FACTORS FUELLING THE GLASS CEILING AND GENDER DISCRIMINATION IN THE HOSPITALITY INDUSTRY IN MASVINGO URBAN

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Abstract
This paper attempts to explore the factors that fuel glass ceiling and gender discrimination amongst employees in the hospitality industry in Masvingo urban. The city has nine hospitality institutions (comprising of three hotels and six lodges) from which two hotels and one lodge were chosen for the study. The study intends to investigate the factors fuelling glass ceiling and gender discrimination in the industry. Hospitality can not be separated from tourism which has become a key driver of economic and social development worldwide. This growth inadvertently offers a lot of employment opportunities for women at all levels in the industry. Notwithstanding these developments, women remain underrepresented in the upper echelons of organisations. The study employed both quantitative and qualitative designs with questionnaires and structured- interviews used as data collecting instruments. Society’s sex typing of jobs and gendered views regarding the progression of women strongly embedded within an androcentric culture are salient obstacles to women’s advancement and progression. The study established that more women are found in gendered jobs like housekeeping and catering with very few in more ‘masculine’ roles like supervision or management.

Key words: glass ceiling, gender, discrimination, hospitality, Zimbabwe.

1. Introduction And Background To The Study
The dawn of the 21st century has been celebrated as an era where women have overcome age old barriers in almost every sphere. Women now sit in boardrooms, parliaments and have in essence stormed the traditionally male dominated fields. Some have even made proclamations that the glass ceiling has been cracked. However despite the progress made, research has shown that many women still ‘bump’ into the glass ceiling at the work place (Kattara 2005; Nyaruwata and Nyaruwata 2013). According to Cotter [2001], the glass ceiling phenomenon refers to a business metaphor used to describe the way a woman can reach a certain level in a company but can never reach a higher rank. Burns [2005] also describes it as a term that refers to various barriers that prevent qualified women from advancing upwards into management positions in organizations. It describes a tendency for women to be over represented in the lower levels of an industry but underrepresented at senior levels. Gender discrimination is defined as the unsystematic, unfavorable treatment of individuals on the basis of their gender which denies them their rights, opportunities or resources, [Walters 2011]. It can be said to be any unequal treatment based on gender and may also be referred to as sexism. It manifests itself in any situation where a person shows prejudice towards any other that would not occur had they been the opposite sex. This is most common to women at workplaces.
Most SADC governments are signatories to various regional and international conventions, treaties, declarations and protocols that seek to promote and create an enabling environment for the attainment of gender equity (Nyaruwata and Nyaruwata 2013). Amongst these are the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW 1991), the Global Platform for Action and the Beijing Declaration (1995), and most recently the SADC Protocol on Gender and Development (2008) (Mashavira 2013). Enshrined in Article 13 of the SADC Protocol on Gender and Development (2008), is that state parties shall ensure the equal participation of women and men in decision making by putting in place policies, strategies and programmes for building the capacity of women to participate effectively through leadership and gender sensitivity training and mentoring. Article 9 cited by Mashavira (2013) proceeds to encourage member states to review, adopt, and implement legislative, administrative and other appropriate measures to ensure the eradication of occupational segregation and all forms of employment discrimination.

It is with this realization that the Zimbabwean government has introduced laws that encourage equality between men and women in education and at the workplace. These laws include the National Gender Policy of 2004 and also the Labour Act Cap 28:01 (specifically part 2; Section 5), which is clear on the unacceptability of gender discrimination in Zimbabwe. However, despite these significant milestones, Table 1 below offers a grisly picture on the composition of employees in Zimbabwe’s three major hotel groups in 2011:

**Table 1. Gender composition of employees in Zimbabwe’s three major hotel groups in 2011**

<table>
<thead>
<tr>
<th>Level</th>
<th>No of females</th>
<th>No of males</th>
<th>% of women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors and CEOs</td>
<td>4</td>
<td>7</td>
<td>36.4</td>
</tr>
<tr>
<td>General managers</td>
<td>5</td>
<td>21</td>
<td>19.2</td>
</tr>
<tr>
<td>Senior managers</td>
<td>76</td>
<td>119</td>
<td>39.9</td>
</tr>
<tr>
<td>Front Office managers</td>
<td>78</td>
<td>143</td>
<td>35.3</td>
</tr>
<tr>
<td>General Workers</td>
<td>1225</td>
<td>1829</td>
<td>40.1</td>
</tr>
<tr>
<td>Totals</td>
<td>1388</td>
<td>2119</td>
<td>36.9</td>
</tr>
</tbody>
</table>

