especially for unskilled labour. Further, the wages and salaries in the industry are based on the demand and supply within the industry, and since the supply within the industry is high the wages become low acting as a challenge especially for the women employees in the industry.

**Reley, (1997)** indicates that female employees prefer normal routine jobs i.e. 9-5 with lunch and other breaks are included. However, hotel industry works 24\*7 and requires attention at any given point of time, wherein the employees have to work on shifts. It is due to these factors that women are unable to participate actively and the sector is dominated by men.

**John & Millerand, (2009)** reports that women who are employed in interactive service jobs are expected to package themselves as per the needs and demands of the work role which sometimes can be regarded as “sexually explicit teasing” and “flirtation” towards the males as a part of their job, which reflects on the harassment women have to go through in order to sustain themselves in the industry.

**Schmitt & Gautie, (2010)** indicate the working hours are constructed to meet the dynamic demands of the industry, which discourages women and encourage men for career advancement. Thus, gender disparity is created within the industry which is difficult to control, affecting women employees, thus acting as a challenge for them.

**Mills, Franzway, Gill, & Sharp, (2013)** in their research reflected that often long working hours are also responsible for conflicting with family matters, creating issues for both men and women. Men often mention about the negative impact that 'long working hours' have on culture and family relationships. Many people believe that being unable to balance work-life has made them to remain unmarried in life, as staying unmarried helps people to focus better on their work. For women working long hours shows that their role often conflicts with that of being a mother. Thus, women and men equally face issues of work not being compatible with family life.

**Martin & Barnard, (2013)** in their research indicate that on the part of the women, they have their own issues like believing that success in culinary sector makes them to appear more masculine in nature and character. Thus, to be successful in such position, women always have to work their way out through their feminine characteristic to the masculine behaviour such as political game playing, aggressiveness, backstabbing, etc. that makes them to undergo more emotional stress.

**Warhurst, (2014b)** states that restaurant kitchen still lacks women in their industry, because of the emotional and physical stress that kitchen can give, and he still remains unsure as to whether women are right for such a place. This is mainly because women undergo emotional stress due to organizational and personal impediments which was explored in the study.

**Dishman, (2015)** concluded in their research that men are shown as having

better career opportunities than most of the women in culinary sector since there is no proper work place support. Many entrepreneurship business are also seen as being more supportive of the male career. The research findings recommend that in order to make more opportunities available to men and women, they should be given public and private efforts to raise awareness of persistent workplace conditions, and also inspire them to press for change and unleash their full potential. There are several issues faced by women in hospitality sector like; equal pay, harassment, career opportunities, having children while building career, and balancing work-life balance. Within such structures, workers need support from their leaders and managers.

#### 4. Research Methodology

##### 4.1 Design of the Study

The design of this study is descriptive. The present study employed quantitative research approach, dealing with collection of detailed perceptions and experiences of women chefs problems in their professional life. The study was carried out on women chefs working in star hotels in Bengaluru, Karnataka. All women chefs working in star hotels in Bengaluru, were the universe of the study and 123 women chefs formed the population of the study. Purposive sampling method was adopted.

##### 4.2 Generation of Hypotheses

The relationship between various work place challenges leading to the limited presence of women chefs in the hotel industry has helped develop the following hypothesis to be tested further in the present research study:-

**Null Hypothesis (H<sub>N1</sub>):** Workplace challenges faced by women chefs do not contribute towards their limited presence in the hotel industry.

**Alternative Hypothesis (H<sub>A1</sub>):** Workplace challenges faced by women chefs contribute towards their limited presence in the hotel industry.

#### 5. Data Analysis and Interpretation

##### 5.1 Variables of Work-Place Challenges

In the Table 1 below all the independent variables under the objective are divided into two groups, gender discrimination and sexual harassment and work environment.

