

## To Study The Perception Of Female Employees Of The Hotels About The Facilities Provided To Them And Its Impact On Their Satisfaction

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### Abstract

*The hotel Industry has been given the status of the Industry way back in 1986. It is expected that being "the industry" the Human Resource norms for hotel employees should be same or at par with those applicable for the employees of the Industry. With the Increasing number of female employment in the Hospitality sector there is a need to understand whether hotels should rethink on the norms and facilities provided to these employees. The research paper aims at identifying the facilities provided by the management to their female employees and to understand the perception of female employees whether these facilities are actually provided or are just on paper and also to gauge the impact of these facilities on their satisfaction. This paper highlights the perception of female employees about the facilities provided to them by the management. At the same time the paper also takes into consideration the perception of the management whether any special facilities are provided to their female staff. The study employed a descriptive research design. The sample size was 52 respondents from different five star hotels in Pune. A purposive random technique was used to select only female employees who are working in hotels and the representatives of the top Management. Questionnaires and interviews were used to collect primary data while secondary data was referred from research articles. Through the observation and discussion it has been reflected that women employees do*

*agree about a few facilities available to them, whereas have a difference of opinion about availability of a few other facility from that of management. This suggests that sometime facilities are proposed by the management but actually it may not be available for the women employees or also indicates that women employees have not availed the facilities and hence are not aware of its existence which results in the perception gap.*

## 1. INTRODUCTION

Hotel industry is growing leaps and bound. Like any corporate industry hotels also depends upon their manpower to a great extent to not only serve the guests but for all the operations. This manpower comprises of male and female employees. With the growing number of women joining the hotel industry, there definitely is a need to lay emphasis on the professional needs of the female employees which would surely be different from that of male employees of the hotel. This research paper tries to find out if the management of the hotel have designed any policies especially for women employees of the hotel, if so are the women workers well aware of these policies. Further to that the paper also tries to find out if women employees are satisfied with these policies offered by the management or is it something beyond this that they need. Because there may be a perception gap between what actually the employee needs and what is offered by the management. To any industry employee facilities as medical, leaves, subsidized food, transport are the common perks offered by the management but for a women working in hotels have to work for long hours as compared to any other industry and hence may need additional facilities as pick up drop during odd hours, or special leaves as maternity, or even crèche facility for the young child and flexible working hours.

## 2. LITEARTURE REVIEW

- I. **Megha Gupta (2015)** Gender equality policy in Indian hotels reveals that most of the **hotels are not adopting the proactive policies for the representation and empowerment of women employees.** The representation is more visible at the entry or the supervisory level whereas it's very lean at the top positions. There is a need to revive the HR policies to encourage more or equal representation of women at higher positions too.
- II. **Anumeha Chaturvedi & Varuni Khosla (2015)** As per the article published in The Economic Times The Grand Hyatt in Mumbai became the beneficiaries of a tweak in the leave policy they introduced for their 1,000 associates or employees five-day weeks or eight days off a month as a part of a Hyatt Hotels initiative to offer a friendlier regime on holidays.
  - The initiatives range from more generous leave policies to complimentary room nights for staff.
  - Taking good care of employees who help them serve customers better, hotel chains believe.
  - The Grand Hyatt in Mumbai also hosts a staff recreation area and has relaxed grooming guidelines for women employees. It has also empowered service associates

to take quick decisions without requiring a manager's approval to improve the guest experience.

- Starwood Hotels & Resorts is thinking of providing more part time options for women.
- Accor encourages new entrants to spend the first night at the hotel with their families to get to know the brand and gain a customer experience at first hand.
- It has also introduced awards to recognize employee performance across its India properties and put in place round-the-clock staff grievance hotlines over the past year.
- Marriott India's employees have a 40-hour work week and hour long lunch breaks. It's a six-day week but managers are asked to make sure staff doesn't exceed shift timings.
- Employees are also offered 50% off on food and beverage and for their weddings.

The impact of these new policies is that the associates can utilize the additional time to explore their hobbies and personal interests. This, in turn, results in their associates being better rested and rejuvenated and Ultimately, the guests' interactions also have improved as the associates exhibit higher levels of empathy based engagement . It gives equality to employees in comparison with other industries and it is a positive step.

