

RESEARCH ARTICLE

<https://doi.org/10.56868/ijmt.v1i1.12>

Gender Diversity Management Practices in the Hotel Industry: An Analysis of Philippine Hotel Industry

Marmie R. Poquiz^{1*}, Rania Hassan², Shehryar Ahmed³

¹ Hospitality Management Department, Pangasinan State University

² National Defense University (NDU) Islamabad

³ Manipal International University, Putra Nilai, Negeri Sembilan, Malaysia

- Corresponding Author: mipoquiz_ms@psu.edu.ph (M.R.P)

Abstract

This study endeavors to investigate the gender diversity management practices (DMPs) in the hotel industry of and the considerable effect of gender, inclusion or exclusion, on hotel employees' perceptions of those practices in Philippine. A quantitative method using personal administered survey was employed and total 300 above questionnaires were sent online to the staff working in the 4–5-star hotels in Manila and only 185 usable questionnaires received. The findings indicated that young, female hotel staff made up the majority. A significant number of hotels were successful in implementing DMPs, and the staff members were conscious of how their employers were working to give both genders the same opportunity for recruiting, decision-making, development and training, a raise, and remuneration. However, the study additionally revealed that the strategy employed by hotel businesses to assist their staff members in balancing their professional and familial responsibilities may contribute in impeding instead of advancing gender parity. Specifically, the study found that hotel companies often offered childcare benefits and flexible work arrangements, but these benefits were not always accessible to all employees. The findings of this research indicate that hotel corporations need to take further steps to make sure that their DMPs are successful and do not obstruct gender parity.

Keywords: gender, diversity management, diverse workforce, hotel, Philippine

INTRODUCTION

It has become imperative for big hotels to embrace staff diversity as a result of the rise of globalization (Childs, 2005). Diversity management (DM) is a practical method for effectively identifying and valuing individual and group diversity within organizations (Aretz & Hansen, 2003). Hotels that adopt diversity management make sure that every employee, irrespective of group affiliation, has the chance to make the most of their skill set and capabilities (Kandola & Fullerton, 1998; Al-Hussaini et al., 2019). Additionally, diversity management may help hotels cut costs by decreasing turnover of employees, absences from work, and disagreements among the staff (Bassett, 2005). By cultivating a diverse workforce, the hospitality industry not only enables employees to develop strong cross-cultural communication skills through group training, but also fosters a unique cultural atmosphere that attracts customers (Grobelna, 2016). Corporations that accomplish actual gender equality, especially among executive roles, have proven improved efficiency and considerable increase in profits, according to the most recent study from the Employers' Activities Bureau of the International Labor Organization (2019).

Despite being important, gender diversity is not being handled effectively in the hospitality sector (Korjala, 2013). There are almost 70% of women workers in the tourist and hotel sector, yet females only occupy fewer than 20% of executive roles in hotels, such as managing director, president, partner, or a CEO (Blayney & Blotnicky, 2017). Additionally, the sector has struggled with concerns of unequal pay and bias against women (Crafts and Thompson, 1997; Allen and Sachs, 2007). In the Philippines, there exists a considerable disparity in the employment rates of both genders, with men being more likely to secure employment, resulting in a decrease in women's employment rate. Although the female labor force participation rate has been increasing, such as the case of Philippine women aged 15 and above, reaching approximately 64% in 2010 and 65.5% in 2011 (Labour Force Survey, 2001 and 2010), this does not imply equal treatment between genders in the labor market. Therefore, the purpose of this study is to evaluate the adoption of gender diversity management practices in the hotel sector in the Philippines. (Poquiz, 2018)

LITERATURE REVIEW

Gender Diversity Management

In general, gender differences have minimal impact on work efficiency considering the disparities in learning and abilities among men and women are insignificant, making both genders effective leaders (Robbins & Judge, 2017; Halou, Samin, & Ahmad, 2019). The concept of gender balance in senior management is defined as having a proportion of 40%-60% for any gender among managers, and this composition should be reflected in the overall labor force as well. The benefits of gender diversity begin to emerge when women make up at least 30% of management and leadership positions. Nevertheless, this goal has not been attained by approximately 60% of the market's businesses (Bureau for Employers' Activities, 2019). Additionally, Women are often underrepresented in crucial decision-making roles within the industry. According to Duncan and Loretto's (2004) research, Women across all age categories are more vulnerable to age prejudice because of physical characteristics or gender-related variables. In the global market environment, only a small percentage (1-5%) of executives are women, largely due to the lack of women on boards of directors, which stems from gender discrimination and bias (Yemisi et al., 2012; Ahmad et al., 2019).