**Table 1: Variable Description of Work-Place Challenges**

Variable Code	Variable Description
<b>Gender Discrimination and Sexual Harassment</b>	
GS1	Frequent comparison with men's physique and resulting abilities
GS2	Gender discrimination in kitchen and gender sensitivity in work allocation
GS3	Sexual harassment, sexist remarks and gender based insults

<b>GS4</b>	Advise by peers and managers to accept sexual jokes and teasing in good humour
<b>GS5</b>	Abusive attitude of seniors towards women
<b>GS6</b>	Skewed opinion about women skills and efficiency
<b>GS7</b>	Associating females with low energy levels, inability to work long hours and stand the heat of the kitchen
<b>Work Environment</b>	
<b>WE1</b>	Dominant masculine organizational culture
<b>WE2</b>	Negative attitude of subordinates and peer acceptance at work place
<b>WE3</b>	Necessity of additional effort by women to prove themselves as compared to men
<b>WE4</b>	Inadequate role models in senior positions and lack of mentoring resulting into seclusion
<b>WE5</b>	Demanding and hostile work environment
<b>WE6</b>	Long working hours leading to stress, health issues and inability to network with professionals and friends
<b>WE7</b>	Mental block of women in feeling they are unprepared for competition, team playing, negotiation and assertiveness
<b>WE8</b>	Lack of adequate 're-entry' opportunities

### 5.1.1 Effect of Gender Discrimination, Sexual Harassment and Work Environment on Women Chefs

With respect to gender discrimination and sexual harassment as seen in Table 2, (73.7%) of women chefs either strongly agree or agree that they are discriminated from their male colleagues at their work place. Among other issues, 75.6 % of women chefs strongly agree or agree that peers and managers advise them to accept sexual jokes and teasing in good humour while 74.8 % of them claim that sexual harassment, sexist remarks and gender based insults apart from frequent comparisons with men's physique and resulting abilities being the key challenges they face in work place. 72.3% of them strongly agree or agree with the fact that that men associate females with low energy levels, inability to work long hours and stand the heat of the kitchen. The total aggregate score of all the respondents for the seven sub-items is 3450 against a maximum score of 4305. The result suggests that the respondents agree that gender discrimination and sexual harassment are challenges they face at work place. Similar result was extracted by Bobbitt-Zeher (2011) as he found that women are harassed in the workplace and that acts as a demotivation to them to adhere to the workplace.

It's seen that 66.8 % of women chefs strongly agree or agree to the fact that work environment challenges pose a problem to their professional excellence in the hotel industry. Among other factors, 68.3 % of women chefs strongly agree or agree that long working hours lead to stress, health issues and inability to network with