**III. Your story Media Pvt Limited (2012)** Ajuba Solutions, a provider of revenue cycle outsourcing services to healthcare systems in the US with over 1900 employees currently who have **47 % of their workforce comprising of women**, which is one of the highest in the industry, and hence they have designed special policies for the women employees and provides a women-friendly environment .They have designed Top 5 HR Policies that worked for their women-force:

- **Women's Forum Shakti:** to connect all women employees and encourages them to come up with problems that they face at work and suggest ideas to improve the work environment.
- **Gynaecologist on Call:** Engaging a Gynaecologist especially for women employees at the health center
- **Women's Lounge:** A special lounge has been created that offers a space to pregnant or unwell women employees for resting and relaxing.
- **Flexi work hours: Programs focused on women** to contribute to their holistic development. These include self-defence program and breast and cervical cancer awareness programs

**IV. Women's Rights And Labour Statutes (Shodganga2014)**

The article says that women belong to the weaker Section of the society. They need equal treatment and special protection under the law. This special treatment to women workers is due to the peculiar and psychological reasons, such as their physical build up, poor health due to repeated pregnancies, home drudgery and due to nature of occupation in which they are engaged. To protect this vulnerable group, many legislative provisions have been provided in almost all labour statutes which address problems of women labourers in their employment situation. These labour welfare legislations are of two kinds. The first category contains those statutory enactments which are exclusively for women workers, e.g. the Maternity Benefit Act, 1961 and the Equal Remuneration Act,

1976. In the second category are included those labour statutes which provide measures for the workers at large but contain special provisions for the welfare of women workers. These legislations relate to regulation of employment in dangerous occupations/employments, prohibition of night work, restriction on carriage of heavy loads, wages, health, gratuity, maternity relief, equal pay for equal work, social security, provision of crèches and other welfare facilities etc. Special provisions relating to women in factory Act

**V. L.V. Subramanian (2016):** In the article in **Indianlabour.org** various acts are provided for women employees as the Maternity Benefit Act, The Equal Remuneration Act was passed in 1976, providing for the payment of equal remuneration to men and women workers for same or similar nature of work. The enforcement of the provisions of this law is regularly monitored by the Central Ministry of Labour and the Central Advisory Committee.. Implementation of guidelines regarding sexual harassment has already begun by employers by amending the rules under the Industrial Employment (Standing Orders) Act, 1946. Guidelines to prevent sexual harassment of working women are also provided which specifies that it's the duty of the employer to prevent or deter the commission of any act of sexual harassment at the work place. Sexual harassment will include such unwelcome sexually determined behavior by any person either individually or in association with other persons or by any person in authority whether directly or by implication.

**VI. Manjula Chaudhary and Megha Gupta (2010)** the study aims at women's position in the hospitality or other industry. In Indian industry woman hold more positions of power now than in the past. Indian hospitality industry also shows the same pattern. But compared to their share in population women hold few positions compared to males. This is in spite of a various measures taken by the government through legislation and policy measures.. A study of Perception of male and female employees aims to examine whether female employees of hotel industry perceive gender equality issues differently than male employees. The issue discussed among employees of the hotels "women do not get same fringe benefits as men". But the result indicates that both men and women employees have similar view point about the gender issue.

### 3. OBJECTIVES OF THE STUDY:

- i.) To study the nature and kind of facilities given by the management to their female employees.
- ii.) To understand the employees perception about availability of these facilities to them.
- iii.) To study the impact of these facilities on satisfaction level of the female employees.

### 4. RESEARCH METHODOLOGY

Collection of data: The data required was collected using the following techniques:

- **Personal interviews:**

The researcher conducted personal interviews with the management and female employees of the various five star hotels to understand the special facilities provided for the female employees

- **Questionnaire:**

A questionnaire was made and circulated to the management representatives and female employees of the hotels to obtain their views.

- **Selection of sample:**

The study has been conducted to identify the perceptions of the management about the special facilities provided to female employees in the hotel industry in Pune. A sample of the management representative and female employees has been selected at random from different five star hotels in Pune city.