According to several studies, there is an unfair wage gap between men and women working in the hospitality sector, with women making a lower salary than males (Pinar, McCuddy, Birkan, & Kozak, 2011). The Yonhap News Agency (2020) reported a preference for male employees during the hiring process, possibly influenced by the nature of the company's work. Male employees have traditionally been perceived as more productive, resilient, and suitable for workplaces with potential safety hazards. Similarly, Kyalo (2015) argues that organizations tend to favor male workers over women, perceiving them to possess better performance capabilities. According to the International Labour Office (2017), women bear family responsibilities, and corporate cultures with unrestricted

sexual expectations have a greater impact on them. In addition, women frequently demand more accommodative policies from employers than do males, particularly with regards to their maternity leave and policies that support balance between work and life. (Poquiz, 2019). Additionally, a prevalent trend in social enterprises is the inverse relationship between management level and the proportion of women; female managers are often concentrated in roles related to human resources, finance, and administration, which are often deemed as lower positions. (Poquiz, 2019) This limits their prospects for advancement to CEO or board member positions in the coming future (EMP, 2019). As a result, male CEOs make up more than 78% of social enterprise CEOs, whereas female CEOs are more common in small businesses (ACT, 2019).

RESEARCH METHODOLOGY

A quantitative method using personal administered survey was employed. This study's target demographic comprises employees from 4-5-star hotels in Manila, Philippines. There are over 100 4–5-star hotels in Manila, the Philippines. The most popular areas for these hotels are Makati City and Bonifacio Global City. However, in this study only selected hotels were sent emails about the study scope and most of the senior staff were targeted.

A thorough literature research of relevant factors under study was used to design the questionnaire and determine the quantitative parameters of each variable. It consisted of 2 parts: demographic characteristics (gender, age, education, etc.) and gender DMPs (16 attributes) which was a bench marked from Elkhwesky, Salem, & Barakat (2019). The questionnaires used a five-point Likert scale was used (1 being “strongly disagree” and 5 being “strongly agree”). The system's reliability was verified and the Cronbach's Alpha was 0.94, indicating that the system is extremely reliable.

A total of 35 hotels were contacted, and 11 hotels agreed to support the study and assist us to fill the questionnaires. Questionnaires were distributed to human resources departments, who informed their workers that their participation was voluntary. Questionnaires were distributed among 400 different hotel staff, however, only 201 questionnaires were returned and only 185 found usable questionnaire.

RESULTS AND DISCUSSION

The table provided displays demographic information about the participants in the study. Here is an explanation of each category: Gender: The table shows the number of participants categorized by their gender. There were 110 male participants, accounting for 59.5% of the total, and 75 female participants, representing 40.5% of the total. Position: This category indicates the participants' job positions within the hotel industry. The table reveals that 79 participants were in operational staff roles, comprising 42% of the total. There were 67 participants in supervisor positions, accounting for 36% of the total, and 39 participants held the `manager or assistant positions, representing 21% of the total.

Age: The age distribution of the participants is represented in this category. There were 13 participants below the age of 20, making up 7% of the total. The majority of participants, 128 individuals, fell into the age range of 21-40 years, constituting 69% of the total. Additionally, there were 44 participants aged between 41-60 years, accounting for 23% of the total. Educational background: This category illustrates the participants' educational qualifications. The table indicates that 34 participants had a high school education or lower, representing 18% of the total. The majority of participants, 122 individuals, held a graduate degree (Bachelor's Degree), comprising 66% of the total. Furthermore, 29 participants had post-graduate qualifications, making up 15% of the total.

The table provides a breakdown of the participants based on gender, position, age, and educational background, allowing for a comprehensive understanding of the demographic composition of the study sample.