**Source:** Government of Zimbabwe: Ministry of Women’s Affairs, Gender and Community (adapted from Nyaruwata and Nyaruwata 2013)

The table above is reflective of the success of government’s gender mainstreaming initiatives in a number of sectors. Despite the advances shown by the three hotel groups ‘in engendering management positions in the sector’ (Nyaruwata and Nyaruwata 2013), women comprise only 36.4% of Directors and CEOs and 40.1% of general workers. Miss Danga, a member of the Zimbabwe Women Lawyers Association as cited by Katunga
in the Sunday News of 2012 rightly observes that, “women’s participation in the tourism sector is limited to the menial and lower position jobs like catering and housekeeping yet there are so many policies and legislative frameworks that call for the participation of women in the economy”. Though her comments are specific to the tourism sector, hospitality is an indispensable appendage to this sector.

It is pleasing to note that the hospitality sector in Zimbabwe has higher employment rates of women than most economic sectors, (Chronicle, 2012). According to the Ministry of Tourism and Hospitality industry estimates, of the 28 percent women employed in the sector, 11 percent are in leadership positions. A survey by the Ministry of Women Affairs, Gender and Community Development sector revealed that women’s participation in the sector is still limited to micro levels and in terms of decision making women still occupy the lower ranks and tend to be in low occupations with low career development prospects. Top managerial posts are still male dominated, (Chronicle, 2012). Though great strides have been taken, women still face major challenges in terms of weak business linkages, issues related to branding and absence of business information networks (ibid). Gender stereotypes are the major contributor to the perception that women are inappropriate for managerial tasks (Chuma and Ncube 2011). These are culturally and socially constructed, resulting in women being socialized or made to believe they are ‘second class citizens’. Previous studies also show that women’s prospects for promotion are different from those of men with similar education and status (Adler 1994). This being the case, Burell et al (1997) are right to insist that awareness of the factors and the constraints that might affect their participation is increasingly required for their managers.

**Justification**

This research was conducted in the hotel industry, since it is characterized by numerous ‘gendered jobs’ like housekeeping and catering amongst others. The researchers were keen to explore the extent to which gender discrimination and glass ceiling could prevail in a ‘gendered environment’. The researchers also had interest in exploring the subject in the hospitality sector since much research has been done in the tourism industry and little attention given to this particular sector. Though numerous researches have been done in other countries on the existence of glass ceiling and gender discrimination, the researchers had interest in exploring the Zimbabwean case since numerous laws promoting gender parity have since been passed.

**2. Statement Of The Problem**

A number of studies have been carried out on the existence of gender discrimination and glass ceiling with little focus being given to the hotel industry. Despite it being considered a gendered domain, few studies ever looked at gender discrimination and glass ceiling in relation to it. The general assumption could be that with such an outlook there could be a significant number of women in executive positions. However, media reports
and statistics from government show that men hold more positions in the industry. This research therefore seeks to ascertain whether the prevailing scenario could be attributed to gender discrimination and to examine if there could be any obstacles thrown in the way of these women to hinder their career progression.

**Research Objectives**

To examine the factors that may contribute to the under-representation of women in executive positions in the hotel industry.

1. To assess whether men and women are given equal opportunities in the industry
2. To suggest ways in which the ceiling could be broken or at least cracked.

**3. Theoretical Framework**

In order to concisely explore and unravel the issues belying this investigation, as well as fully explore the factors fuelling the glass ceiling and gender discrimination, this study adopts a two-pronged approach where it draws from both Liberal Feminism; and from Talcott Parsons’ Functionalist Perspective.

This study was informed by Betty Friedan’s 1963 liberal feminism theory. Liberal feminists argue that women have the same capacity as men for moral reasoning and agency but that patriarchy, particularly the sexist has historically denied women the opportunity to practice and express this reasoning, (Ritzer and Goodman, 2004). Liberal feminists point out that marriage is a site of gender inequality and that women do not benefit from being married as men do, (Anderson, 2009). Thus instead of women progressing in the corporate world much of their time is taken by motherhood and gender roles. Liberal feminists then suggest that, the sexual division of labor in both the public and private sector needs to be altered for women to achieve equality. Stuart (1970) proposed that women should be entitled to the citizenship and political rights and liberties enjoyed by men.