**Table 2: Descriptive Statistics of Variables on Work Place Challenges**

Gender Discrimination and Sexual Harassment									Work Environment								
RATING	GS1	GS2	GS3	GS4	GS5	GS6	GS7	GT	WE1	WE2	WE3	WE4	WE5	WE6	WE7	WE8	GT
<b>Strongly Agree</b>	46 (37.4 )	43 (35 )	42 (34.1 )	44 (35.8 )	45 (36.6 )	43 (35 )	47 (38.2 )	310 (36 )	38 (30.9 )	37 (30.1 )	37 (30.1 )	35 (28.5 )	41 (33.3 )	39 (30.9 )	41 (33.3 )	38 (30.9 )	306 (31.9 )
<b>Agree</b>	46 (37.4 )	49 (39.8 )	50 (40.7 )	49 (39.8 )	44 (35.8 )	45 (36.6 )	42 (34.1 )	325 (37.7 )	44 (35.8 )	41 (33.3 )	45 (36.6 )	45 (36.6 )	42 (34.1 )	46 (37.4 )	37 (30.1 )	43 (35 )	343 (34.9 )
<b>Neutral</b>	22 (17.9 )	24 (19.5 )	22 (17.9 )	23 (18.7 )	26 (21.1 )	27 (21.9 )	25 (20.3 )	169 (19.6 )	28 (22.8 )	32 (26 )	27 (21.9 )	29 (23.6 )	26 (21.1 )	27 (21.9 )	28 (22.8 )	32 (26 )	229 (23.2 )
<b>Disagree</b>	6 (4.9 )	4 (3.3 )	6 (4.9 )	4 (3.3 )	5 (4.1 )	5 (4.1 )	6 (4.9 )	36 (29.3 )	10 (8.1 )	9 (7.3 )	11 (8.9 )	11 (8.9 )	9 (7.3 )	6 (4.9 )	13 (10.6 )	7 (5.7 )	76 (7.7 )
<b>Strongly Disagree</b>	3 (2.4 )	3 (2.4 )	3 (2.4 )	3 (2.4 )	3 (2.4 )	3 (2.4 )	3 (2.4 )	21 (17.1 )	3 (2.4 )	4 (3.3 )	3 (2.4 )	3 (2.4 )	4 (3.3 )	5 (4.1 )	4 (3.3 )	3 (2.4 )	29 (2.9 )
<b>MV</b>	1.99	2.00	2.02	1.98	2.02	2.04	2.01	14.06	2.17	2.22	2.19	2.22	2.13	2.14	2.22	2.16	17.45
<b>SD</b>	0.987	0.949	0.970	0.949	0.983	0.978	1.004	6.82	1.030	1.053	1.035	1.029	1.064	1.043	1.114	1.000	8.368
<b>COV</b>	0.975	.900	0.941	0.900	0.966	0.975	1.008	6.67	1.061	1.108	1.072	1.058	1.132	1.088	1.241	1.000	8.76
<b>Minimum Score</b>	123	123	123	123	123	123	123	861	123	123	123	123	123	123	123	123	984
<b>Actual Score</b>	495	494	491	496	492	489	493	3450	473	467	471	467	476	477	467	475	3773
<b>Maximum Score</b>	615	615	615	615	615	615	615	4305	615	615	615	615	615	615	615	615	4920
<b>Total Actual Score</b>	<b>3450</b>								<b>3773</b>								
<b>Total Max Score</b>	<b>4305</b>								<b>4920</b>								

1. Source: Researcher’s calculations from primary data. 2. Figures in the parenthesis indicate percentage

[(GS 1 to GS 7 – Gender Discrimination and Sexual Harassment;(WE 1 to WE 7 – Work Environment );The Score rangesfrom 5 to 1 for Strongly Agree to Strongly Disagree], [(MV-Mean Value, SD-Standard Deviation, COV-Coefficient of Variance, Total Max Score – Total Maximum Score, GT – Grand Total]



professionals and friends and 66.7% of them strongly agree or agree that dominant masculine organizational culture, necessity of additional effort by women to prove themselves as compared to men, inadequate role models in senior positions and lack of mentoring result into seclusion. The responses for all the eight sub-items of work environment have a total aggregate score of 3773 against a maximum score of 4920 suggesting that the respondents agree that work environment challenges exists. It can therefore, be inferred that the views of the women chefs are similar to Triana, M. D (2010) in which the researcher pointed out that stress in workplace demotivates the employees to perform properly and prolonged pressure compels them to quit their job. The total aggregate score of work place challenges is 7223 (3450 + 3773) which is close to the total agreed score of 7380 (4x15x123). Hence most of the respondents agree that work place is a challenge to survive.

### 5.2 Perceptions of Different Groups on Work Place Challenges

The age (four level) and marital status (three levels) are considered as independent variables and challenges faced by women chefs at workplace become the dependent variable for the descriptive statistics to understand the perception of age and marital status groups of chefs towards workplace challenges.

**Table 3: Perceptions of Age and Marital Status Groups on Work Place Challenges**

Age	Marital Status	N	Mean	SD
21-30 Years	Single	14	2.2810	.95225
	Married	26	2.0077	.96357
	Others	5	1.7067	.71895
	Total	45	2.0593	.93476
31-40 Years	Single	20	2.1200	.77674
	Married	30	1.8378	.88939
	Others	2	2.0000	.09428
	Total	52	1.9526	.83281
41-50 Years	Single	7	1.3429	.63061
	Married	5	2.4133	.48397
	Others	2	1.4667	.56569
	Total	14	1.7429	.74230
51-60 Years	Single	3	1.5778	.55910
	Married	5	1.8133	.64360
	Others	4	1.9333	.76787
	Total	12	1.7944	.62310

<b>Total</b>	<b>Single</b>	44	2.0106	.85193
	<b>Married</b>	66	1.9465	.88034
	<b>Others</b>	13	1.7846	.61773
	<b>Total</b>	123	1.9523	.84291

The above Table 3 indicates that 100% of the women chefs belonging to all the age groups are having a score value ranging from 1.74 to 2.05 which being close to two indicate that they disagree with the statement that work place challenges faced by women chefs contribute towards their limited presence in the hotel industry. This necessitates verification with the help of statistical analysis.