Table 1: Respondents' profile

Descriptions	No	%	Descriptions	No	%
Gender			Position		
Male	110	59.5	Operational staff	79	42
Female	75	40.5	Supervisor	67	36
			Manager/Assistant	39	21
Age			Educational background		
Less than 20 years	13	7	High/Vocational school or lower	34	18
21-40 years	128	69	Graduate (Bachelor's Degree)	122	66
41-60years	44	23	Post-graduate	29	15

The table 2 shows the survey's findings on gender diversity management practises (DMPs) in Manila's 4–5-star hotels. Each DMP's mean and standard deviation (S.D.) scores for male and female workers are included in the table along with the p-value, which denotes the statistical significance of any gender-based disparities that were found. The hotels encourage women to participate fully in the workforce: The mean score for male employees is 4.02, and for female employees, it is 3.98. The p-value of 0.75 suggests no significant difference between male and female employees' perceptions of this DMP. The hotel industry does not have gender discrimination when publicizing job postings: Both male and female employees reported high mean scores (4.00 and 4.02, respectively), with a p-value of 0.89, indicating no significant difference. The provision of equal employment opportunities for men and women upon their recruitment as senior managers: Male employees scored this DMP at 4.07, while female employees scored it at 4.09. The p-value of 0.87 indicates no significant difference.

The hotels offer equal training opportunities and career development strategies for male and female staff: Male employees scored this DMP at 4.05, and female employees scored it at 4.18. The p-

value of 0.24 suggests no significant difference, although there is a slight variation in perceptions between the genders. The hotels educate the employees about cultural awareness of gender parity: Both male and female employees reported relatively high mean scores (3.98 and 4.08, respectively), with a p-value of 0.37, indicating no significant difference. The hotels offer staff members, both male and female, equal possibilities for promotion: Male employees scored this DMP at 4.08, and female employees scored it at 4.11. The p-value of 0.80 suggests no significant difference.

The table continues with similar patterns for the remaining DMPs, providing mean scores, standard deviations, and p-values for each item. Although there may be minor variances in their mean scores, the p-values typically show no statistically significant distinction comparing male and female staff' opinions of the DMPs.

Table 2: The comparison between male and female employees' opinion towards the enforcement of gender DMPs

Gender DMPs	Male		Female		p-value
	mean	S.D.	mean	S.D.	
1. The hotels supports women to participate fully in the workforce	4.02	1.09	3.98	1.11	0.75
2. The hotel industry does not have gender discrimination when publicizing job postings (except for special positions)	4.00	1.09	4.02	1.11	0.89
3. The provision of equal employment opportunities for men and women upon their recruitment as senior managers	4.07	1.13	4.09	1.11	0.87
4. The hotels offer equal training opportunities and career development strategies for male and female staff	4.05	1.11	4.18	0.98	0.24
5. The hotels educate the employees about cultural awareness of gender parity	3.98	1.12	4.08	1.00	0.37
6. The hotels offer staff members, both male and female, equal possibilities for promotion	4.08	1.04	4.11	1.07	0.80
7. The company pays male and female staff the same salaries and benefits	4.02	1.19	4.05	1.12	0.78
8. The company can evaluate the job performance of both male and female workers in an impartial and equitable manner	4.06	1.11	4.11	1.13	0.64
9. The company makes every effort to guarantee that there are no clashes between male and female staff members' professional and familial lives in terms of working hours and workplaces	3.96	1.15	4.18	0.99	0.05

10. The company will offer flexible work schedules for women	3.85	1.22	3.94	1.17	0.49
11. The company offers its female staff free childcare services while they are at work (for example, the company maintains a specialized child care area)	3.80	1.21	3.67	1.22	0.28
12. The company provides its male and female employees with routinely physical examinations	4.05	1.09	4.08	1.09	0.82
13. The company offers expectant mothers the opportunity to take maternity leave	4.03	1.16	4.09	1.12	0.66
14. The company provides the male staff members with an opportunity to take paternity leave	4.04	1.17	4.00	1.17	0.72
15. The company offers both male and female workers marriage, ordination, and funeral leave.	4.09	1.09	4.06	1.09	0.77
16. The company gives both the male and female employees the same chance to submit feedback in order to tackle issues or improve your performance	4.08	1.08	4.11	1.07	0.80