Stereotyping and discrimination have created a situation where women have less chance of education, fewer career opportunities and other social dimensions in society. It argues for better allocation of resources so that women can obtain a fair share of educational opportunities (Stromquist 1990). School and education are considered to be positive and good, and improvements are to be made within the existing system. Liberal feminism is based on the assumption that schooling is positive and improves women’s welfare. Wollstonecraft, regarded as an early feminist, claimed that if women gained access to education as rational creatures in their own right, the distinction of sex would become unimportant in political and social life. The liberal feminist theory indicts traditional arrangements of work and family as tyrannizing women and denying
them freedom of choice (Mandell, 1995). Liberal feminism has therefore concentrated on reform largely through the law and changing public attitudes to the position of women.

The functionalist Talcott Parsons argued that women are naturally suited to the ‘expressive’ role of child care whereas men are more suited to the ‘instrumental’ role of competition in the labour market, Haralambos and Holborn (2006). The obvious implication will be that women with children will give up or interrupt their careers. Advocates for the human capital theory also argue that women’s lack of commitment to paid employment is the cause of the disadvantages they suffer in the labour market. As a result of poor investment in terms of skills and knowledge in themselves, they compromise their value when compared to their highly trained male counterparts. They become disadvantaged than their counterparts since they are likely to be having less experience; and are less likely than men to be in continuous employment for so many years. As a result, it becomes difficult for women to be promoted to better jobs. Their lack of training, qualifications and experience, which all result from the demands of child care, create disadvantages for them in the labour market, (Haralambos and Holborn 2006). However, Witz (1993), cited in Haralambos and Holborn (2006) criticizes these approaches on the grounds that even women who do work continuously without taking career breaks still end up in lower-paid and lower-status jobs.

4. Methodology

Research design

The research made use of methodological triangulation which involves more than one method to gather data. Triangulation entails the conscious combination of quantitative and qualitative methodologies as a powerful solution to strengthen a research design where the logic is based on the fact that a single method can never adequately solve the problem of rival causal factors (Denzin 1978). It involves the use of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell 2009). This design enabled the researchers to capitalize on the strengths of each approach and offset their weaknesses. So by not relying on a single research approach and methodology, the validity and credibility of the research findings were improved (Denzin 1978).

Research Instruments

The first stage of the study involved sending out questionnaires. The second stage entailed undertaking face to face interviews with some of the respondents in management. About 3 telephone interviews were carried out with some respondents in middle management in order to get in-depth understanding of some of the responses given in the questionnaire.
Data analysis
The data collected from the questionnaires was analysed using SPSS and presented through charts and graphs. Data from the interviews was analysed using the content analysis technique and it has been presented using the descriptive data format.

Population and sample
Non-probability sampling technique was convenient for this study since it involves subjective selection of sampling units in an attempt to obtain a sample that appears to be representative of the population, (Nachmias and Nachmias 2008). The researchers used purposive sampling to focus on particular characteristics of a population that are of interest. This sampling technique allowed the researchers to obtain basic data and trends regarding the study without the complications of using randomized sample.

5. Research Findings
This study has discovered that indeed a plethora of factors do fuel both glass ceiling and gender discrimination in the industry under study. The major themes and research findings relevant to the study are discussed below:

*Table 2: showing data on female and male representation in the organizational structures*

<table>
<thead>
<tr>
<th>DESIGNATION</th>
<th>MALE population</th>
<th>FEMALE population</th>
<th>TOTAL population</th>
<th>MALE sample</th>
<th>FEMALE sample</th>
<th>TOTAL sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shop-floor workers</td>
<td>82</td>
<td>25</td>
<td>107</td>
<td>10</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td>General manager</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Supervisors</td>
<td>10</td>
<td>3</td>
<td>13</td>
<td>4</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Executive HODs</td>
<td>5</td>
<td>5</td>
<td>10</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td><strong>99</strong></td>
<td><strong>34</strong></td>
<td><strong>133</strong></td>
<td><strong>14</strong></td>
<td><strong>17</strong></td>
<td><strong>31</strong></td>
</tr>
</tbody>
</table>

Table 2, above shows that there are more men than women in the industry and that men hold more senior positions than women. It can also be inferred that the sample makes 23.3% of the total population.
Fig 1 showing the educational levels of respondents by gender

Although this is a mere reflection of the sample data reviewed in this case, more women than men are degree holders, but only men proceeded to attain a master’s degree, whilst a minority of the women are studying towards that qualification.