**Hypothesis**

**Ho:** The perception of the different groups (four groups) included in the independent variable “age” are same towards workplace challenges faced by women chefs.

**H'o:** The perception of the different groups (three groups) included in the independent variable “Marital status” are same towards workplace challenges faced by women chefs.

**Variables**

**Independent variables:** Age and marital status (categorical variables)

**Dependent variable:** Scores of workplace challenges (scale variable)

**Name of the test:** 4\*3 Factorial ANOVA

**Confidence level:** 95%

**Significance Level:** 0.05% (optional)

**Decision:** If the probability value is greater than 5 percent, it accepts the null hypothesis, else the null hypothesis is rejected.

**Table 4: Results of 4\*3 Factorial ANOVA on Work Place Challenges**

Source	Type III Sum of Squares	df	Mean Square	F value	P Value
Corrected Model	7.507 <sup>a</sup>	11	0.682	0.957	0.490
Intercept	200.947	1	200.947	281.726	0.000
Age	0.829	3	0.276	0.387	0.762
Marital status	0.762	2	0.381	0.534	0.588
Age * Marital status	5.612	6	0.935	1.311	0.258
Error	79.173	111	0.713		
Total	555.493	123			



Corrected Total	86.680	122			
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a. R Squared = 0.087 (Adjusted R Squared = 0.004)

The results in Table 4 indicate that the four groups included in the variable age accept the null hypothesis ( $f=.387, df=3, p>.05$ ) indicating converged perception. The variable marital status group also accepts the null hypothesis stating that their perception is same ( $f=.534df=2, p>.05$ ) among the different groups.

**Table 5: Levene’s Test for Work Place Challenges**

F	df1	df2	Sig
0.735	11	111	0.703

In the above Table 5 the Levene’s test is not significant with a p value of 70.3%. This indicates that both, age and marital status groups have equal variant. It is one of the assumptions, if met, Factorial ANOVA is accepted.

### 5.3 Factors Determining Work-Place Challenges in respect of Women Chefs

In this study of work-place challenges in respect of women chefs, fifteen variables are considered for deducing salient variables. For this purpose, applied principal components analysis is conducted.

#### Hypothesis

**Ho:** None of the variables are correlated

**Ha:** At least one of the variable is correlated

**Name of the test:** Bartlett test

**Significance level :**  $>.05$

**Decision:** If the probability value is lesser than five percent, it failed to accept the null hypothesis and accept the alternative hypothesis.

#### 5.3.1 KMO Bartlett Test for Work-Place Challenges

KMO test is an index which measures the adequacy of samples for analysis. The KMO measure of sampling adequacy is an index used to examine the appropriateness of factor analysis. A high value between .5 and 1 indicates factor analysis is appropriate. A value below 0.5 implies that the factor analysis may not be appropriate.

**Table 6: KMO-Bartlett Test for Work Place Challenges**

KMO and Bartlett's Test		
Kaiser-Meyer-Olin Measure of Sampling Adequacy		.944
Bartlett's Test of Sphericity	Approx. Chi-Square	3225.788
	Df	105
	Sig.	.000

The KMO-Bartlett Table 6 also showed a high value of .944, suggesting that Factor Analysis could be done for this set of variables rejecting the null hypothesis and accepting the alternative hypothesis.