Discussion

Despite long-standing notions that women should stay at home and care for their families, there has been a noticeable rise in the number of women entering the professional employment in the past few decades. There is a global focus on providing equal opportunities, attracting, retaining, developing, and empowering women within organizations. Gender prejudices are being steadily addressed as more women leave the house in quest of employment possibilities. According to the gender distribution in the hotel sector in the Philippines, women make up more than half of the workforce. This shows that women may have an edge due to the significant dominance of women in the Philippines' hospitality sector. This study discovered that hotel companies place significant emphasis on managing gender diversity and have effectively implemented gender diversity management practices (DMPs). This contradicts the findings of the Yonhap News Agency (2020) and Kyalo (2015), where it was revealed that a preference for male workers in hospitality organizations because they were thought to be more capable employees. The findings of the research showed that hotel businesses give their staff despite of their gender similar access to jobs, training, learning and growth opportunities, professional promotion, and salary and incentives. However, women expressed that their companies were more supportive in helping them balance work and family life compared to their male counterparts. Notably, the major chunk (68%) of hotel employees in this research is the younger generation. Chung & Van der Lippe (2018) argued that the demand for workplace flexibility is increasing, particularly among young individuals. While flexible working arrangements can enhance work-life balance, it is essential to

recognize the potential gender-based implications associated with its usage. Gender plays a crucial role in recognizing the consequences of flexible working hours, as male and female employees tend to utilize flexible working arrangements differently, resulting in varying outcomes in terms of well-being, work-life balance, and work intensity. The findings of this study indicated that the efforts made by companies for conflict minimization to balance their work and life, in terms of working hours and workplaces, may inadvertently reinforce a more traditional division of labor, hindering rather than promoting gender equality.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the study highlights the progress made in promoting gender equality in the hospitality industry. While there are still challenges and biases to overcome, hotel companies have shown a commitment to managing gender diversity and implementing effective gender diversity management practices. The findings indicate that both male and female employees are provided with equal job opportunities, training, career advancement, and compensation and benefits. However, there are still areas where improvements can be made, particularly in supporting work-life balance for female employees and addressing potential gender-based implications of flexible working arrangements. It is important to recognize that gender biases and the traditional division of labor can hinder the advancement of gender equality in the industry. Based on the findings, the following recommendations are suggested to further promote gender equality in the hotel industry:

Enhance work-life balance support: Hotel companies should focus on implementing policies and initiatives that assist both the male and female employees in balancing their work and familial responsibilities. This could include flexible working arrangements, parental leave policies, and childcare support. Companies should be mindful of potential gender biases in the utilization and outcomes of flexible working arrangements. Efforts should be made to ensure that flexible working options are equally accessible and beneficial for men and women. Encourage the development of diverse leadership teams within hotel companies. This can be achieved through targeted initiatives to identify and support high-potential female employees, mentoring programs, and training opportunities to enhance leadership skills. Regularly monitor and assess the effectiveness of gender diversity management practices and policies. Gather data regarding the key indicators such as gender representation at various organizational levels, pay equity, and employee satisfaction with work. Use this data to identify areas for improvement and guide future initiatives. By implementing these recommendations, hotel companies can further advance gender equality and create a more inclusive and diverse workforce in the hospitality industry.

Author's contribution:

Marmie R. Poquiz contributed to the main idea, data collection and first draft writing, and contributed to the literature collection and methods

Rania Hassan worked on formal analysis and English language

Shehryar Ahmed worked on methods, reviews and corrections.

Consent to Participate

The authors declared that they have no known competing financial interests or personal relationships, which seem to affect the work reported in this article. We declare that this deals with human participants and human data or human rights issues are discussed and evaluated.

Consent for Publication

We do not have any individual person's data in any form.

Competing Interests

The author declares that there are no competing interests in this work

Grant information: The author declared that no grants were involved in supporting this work.

REFERENCES

Ahmad, M., Beddu, S., binti Itam, Z., & Alanimi, F. B. I. (2019). State of the art compendium of macro and micro energies. *Advances in Science and Technology Research Journal*. Volume 13, Issue 1, March 2019, pages 88–109 <https://doi.org/10.12913/22998624/103425>

Al-Hussaini, S. H., Turi, J. A., Altamimi, A. N. A., Khan, M. A., & Ahmad, M. (2019). Impact of talent management strategies on employee performance behaviour with the mediating role of talent management outputs. *Archives of Business Research*, 7(3). DOI: 10.14738/abr.73.6309

Allen, P., Sachs, C. (2007), "Women and food chains: the gendered politics of food", *International Journal of Sociology of Agriculture and Food*, Vol. 15 No. 1, pp. 1-23. <https://doi.org/10.48416/ijsaf.v15i1.424>

Aretz, H.J., Hansen, K. (2003), "Successful management of diversity: the multicultural organization as a strategy to improve sustainable competitiveness", *Journal of Personnel Research/German Journal of Research in Human Resource Management*, Vol. 17 No. 1, pp. 9-36. <https://doi.org/10.1177/239700220301700103>