Factors Contributing To Glass Ceiling And Gender Discrimination

Fig 2 showing factors contributing to the under-representation of women.

Fig 2 shows the perceived factors that respondents say may contribute to the under-presentation of women in executive leadership positions in the hotel industry:
Self Esteem

Seventy eight, (78%) of the respondents agreed to the fact that what makes women not to rise to senior positions is that they look down upon themselves. They are convinced that they cannot excel. This lack of confidence paralyses them and takes away their competitive edge. One respondent said:

‘As African women we were brought up with the mind that men are the ones who have the power to excel better, so they should always be above us. These cultured perceptions make it harder for us to shatter the glass ceiling, becoming a self imposed barrier to our advancement.’

Many of the respondents also suggested that the failure by women to occupy executive positions even begins at college where they take up ‘easier courses’ that are more ‘feminine’ and less challenging like secretarial work.

Cultural Barriers

Forty two percent, (42%) of the respondents suggested that it is not the women’s perceptions that makes it futile for them to excel but that certain cultural barriers hinder their attainment of the education and experience needed for executive positions. These cultural barriers that exist in main stream societies are also reflected in the organisational culture. Some of the respondents also pointed out the existence of prejudices regarding taking a profession in the industry. Hotels and lodges are usually perceived as hideouts for ‘illicit affairs’. Some highlighted that even the men who frequent the hotels target the women as potential lovers.

One respondent said:

‘The hotel industry involves mingling with men in bars and is therefore associated with prostitution.’

Respondents pointed out that because of these prejudices; most women end up shunning jobs in the industry.

Mentoring

Almost all respondents in the study concurred with the assertion that lack of mentoring and (or) biases in mentorship and training programmes are the chief causes of glass ceiling and discrimination. One female departmental head said:

‘It’s more convenient for male bosses to handpick another male colleague to an acting capacity when they are absent since networks developed in their ‘boys’ clubs make the mentoring easier and convenient.’

It was however, noted that while training opportunities are availed to both males and females without discrimination, mentoring for top positions was biased towards males. Some respondents believe that women often play second fiddle to men since it is expected of them to carry a supportive role as they do at home while men who are believed to be assertive and risk takers lead out.
Corporate Structures
Most women in management bemoaned meritocracy that has become characteristic for upward progression. About 80% of women admitted that they have to perform more than their male counterparts to be recognised. A majority of women interviewed showed that they knew the rigors and travel associated with higher responsibilities and did admit that these could jeopardise their marriages.

Femininity
Seventy-eight (78%) of the respondents admitted that society believes women are not able to succeed in higher positions because of family obligations and that they often take breaks when on maternity. These felt that such necessary breaks in a career can jeopardise business interests, and works against their promotion. However, some respondents, (mostly women), and all women in management agreed that this should not be used against them. They insisted that they, just like their male counterparts have learnt to balance the home and the work since nurseries are all over to assist in child rearing. Some women however indicated that the long hours and overtime that some departments would require were not gender sensitive.

Lack of support
Twenty two percent,( 22%) of women in the study, bemoaned lack of both moral and financial support from family, fellow women and even their bosses as contributory to their lack of verve. The study also showed that the lack of support is linked to the social construction of femininity where some believe a woman’s place is in the home and not in the boardroom. However, a majority of women admitted that support from a spouse counted much to their upward mobility.

The respondents also highlighted the lack of ‘sister support’ from fellow women. In fact the study found that women tend to mistreat each other at the workplace, while some rise by ‘stepping’ on other women. Some women even pointed out they prefer male bosses to female bosses.