5.3.2 Percentage of Total Variance of Work-Place Challenges

**Table 7: Percentage of Total Variance of Work-Place Challenges**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.08	80.51	80.51	12.01	80.51	80.51	6.85	45.63	45.63
2	1.265	8.44	88.95	1.27	8.44	88.95	6.50	43.32	88.95
3	0.346	2.31	91.25						

The total variance explained by the variable in Table 7 is 88.9% against a minimum of 60%, while the unexplained variance accounted for only 11.1%.

5.3.3 Rotated Component Matrix for Work-Place Challenges

**Table 8: Rotated Component Matrix of Work-Place Challenges**

Variable No	Variables	Component 1	Component 2
<b>Gender Discrimination and sexual Harassment (Component 1)</b>			
V 20	Abusive attitude of seniors towards women		.873
V 21	Skewed opinion about women skills and efficiency		.866
V 22	Associating females with low energy levels, inability to work long hours and stand the heat of the kitchen		.848

V 18	Sexual harassment, remarks and gender-based insults		.841
V 16	Frequent comparison with men’s physique and resulting abilities		.840
V 17	Gender discrimination in the kitchen and gender sensitivity in work allocation		.834
V 19	Advice by peers and managers to accept sexual jokes and teasing in good humour		.822
<b>Work Environment (Component 2)</b>			
V 27	Demanding and hostile work environment	.870	
V 26	Inadequate role models in senior positions and lack of mentoring resulting into seclusion	.846	
V 25	Necessity of additional effort by women to prove themselves as compared to men	.836	
V 30	Lack of adequate ‘re-entry’ opportunities	.836	
V 24	Negative attitude of subordinates and peer acceptance at workplace	.834	
V 29	Mental block of women in feeling they are unprepared for competition, team playing, negotiation and assertiveness	.833	
V 23	Dominant masculine organizational culture	.832	
V 28	Long working hours leading to stress, health issues and inability to network with professionals and friends	.769	

Further, the rotated component matrix Table 8 explains how two main components that have the similar values have been extracted and are found to be equally important in studying the trends of the Dependent variable, Key Work Place Challenges of women chefs. The variables connected with gender discrimination and sexual harassment are mostly sexual harassment, sexual jokes by male colleagues, gender discrimination in the kitchen and gender sensitivity in work allocation besides lack of appreciation for good work. This variable is explained by 80.51%. Similarly the second component variables associated with work environment are explained by 8.44%. Due to these diverse challenges at work women are not only demotivated them but also find themselves in situations where they are forced to quit job (The Voice of Midlife and Older Women, 2012).

**Figure 1: Scree Plot for Challenges at Work place**



The Scree plot, shown in Figure 1, represents that two main factors are retained for their falling position in the graph and the eigenvalues which show being favourable for retaining the variables.

#### 5.3.4 Fitness of Model of Work-Place Challenges

After observing very good loading and explanation of variables by more than the standard in rotated components matrices, we can therefore check the individual construct reliability. The first components factors have eight variables and all the eight variables are tested with reliability test.

**Table 9: Reliability Test Results of Gender Discrimination, Sexual Harassment and Work Environment**

Gender Discrimination and Sexual Harassment		Work Environment	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
0.982	7	0.980	8

In Table 9, first component gender discrimination and sexual harassment has seven variables and second component, work environment has eight variables and all variables are tested with help of reliability test. If the Cronbach's reliability  $\alpha$  is greater than 0.7, it is good but above sets in Table 9 indicate Cronbach's  $\alpha$  is 0.982 and 0.980 for the two components respectively which are more than the expected.