Bassett-Jones, N. (2005). The paradox of diversity management, creativity and innovation. *Creativity and Innovation Management*. <https://doi.org/10.1111/j.1467-8691.00337.x>

- Blayney, C., & Blotnicky, K. (2017). Women's representation in the hotel industry: An update five years later. *International Journal of Management and Human Resources*, 5(1), 1-16.
- Bureau for Employers' Activities (ACT/EMP) (2019), *Women in Business and Management: A global survey of enterprises*.
- Childs, J. T. (2005). Managing workforce diversity at IBM: A global HR topic that has arrived. *Human Resource Management*. <https://doi.org/10.1002/hrm.20042>
- Chung, H., & Van der Lippe, T. (2020). Flexible working, work–life balance, and gender equality: Introduction. *Social Indicators Research*, 151(2), 365-381. <https://doi.org/10.1007/s11205-018-2025-x>
- Crafts, D.D., Thompson, L.M. (1997), “Managers’ perceptions of career advancement obstacles for women managers in the foodservice industry”, *Journal of College & University Foodservice*, Vol. 3 Nos 1-2, pp. 41-56.
- Duncan, C., & Loretto, W. (2004). Never the right age? Gender and age-based discrimination in employment. *Gender, Work and Organization*. <https://doi.org/10.1111/j.1468-0432.2004.00222.x>
- Elkhwesky, Z., Salem, I. E., & Barakat, M. (2019). Diversity management in hotels: The moderating role of empowerment and capability development. *Journal of Hospitality and Tourism Insights*. <https://doi.org/10.1108/JHTI-09-2018-0058>
- Finkelstein, L. M., Burke, M. J., & Raju, N. S. (1995). Age Discrimination in Simulated Employment Contexts: An Integrative Analysis. *Journal of Applied Psychology*. <https://doi.org/10.1037/0021-9010.80.6.652>
- Grobelna, A. (2016). Intercultural Challenges Facing the Hospitality Industry. Implications for Education and Hospitality Management. *Journal of Intercultural Management*. <https://doi.org/10.1515/joim-2015-0023>
- Halou, M., Samin, R., & Ahmad, M. (2019). Impacts of change management on risk and cost management of a construction projects. *Journal of Project Management*, 4(2), 157-164. DOI: 10.5267/j.jpm.2019.1.005
- Kandola, R. S., Fullerton, J (1998). *Diversity in Action: Managing the Mosaic. Developing strategies*.
- Korjala, V. (2013), “Cultural diversity in hospitality management: how to improve cultural diversity workforce”, (published bachelor’s thesis), Universities of Applied Sciences, available at: www.theseus.fi/handle/10024/55331

Kyalo, J. M. K., & Gachunga, H. (2015). Effect of diversity in workplace on employee performance in the banking industry in Kenya. *Strategic Journal of Business & Change Management*, 2(2).

Pinar, M., McCuddy, M. K., Birkan, I., & Kozak, M. (2011). Gender diversity in the hospitality industry: An empirical study in Turkey. *International Journal of Hospitality Management*, 30(1), 73-81. <https://doi.org/10.1016/j.ijhm.2010.06.007>

Poquiz, M. (2019). Instructional Materials in Teaching Quality Services Management In Hospitality and Tourism Industry. *Southeast Asian Journal of Science and Technology*, 4(1), 173-182. Retrieved from <https://www.sajst.org/online/index.php/sajst/article/view/217>

Poquiz, M. R. (2018). Organic SunRice Corn Tea (SCT) Product. *Asian Journal of Multidisciplinary Studies*, 1(2), 202-207.

Poquiz, M. R. (2019). Factors Influencing the Attractiveness, Tourist Destination Image, and Level of Cultural Identity of La Union Province. *Online Journal of Technology Innovation*, 2.

Robbins, Stephen P., & Judge, T. A. (2017). *Organizational Behavior* (17th Edition). Pearson Education Limited.

Yemisi, F., Olusoji, J., & J. Oluwakemi, J. (2012). 'Women in Purgatory: The case of Nigerian Women in the Boardrooms', *Asian Journal of Business & Management Sciences*, 1(10), 134-150.

Publisher's Note: All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations or the publisher, the editors and the reviewers. Any product that may be evaluated in this article, or claim made by its manufacturer, is not guaranteed or endorsed by the publisher.