Human Resources Managers’ Views
Managers pointed out that they practise equal opportunities employment. They unanimously concurred that they do not base recruitments on gender but on merit. One HR manager pointed out that they promote anti-discrimination by inviting organizations preaching gender parity to hold seminars with workers. In his view, such an environment becomes a nemesis for glass ceiling and gender discrimination. Human resource managers also agreed on the support they give to the advancement of women. Women are given opportunities for study leave and are also offered financial assistance, advisory support and training just like their male counterparts.
6. Discussion

The researchers’ findings revealed that basically there are more men than women in the hotel industry. Women comprise 23.4% of shop floor workers, 50% of heads of departments, 23.1% of supervisors and 33.3% of general managers. Also established is the fact that while women are represented at general manager level, few women hold both middle management and shop floor positions. These findings are somewhat analogous but differing in intensity to those by Magablih (2000); in his study of women’s role in Jordan. He established that women were relatively insignificant in the industry and still remain a tiny minority in hotel work. These findings resonate very well with the Egyptian case by Kattara (2005), where only three women succeeded in breaking the ceiling while the rest held management positions in some departments like room division and marketing. Whilst 81% of the respondents and all HR managers admitted that their institutions offer equal opportunities employment and that no forms of segregation are tolerated, a majority of male respondents felt that the glass ceiling and gender discrimination are still prevalent. Of the factors fuelling these maladies, lack of mentoring was modal.

One of the reasons behind the under representation of women had to do with their femininity. Women take time caring for their children and family and this hinders their advancement. This resonates with Mann’s (2003) assertion that women’s dual roles make it difficult for them to be committed to work; that is women are distracted from their career path by the need to rear children. This corroborates with Talcott Parsons’ assertion that women are naturally suited to the expressive role of child care. Zinyemba (2013) also points out that the biggest challenge to the progression of women into management positions emanates from gender role expectations of mother, wife and manager at work. The women in the study highlighted that women are expected to perform a delicate balancing act between home and work, though some pointed out that women are up to the task. Nowadays it is now possible to get assistance at home by way of day cares and child minders. However others studies have pointed out that the necessity of putting career before family is a sacrifice many women are unprepared to make (Tennant and Tennant 2009). Many women rise through the ranks but at some point on the corporate ladder they have to make a decision for or against their families and marriages.

Though it can be said that gender roles can dictate gender preferences for work, the research revealed that some men even hold some ‘feminine’ positions like being chefs and secretaries showing that men are everywhere while women are not. These findings concur with those by Accenture (2006), which maintained that the barriers that hinder women’s advancement are not from within the individuals; rather they are from the society. It is the society that differentiates the roles of women from those of men thus even promoting discrimination in the corporate world.
Furthermore, most of the respondents believed that the education system favoured the boy child, which is why there are so few women in executive positions within the industry. The educational system in Zimbabwe has been criticised for being gender blind and insensitive (Chirimuta, 2006 in Kamabarami 2006). Kamabarami (2006) further alludes to the fact that the low levels of female enrolment in secondary schools means that fewer women make it into the corporate world. This is the reason why liberal feminists advocated for education, they advocated that every woman should access education because it is very important, once one has acquired education it solves all the other challenges that might be faced. Kamabarami (2006) also suggested that education is the emancipator of women but the socialists argue that the only emancipator of women is the restructuring of social structures. Also the society’s general acknowledgement that men are more capable than women has resulted in fewer women occupying executive positions. The liberal feminists also proceed to point out that the traditional arrangements of work and family make it difficult for women to excel. Therefore the conclusion that can be drawn from the findings above is that gender discrimination and glass ceiling are still in existence because women face obstacles from the society and the education system that has disadvantaged them.

Moreover, the researchers found out that a significant percentage of the respondents believed that women and men are being offered the same opportunities and this could be a result of the anti-discrimination laws and empowerment laws that have been passed. They also suggested that, because women and men are now being rewarded at work based on merit, women’s failure to advance could therefore be attributed to other variables. This agrees with Rembe et al (2009)’s findings when they alluded to the fact that women are given the same opportunities as those given to men to apply for leadership positions but even if they have the qualifications, they often are too hesitant to apply. The women themselves revealed that they suffer from low self esteem and self confidence that is infused through socialisation. This fear comes from the society which always reminds them that they have other duties at home. Women are socialised to accept traditional reproductive roles related to home making and child care.