#### 5.4 Relationship between Work-Place Challenges and Presence of Women Chefs

In the multiple correlation Table 10, the independent variables, demanding and hostile work environment ( $r=0.924$ ), frequent comparison with men's physique and resulting abilities ( $r=0.913$ ), dominant masculine organizational culture ( $r=0.911$ ), abusive attitude of seniors towards women ( $r=0.906$ ), sexual harassment, sexist remarks and gender based insults ( $r=0.903$ ), gender discrimination and gender sensitivity in work allocation ( $r=0.902$ ), necessity of additional effort by women to prove themselves against men ( $r=0.901$ ), skewed opinion about women skills and efficiency ( $r=0.897$ ), inability to work long hours and stand the heat of the kitchen ( $r=0.895$ ), advise by peers to accept sexual jokes and teasing in good humour ( $r=0.894$ ), associating females with low energy levels ( $r=0.883$ ) and inadequate role models in senior positions and lack of mentoring resulting into seclusion ( $r=0.882$ ) have very high Pearson Coefficient and very high significance (low p-value) indicating a very strong relationship with the dependent variable, challenges of women chefs at work place. Consequently, their strong correlation with challenges at work place suggest that presence and encouragement of gender-based discrimination and culture play a huge role in decisions of women chefs to leave hotel industry. In India, gender-based harassment due to patriarchal society, is prominent, though women are not silent on this issue (Dishman 2015).

**Table 10: Multiple Correlations of Work-Place Challenges**

		V16	V17	V18	V19	V20	V21	V22	V23	V24	V25	V26	V27	V28	V29	V30	D2
V16	Pearson	1	.874**	.924**	.892**	.895**	.883**	.885	.767**	.672**	.739**	.712**	.758**	.749	.741**	.765**	.913**
	Sig. 2-Tailed		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V17	Pearson		1	.872**	.864**	.895**	.891**	.877**	.729	.648**	.776**	.739**	.739**	.720**	.684	.759**	.902**
	Sig. 2-Tailed			.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V18	Pearson			1	.872**	.893**	.862**	.891**	.734**	.717	.713**	.684**	.744**	.742**	.718**	.748	.903**
	Sig. 2-Tailed				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V19	Pearson				1	.861**	.857**	.869**	.757**	.660**	.720	.717**	.741**	.723**	.695**	.745**	.894
	Sig. 2-Tailed					.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V20	Pearson					1	.971**	.888**	.726**	.662**	.722**	.693	.751**	.733**	.710**	.747**	.906**
	Sig. 2-Tailed						.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V21	Pearson						1	.884**	.733**	.652**	.713**	.683**	.743	.709**	.709**	.739**	.897**
	Sig. 2-Tailed							.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V22	Pearson							1**	.744**	.673**	.708**	.673**	.744**	.719**	.711**	.741**	.895**
	Sig. 2-Tailed								.000	.000	.000	.000	.000	.000	.000	.000	.000
V23	Pearson								1**	.835**	.862**	.854**	.923**	.848**	.864**	.913**	.911**
	Sig. 2-Tailed									.000	.000	.000	.000	.000	.000	.000	.000
V24	Pearson									1**	.790**	.788**	.919**	.771**	.844**	.832**	.848**
	Sig. 2-Tailed										.000	.000	.000	.000	.000	.000	.000
V25	Pearson										1**	.962**	.879**	.826**	.842**	.890**	.901**
	Sig. 2-Tailed											.000	.000	.000	.000	.000	.000
V26	Pearson											1**	.866**	.812**	.827**	.875**	.882**
	Sig. 2-Tailed												.000	.000	.000	.000	.000
V27	Pearson												1**	.856**	.927**	.921**	.924**
	Sig. 2-Tailed													.000	.000	.000	.000
V28	Pearson													1**	.796**	.867**	.883**
	Sig. 2-Tailed														.000	.000	.000
V29	Pearson														1**	.856**	.871**
	Sig. 2-Tailed															.000	.000
V30	Pearson															1**	.920**
	Sig. 2-Tailed																.000
D2	Pearson																1**
	Sig. 2-Tailed																

\*\*Correlation is significant at the 0.01 level (2-tailed). List wise N=123

### 5.5 Impact of Work-Place Challenges on the Presence of Women Chefs

#### Hypothesis

**H<sub>0</sub>:** All the variables beta are equal to Zero

**H<sub>a</sub>:** All the variables beta are not equal to Zero

**Name of the test:** Multiple Regression

**Significance level:** 0.05

**Decision:** If beta is greater than '0' and is significant, then it rejects null and accepts alternative hypothesis meaning that the variable is positively affecting the outcome variable on the other hand if the beta value is lesser than "0" it is negatively affecting the outcome variable.