## 5. DATA ANALYSIS

### I. Perception of Managers about the facilities provided to female employees

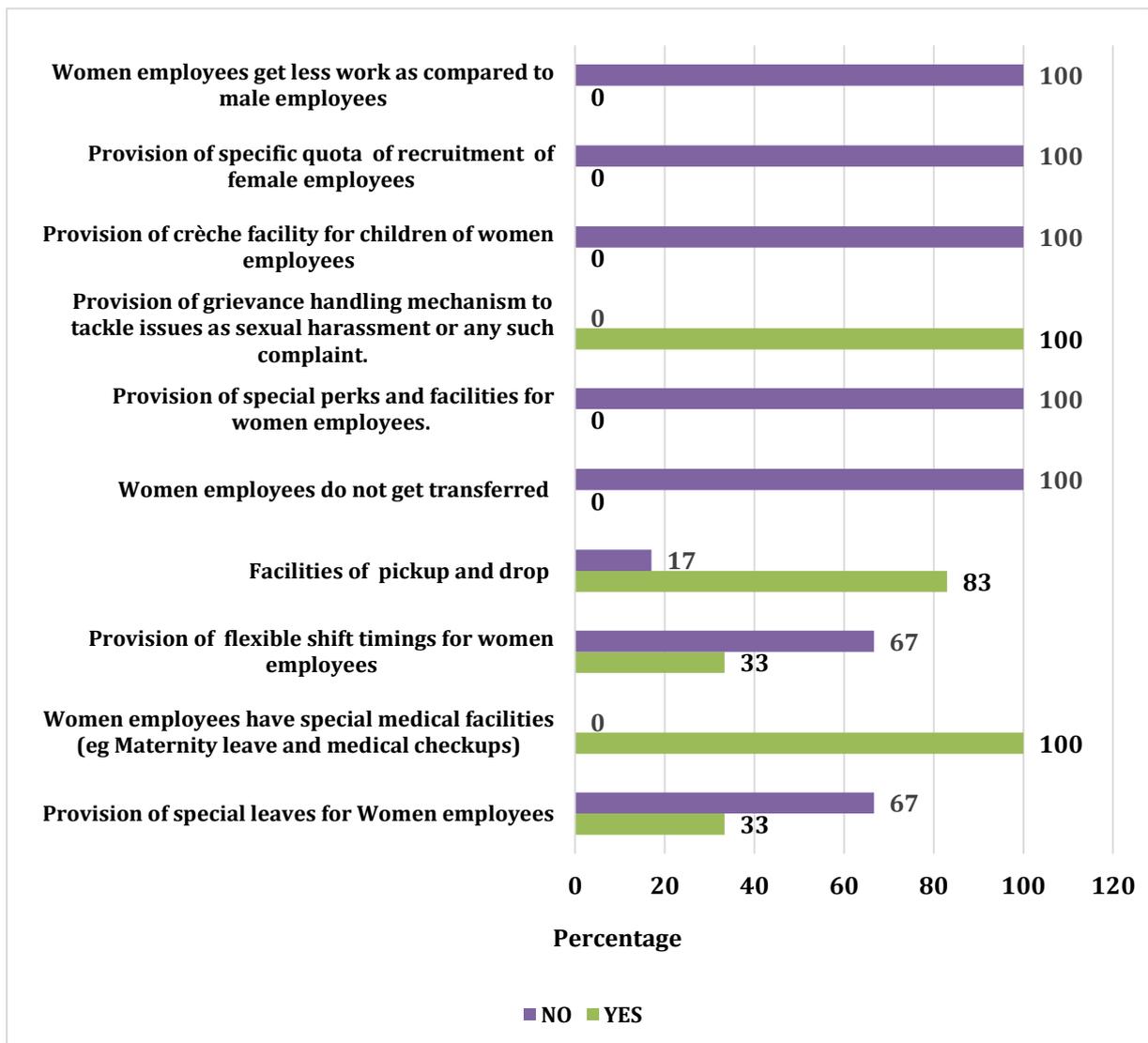


Chart 1: Perception of managers about the facilities provided to female employees

The research reveals that management do offer several facilities for their women employees of which some are same as what is offered to the male employees of the organization .There is mixed reaction about provision of special leaves is concerned. But every management do provide maternity leaves for their female employees. Provision of flexible times for female employees is available only in 33% of hotels. None of the hotels have provision for special perks for the female staff and no rule that they will not get transferred. On a very positive note it’s nice to know that hotels have grievance handling mechanism which is essential for the safety and security of the female employees.