A certain proportion of the respondents suggested that women and men are not being given the same opportunities. These suggested that laws and policies being passed are but mere rhetoric. Socialists argue against liberal feminism that equal and legal rights are not the emancipators of women rather it is social and economic structures which are the roots to the liberty of women. Chuma and Ncube (2010) suggested that women’s issues are not being given serious attention and the responsibilities they have at home are impediments to their advancement. This agrees with the research, since it established that most women do not get the same opportunities as men because of their dual roles. The study also concluded that inhibitions created by socio-cultural expectations hinder women’s attainment of education and experience needed for
executive positions. Chiloane-Tsoka (2012) also found the same situation prevailing in South Africa where women’s biggest challenge is patriarchal domination.

In addition, the study also revealed that mentoring and networking are important factors to the advancement of women. Lyness and Thompson, (1997) suggested that mentoring is a powerful tool for professional development and can be used to overcome barriers. Saar (2006) asserts that for women to advance and to be seen as valuable assets to an organization, they have to be more intelligent, stronger, and outshine the men within their organisation. This view concurs with the study done by Accenture (2006) which suggested that mentoring and networking for women are the best ways to empower women for leadership positions. Respondents pointed out that, male managers have a natural tendency of picking other male subordinates to fill in their shoes during their absence. The lack of mentoring stifles women’s progression in management. This is true for many countries in the SADC region where women in the tourism sector lack mentors and role models to guide and encourage them to aspire for higher offices in the sector (Nyaruwata and Nyaruwata 2013). Other studies have also found that in many instances women have to trade their femininity to be accepted in managerial roles (Chuma and Ncube 2010). Overall the study found that there are hurdles that hinder the progression of women to management levels. These barriers in the end create a glass ceiling and some form of discrimination to women. Most of the respondents revealed that lack of support from spouses; supervisors and fellow women reduce women’s presence in executive levels. This resonates very well with Rembe et al (2009), who posited that lack of support from a spouse or fellow women is an impediment to women career progression and rise to power. Women who have made it in the sector do not seem to be keen to help other women to attain top positions. The respondents from the female workers at the shop floor and middle management level generally reflected a preference for male bosses. Women have a tendency to be ‘hard on each other’. This lack of support and encouragement is paralyzing to women’s advancement.

Societal values are also another barrier to the advancement of women, in the industry. This is mainly due to the fact that society associates hotel work with women of loose morals. Other studies have however pointed out that these negative attitudes towards women working in the industry are beginning to diminish (Groschl and Doherty 1999). The socialist theory suggests that, oppression of women in the corporate world is caused by their suppression in society. Society views women as relievers of men while men concentrate on paid work, thus suppression of women begins at home before going to the workplace. A greater number also revealed that low self-esteem is another barrier to women’s advancement. Some women possessing good qualifications fear tackling challenges in senior positions. These findings concur with a study by Rembe et al (2009) which concluded that even in primary schools, women who are qualified to be heads of schools are reluctant to apply because of their fear of challenges.
A considerable number of women in the industry argued that glass ceiling and gender discrimination do not exist because they believed that the current education system together with laws on gender passed by government have emancipated them. However, despite the existence of legal instruments aimed at empowering women, a discrepancy still exists between policy and practice. Nyaruwata and Nyaruwata (2013) concludes that the policies which are aimed at the economic empowerment of women in the majority of the SADC member states have not yet yielded desired results in the tourism sector. Most men in the industry also agreed that the glass ceiling and gender discrimination are still in existence in the industry as evidenced by the percentages of women that qualify to be leading vis-à-vis their counterparts in management.

7. Conclusion
The glass ceiling and gender discrimination are still a reality in the hotel industry as evidenced by the number of women who hold management positions. A myriad of factors which include socio-cultural constructions of masculinity and femininity manifesting themselves through lack of mentoring and support, together with compromised esteem of themselves, are among the critical factors that make it harder for women to manoeuvre their way upward in steeped hierarchies characteristic of traditional androcentric organizations.

8. Recommendations
In light of the above conclusion, the following recommendations could be made:

a. Networking forums should be created where women meet with influential people and other high achievers, preferably women, to boost their self-esteem.

b. Regular campaigns and workshops aimed at the removal of stereotypes against women bosses should be held.

c. Human Resources Managers should have to consider crafting policies that are gender sensitive, if single mothers and dual-career couples are to be accommodated at the workplace.

d. Future researchers could carry out similar research at a large scale to ascertain if these findings could be replicated.

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