**Table 11: Regression Results of Challenges at Work-Place**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics		
	B	Standard Error	Beta			Tolerance	VIF	
1	Constant	.027	.037		.724	.471		
	V 19	.371	.024	.418	15.63	.000	.418	2.394
	V 24	.127	.028	.158	4.575	.000	.251	3.983
	V 26	.145	.029	.177	4.917	.000	.232	4.307
	V 28	.167	.027	.207	6.099	.000	.261	3.839
	V 29	.104	.029	.137	3.581	.000	.205	4.878
F Value		645.179						
Sig		0.000						
R		0.982						
R Square		0.965						
Adjusted R Square		0.964						
Durban Watson		1.973						
Predictors (Constant)		Variables 19, 24, 26, 28, 29						
Dependent Variable		Challenges at Work Place						

Table 11 represents the regression results of work place challenges pertaining to (1) Advise by peers and managers to accept sexual jokes and teasing in good humour, (2) Negative attitude of subordinates and peer acceptance at work place, (3) Inadequate role models in senior positions and lack of mentoring resulting into seclusion, (4) Long working hours leading to stress, health issues and inability to network with professionals

and friends and (5) Mental block of women in feeling they are unprepared for competition, team playing, negotiation and assertiveness. The F value 645.179 and  $p < .05$  indicate there is relationship between dependent variable and the predictor variables. Since the probability of F statistics is  $\leq$  the level of significance (0.05), the null hypothesis that there is no linear relationship between the independent and dependent variables is rejected. The alternate hypothesis that there is relationship between the variables is supported.

Given the significance of F test result, R square can be interpreted. Table 11 shows the R square value as .965 which indicates all the five independent variables together explained the outcome variable (work place challenges of women chefs) by 96.5%. The unexplained variable is 3.5% only. The researcher is satisfied about the selection of explanatory variables. The Durbin Watson is 1.973 which shows the fitness of the model, the value being below two.

The variance inflation factor (vif) of all five independent variables are less than 10, indicating that the independent variables are not highly correlated with themselves. This is another assumption met by the researcher. All the five variables included in the analysis against the outcome variable, are significant at 1% significant level with positive relationship (unstandardized B value are all positive). For even one unit of increase of the independent variables, (1) Advise by peers and managers to accept sexual jokes and teasing in good humour (2) Negative attitude of subordinates and peer acceptance at work place (3) Inadequate role models in senior positions and lack of mentoring resulting into seclusion (4) Long working hours leading to stress, health issues and inability to network with professionals and friends and (5) Mental block of women in feeling they are unprepared for competition, team playing, negotiation and assertiveness, the dependent variable increases by .371, .127, .145, .167 and .104 respectively. The study shows that all the five independent variables are positively affecting the dependent variable, challenges at work place.

Gender based discrimination in workplace manifests itself in multiple ways ranging from wage gap to emotional, mental and physical harassment against women, thereby making it stressful for women chefs to work and perform efficiently (Murrell 2001). The work space is designed for men by men and the language through which communication is done often alienate women and might also render them powerless in some cases. The limited research on female chefs suggest that women are required to prove they can ‘‘fit in’’ with the masculinized workplace where hot tempers are common and sexualized banter is used to become accepted as part of a kitchen team’ (Harris & Giuffre, 2010).

## 6. Findings

### 6.1 Workplace Challenges and their Influence on the Limited Presence of Women Chefs in the Hotel Industry

1. With respect to gender discrimination and sexual harassment, 73.7% of



women chefs either strongly agree or agree that they are discriminated from their male colleagues at their workplace. Among other issues, 75.6 % of women chefs strongly agree or agree that peers and managers advise them to accept sexual jokes and teasing in good humour while 74.8 % of them claim that sexual harassment, sexist remarks and gender based insults apart from frequent comparisons with men's physique and resulting abilities are the key discrimination and sexual harassment challenges they face in workplace.