But on the other hand there was no provision of Crèche which is actual an essential provision in factories Act 1948, Female employees get the same work as their male counterparts irrespective of the physical constraint. There is no discrimination in assigning work amongst employees on the basis of their gender.

The hotels do not have set quota for recruiting female employees. But there are certain jobs in the hotel for which female employees are preferred. Female employees are given the same workload as their male counterparts. Gender is not considered while assigning responsibility and work.

**II. Perception Of Female Employees About The Facilities Provided To Them**

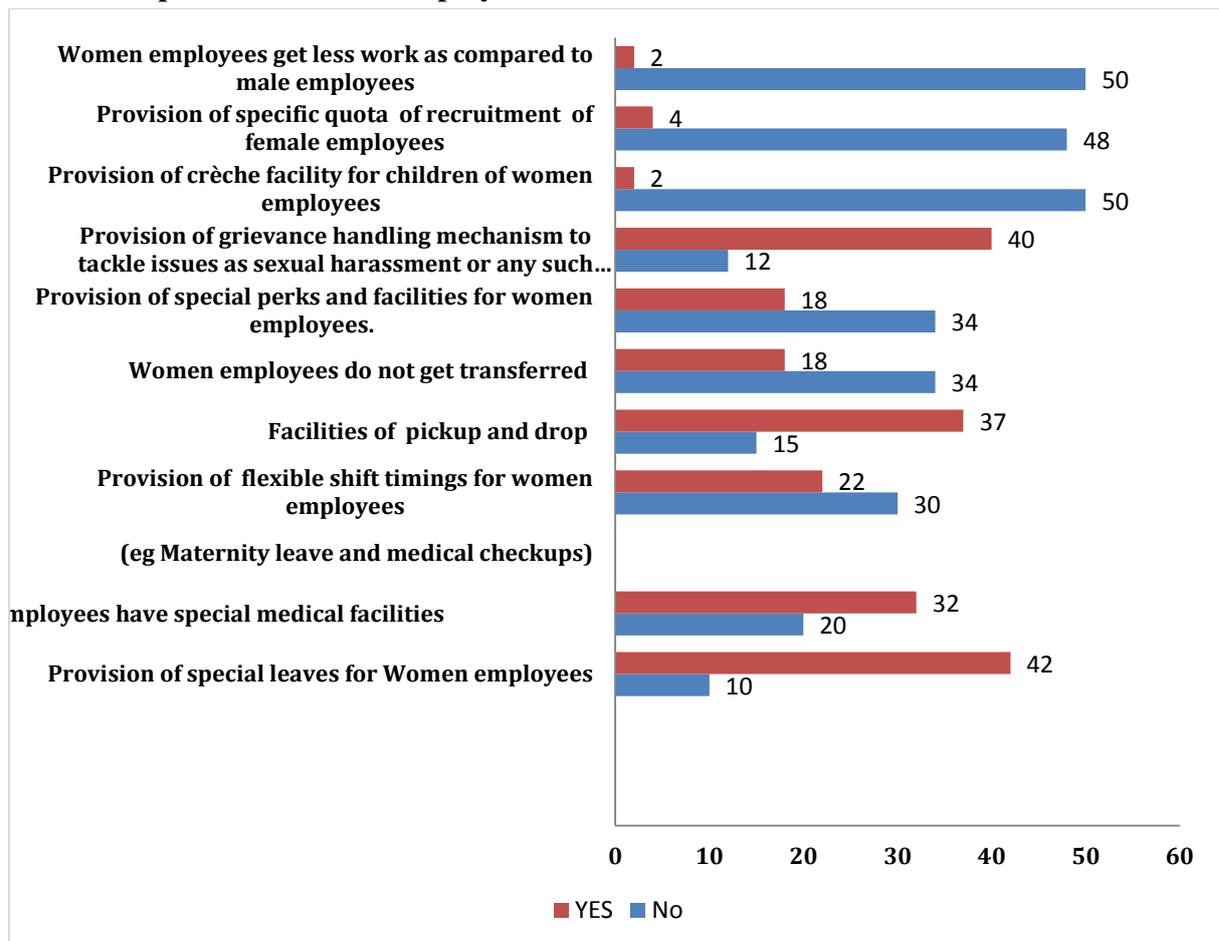


Chart 2: Response of Female employees about the facilities provided to them

The paper tries to compare the responses of the management and female employees for the same set of questions asked to them. The women employees do not have special leaves as per 92% of female employees. 71% of women agrees that there is a provision of maternity leave which does not matches with the management responses which indicates that 100 % managers agree that provision of maternity leave is available for female employees. The perception doesn't match about the pickup and drop facility, and flexible shift timings as well .Whereas the perception about crèche facility, special perks for women employees, provision of specific quota for employees precisely matches with the management perception .. There is a mixed opinion about women getting transferred. As far as grievance handling mechanism is concerned there again is a difference of opinion as 100% managers agrees that grievance handling mechanism exists whereas only 77% of women agrees that it exists. This could be due to perception difference or probably some of the women employees are either not aware or not availed of the said facility.