2. 66.8 % of women chefs strongly agree or agree to the fact that work environment challenges pose a problem to their professional excellence in the hotel industry. Among other factors, 68.3 % of women chefs strongly agree or agree to the fact that long working hours lead to stress, health issues and inability to network with professionals and friends and 66.7% of them strongly agree or agree that dominant masculine organizational culture, necessity of additional effort by women to prove themselves as compared to men, inadequate role models in senior positions and lack of mentoring result into seclusion. The women chefs agree to the existence of work environment challenges in the hotel industry. The overall impression of women chefs is that they agree towards the presence of workplace challenges which tests their will to survive in the hotel industry.

## 6.2 Perceptions of Diverse Groups on Workplace Challenges of Women Chefs in the Hotel Industry

3. The perception of the women chefs in the four groups of age and three groups of marital status towards challenges at the workplace is same.

## 6.3 Factors Determining Workplace Challenges in respect of Women Chefs in the Hotel Industry

4. The two factors, gender discrimination and sexual harassment and work environment challenges are significant towards workplace challenges.

## 6.4 Relationship between Workplace Challenges contributing to the Limited Presence of Women Chefs (Outcome Variable) and the Independent Variables

5. The independent variables, demanding and hostile work environment, frequent comparison with men's physique and resulting abilities, dominant masculine organizational culture, abusive attitude of seniors towards women, sexual harassment, sexist remarks and gender based insults, gender discrimination in the kitchen and gender sensitivity in work allocation and necessity of additional effort by women to prove themselves as compared to men, skewed opinion about women skills and efficiency, inability to work long hours and stand the heat of the kitchen, advise by peers and managers to accept sexual jokes and teasing in good humour, associating females with low energy

levels, and long working hours leading to stress, health issues and inability to network with professionals and friends, inadequate role models in senior positions and lack of mentoring resulting into seclusion and negative attitude of subordinates and peer acceptance at workplace, are found to have strong relationship with the dependent variable, challenges of women chefs at workplace.

#### 6.5 Impact of Workplace Challenges on the Limited Presence of Women Chefs in the Hotel Industry

6. Challenges at the workplace which impact the presence of women chefs in the hotel industry are (1) Advise by peers and managers to accept sexual jokes and teasing in good humour, (2) negative attitude of subordinates and peer acceptance at workplace, (3) inadequate role models in senior positions and lack of mentoring resulting into seclusion, (4) long working hours leading to stress, health issues and inability to network with professionals and friends and (5) mental block of women in feeling they are unprepared for competition, team playing, negotiation and assertiveness. Of these five variables, (1) Advise by peers and managers to accept sexual jokes and teasing in good humour and (2) long working hours leading to stress, health issues and inability to network with professionals and friends have a greater influence on the limited presence of women chefs in the hotel industry.

### 7. Recommendations

First and foremost, there is an urgent need to spread awareness about gender equality among not only the general public, but also within the hospitality sector as a whole. Since the gender discrimination practices and accompanying policies are rooted deeply in social and cultural prejudices against women, there are changes which need to be made in the perceptions and mentality of the male members in hotel industry. With the increasing ease of influence, social media extends with respect to a wide range of issues in today's world and with the increasing awareness for the need of gender equality in all spheres of life, it is possible that perceptions towards women chefs could change. Hotels must ensure formulation and compliance of appropriate Acts and Policies favouring women in the workplace besides an internal code ensuring safety and security of women employees to enable discharge their duties in a secured environment. Eventually the responsibility of spouse in helping their wives cannot be overlooked besides being sensitive to their desires.

### 8. Conclusion

Conclusions can be drawn from the findings of both primary and secondary data analysis. Among key work place challenges which were identified in the study, perceptions of women being weak and unfit to work, hostility and lack of respect towards women, strenuous long working hours, physically demanding work, work and family demand clashes which convinces men of the women chefs' inability to perform in the

kitchen were found challenging for women chefs.

While key work place challenges in the industry manifested for women in the form of lack of promotions and opportunities, the primary reason were essentially due to the seeping of patriarchal discourses into the work environment, which along with the binary mode of thinking of masculine/feminine in the kitchen undue provided advantage to men over women and hence numerous challenges to the women chefs (S. Konkol, 2013).

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