### III. Comparison Of Perception Of Female Employees And Management About The Facilities Provided To Them.

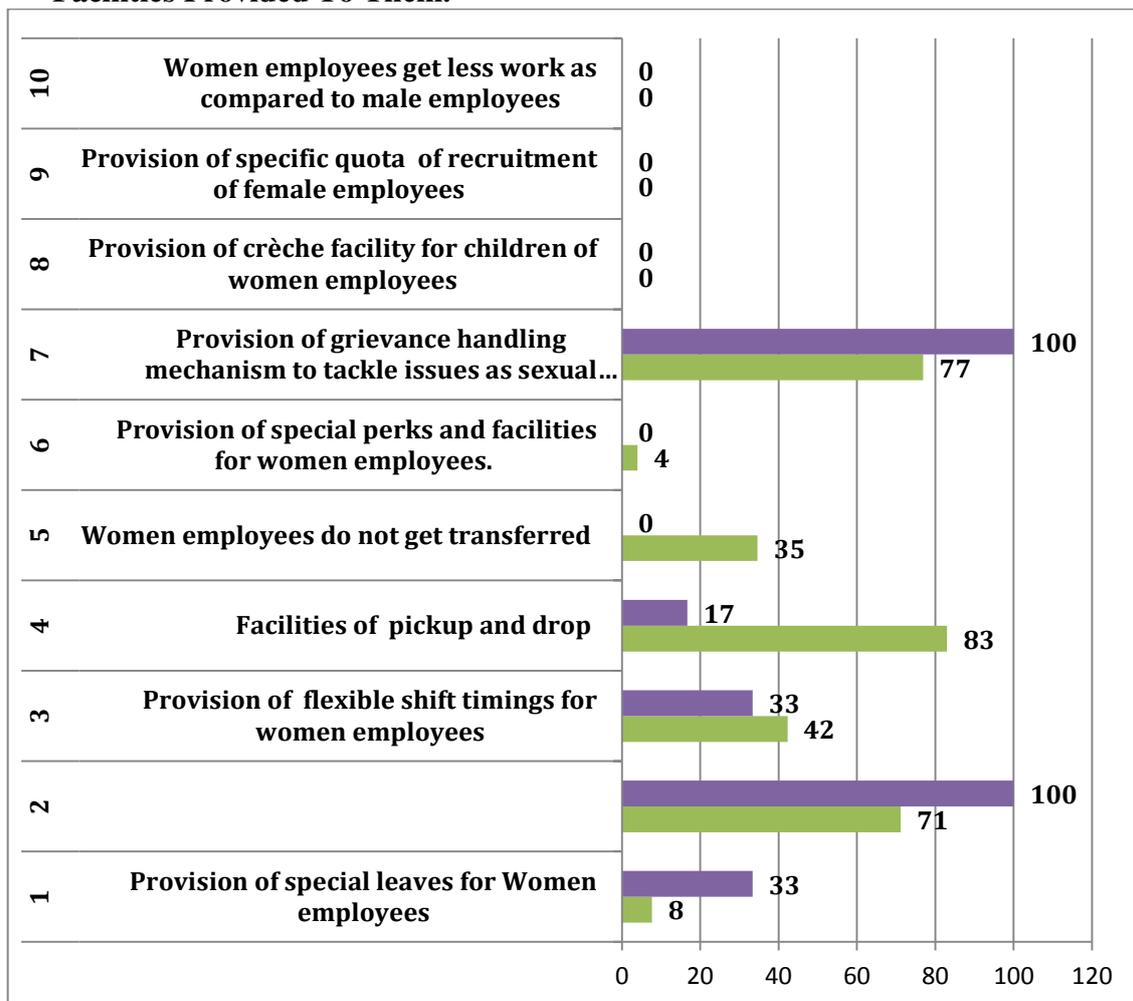
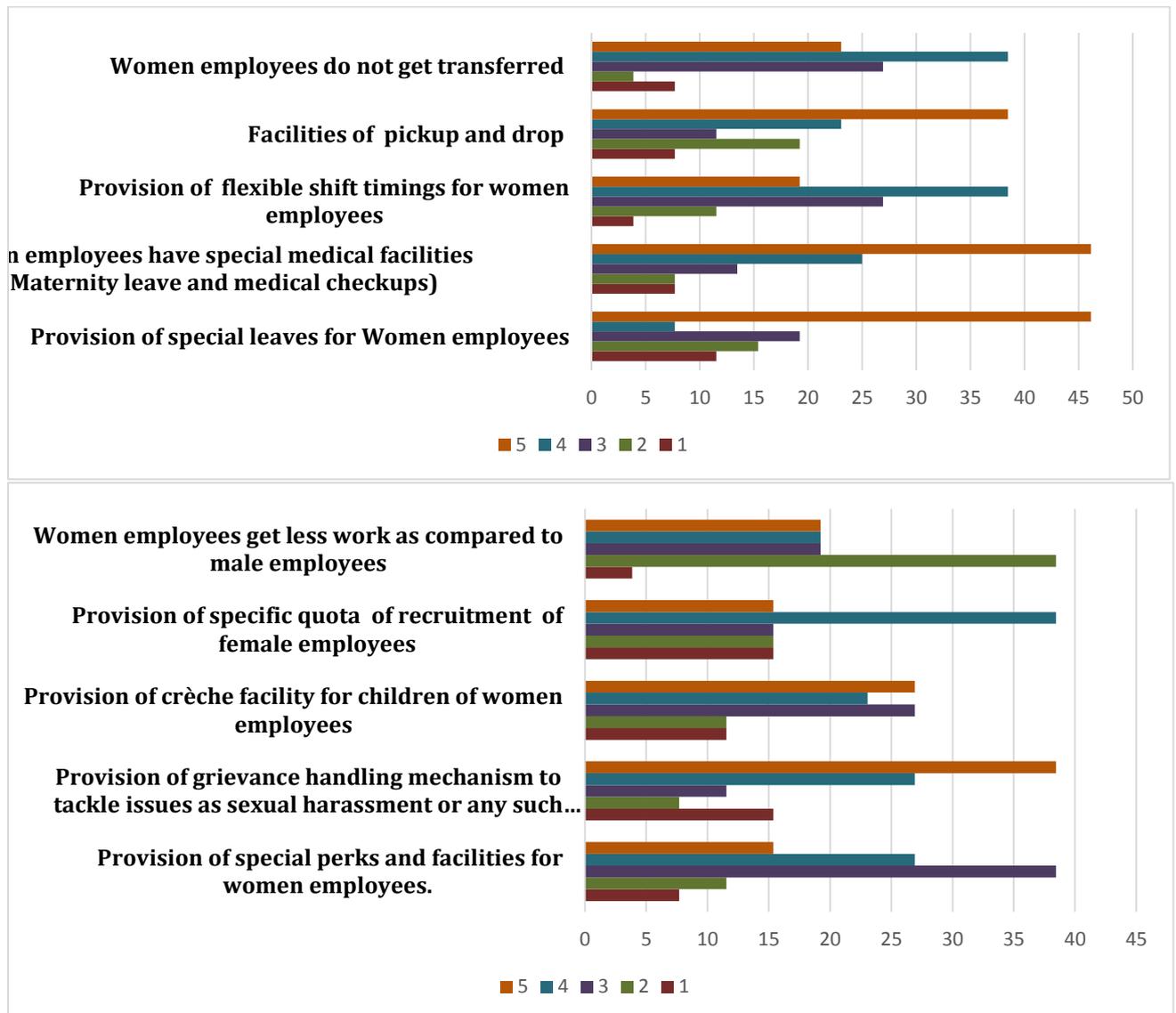


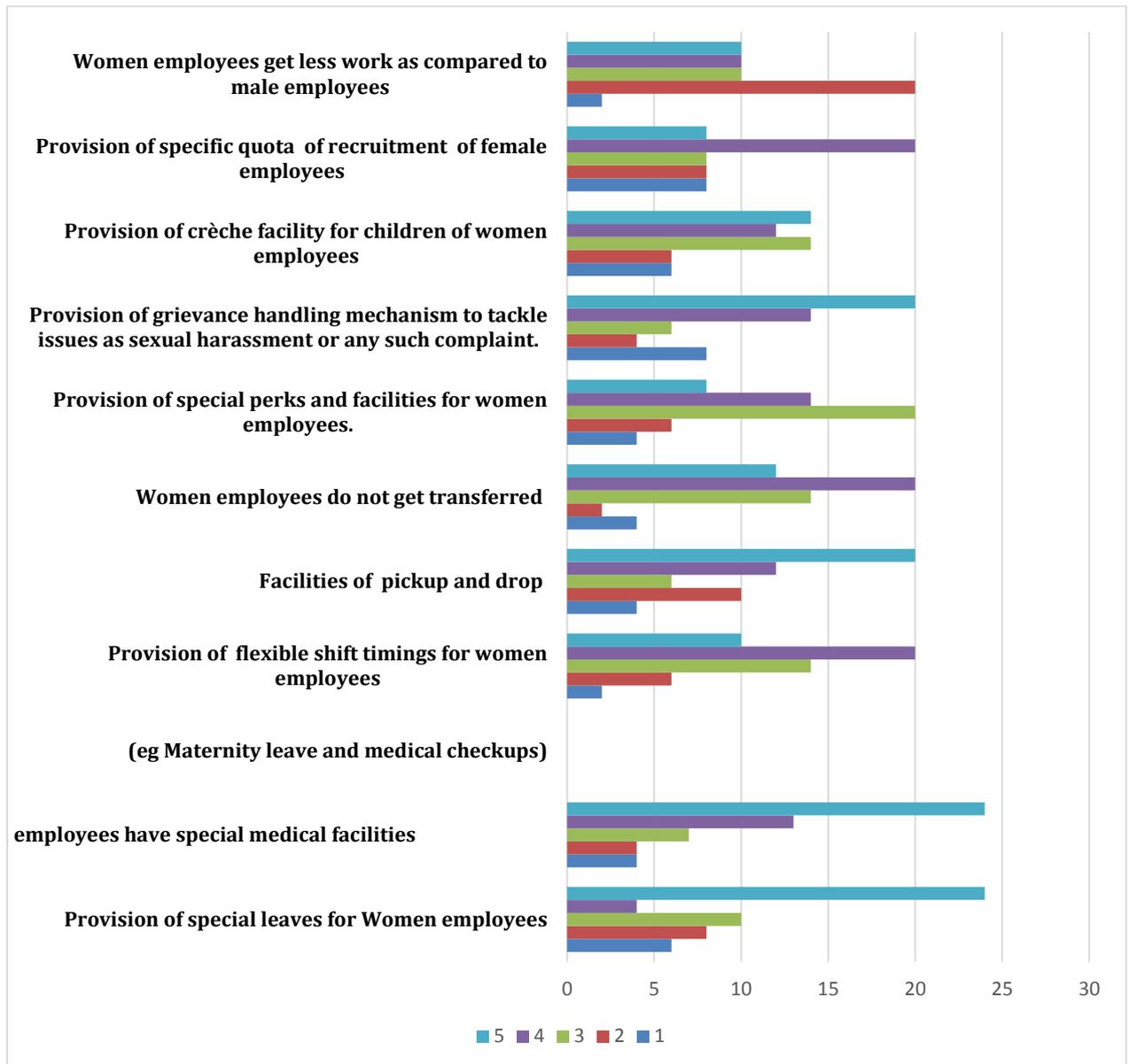
Chart 3: Comparison Of Perception Of Female Employees And Management About The Facilities Provided To Them

The research indicates that the perception of female employees do differ from that of management as far as facilities like **Facilities of pickup and drop and Women employees do not get transferred**. Employees agree that these facilities are available whereas management does not provide these facilities. According to them the pickup drop is available only during odd hours and late shift and special occasions. Parameters of Women employees have special medical facilities (eg Maternity leave and medical checkups) and Provision of grievance handling mechanism have are available to women employees as per 100% managers whereas only 71-77 % employees agree that this is available to them.

#### IV. Perception of Female Employees about the Impact of the Facilities Provided To Them on Their Satisfaction



**Chart 4: Perception of Female Employees about the Impact of the Facilities Provided To Them on Their Satisfaction**



**Chart 5: Perception of Female Employees about the Impact of the Facilities Provided To Them on Their Satisfaction**

Each facility provided to an employee has either a direct or indirect impact on them. Presence of some facilities such as transport, perks etc. are considered essential whereas special facilities such as crèche, family care, health care are seldom offered by the employer but may have a great positive impact on the employees. The paper tries to find out the impact of each facility given to female employees on their satisfaction. Special leaves provided for women employees especially Maternity or similar leaves has greatest impact on them has been rated as most important facility. Which means women need special leaves not only during pregnancy or maternity period but it also helps them to ease out their work life balance. Second facility which has phenomenal impact on women employee is Grievance handling mechanism prevailing in hotels. This ensures that female employees are more concerned with their safety and “being heard” for any issues cropping

up at the work place. The provision of pick up and drop facility and women employees not getting transferred is also observed to have a moderate impact on women employees. Surprisingly availability of crèche facility which should have been one of the important facility doesn't have a great impact. The facility which may be considered as the least important is women getting lesser work than male employee. This indicates that women are ready to carry out all the responsibilities which may be done by the male employee.

## 6. FINDINGS

Overall the outcome of the paper suggests that

- I. Management of the hotel offers numerous facilities to their employees but there are very few facilities especially for women employees.
- II. There is a discrepancy about availability of certain facilities such as provision of special leaves other than maternity or grievance mechanism, where management says it exists and all the employees do not agree for the same.
- III. Availability of facilities as provision of special leaves (Maternity) and Grievance mechanism has the greatest impact on women employees whereas facilities like Women employees get less work as compared to male employees does not have significant impact on women .
- IV. All managers confirm that there are no special perks and benefits to female employees

## 7. CONCLUSION

The research was based on the surveys and interviews carried out with the female employees and Management representatives. In order to understand if there is any provision of special facilities for women employees in hotels .If there are, then are the employees well versed with it and avail them. Or are these facilities merely on paper. The paper tries to find out the impact of these facilities on women employees satisfaction level. It has been observed that management do provide some special facilities as Medical/ Maternity leaves and are agreed upon by the employees .The study also indicates that the management do not consider gender while assigning work to female employees or if they need to be transferred. There is a discrepancy noticed in management's say and women employee's perception about the provision of special leaves and grievance handling procedure. As far as the most desired or important facility which female workers would like is Maternity/ special leave followed by Grievance mechanism. It suggests that safety and security is the prominent factor for employees where as they are not much concerned about the work assigned to them and this factor has the least impact on them.

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