What makes a great leader in the Hospitality Industry: the role of gender

Bachelor Thesis for Obtaining the Degree

Bachelor of Science

International Management

Submitted to PhD. Lidija Lalicic

Lucia Harbuláková

1521022

Vienna, 11th of June 2018

Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

11.6.2018
_____

Date

Abstract

This thesis is focused on understanding what makes a successful leader in the hospitality industry and moreover how does the gender influence the success of the leader. The hospitality industry is one of the sectors where female managers are the most represented. Even though, the chances for a female to become a general manager or a CEO are 10 times lower than the odds for a man (Castell Project, 2017). The stereotypical description of a strong and dominant leader is no longer relevant, and the leadership style is adapting to the changing environment. To answer the research question, primary data was collected through interviews with ten professionals from the hospitality industry. The analysis of the primary data showed the shift in the characteristics of a successful leader into people-centered, which is strongly associated with the transformational leadership style females surpass male leaders. The results suggest that open communication and people-centered leadership style is the most efficient for the hospitality industry. The positive outcome of the interviews is the fact that the gender gap is slowly vanishing and the hospitality industry is promoting gender equality by motivating and supporting female leaders.

Table of Contents

List of Figures

1   Introduction

"What makes a great leader today? Many of us carry this image of this all-knowing superhero who stands and commands and protects his followers."(Torres, 2013). Leadership is captivating to humans from the early history. In the past leadership was associated with the strong military, political or religious leaders, which were considered to be predestined to lead. The 21st century has taken a different and evolved approach to leadership which is the subject of this thesis. The working environment has dramatically changed in the past decades with emerging startups, increase in entrepreneurship and globalization. It is no longer viewed as morally wrong for women to leave the household and join the workforce. The leadership styles have adapted to these changed conditions, and many new leadership styles appeared.

Leadership is one of the phenomena which is easily observed but very difficult to define due to its complexity and multidimensionality (King, 1990). Throughout the years, many researchers tried to explain the concept of leadership and provide a guideline on how to become a successful leader. There is no universality when it comes to leadership. To put it differently, the same leadership style would not apply in baking and hospitality sector. The dynamic character in the hospitality industry and the many challenges in this sector, including increasing competition, shifts in customer demand and declining economy are increasing the importance of the correct leadership style (Testa & Sipe, 2012). In addition, another challenging attribute differentiating the hospitality industry leadership from other sectors is the constant interaction of the leader not only with the team but also with the customers.

To extend the thought of the ever-changing dynamic world, the business world which existed not so long ago seems to be transformed. Regardless of the advancement some of the remains of the past hierarchy can be observed in the business world until today especially in regards to leadership. "The numbers tell the story quite clearly, 190 heads of states – nine are women. Of all the parliament in the world, 13 percent are women. In the corporate sector, women at the top, C-level jobs, board seats – tops out at 15, 16 percent." (Sandberg, 2010).

Many female leaders were successful in achieving great results and positions. However, being a female leader is not easy, due to the lack of support and acceptance (Pizam, 2017). This leads us back to the opening quote, of a leader being a strong superhero, which does not match the stereotypical perception of women. "We're raising our girls to be perfect, and we're raising our boys to be brave." (Saujani, 2016).

While, due to the changing working environment leadership is evolving and shifting to fit the current needs and form of organizations, there are still boundaries women face when attempting to reach certain positions.

1.1 Problem identification

Although, leadership is a familiar concept, due to its complexity there are many ongoing discussions about the origin and forms of leadership. This thesis focuses on four main problems in regards to leadership.

First, "One of the worst business lies is "You can't teach leadership skills because leaders are born and not made."" (Ryan, 2016) This thought reflects on the ongoing debate in research and business world about the origin of the leadership. There are two opposing theories, about predestined and developed leaders. These two theories are compared in detail in the literature review.

Second, many people associate high managerial positions with leadership. Whereas, representing a high position in the hierarchy does not automatically result in being a leader (Arruda, 2016). A recent business trend is for corporations to offer leadership development programs and encourage emergent not appointed leadership to increase efficiency. The literature review focuses on drawing a clear distinction between the roles of leaders and managers.

Third, an emergent topic in recent years is the gender gap in leadership. There are many issues associated with the problem which can be demonstrated by the pay inequality and leadership disproportion. This leads us back to the quote about girls being perfect and boys being brave. The problem is originating from early childhood when we encourage men to negotiate and be driven, but in contrast, we encourage women to be careful and safe (Saujani, 2016). This translates into the work environment where women tend to negotiate about their pay and work condition

significantly less than men (Sandberg, 2010). The surprising factor about female leadership which have been the subject of many recent discussions is the finding of the negative correlation of success to the likability of female leaders (Sandberg, 2010). These reasons along family factors influence the career advancement of female leaders.

1.2   Purpose of the thesis

This thesis focuses on the most commonly used leadership styles in the hospitality industry in order to achieve the goals of excellent performance and, customer and employee satisfaction. In addition, the focus of this thesis is also aimed at the gender question in leadership and the influence on career advancement. Therefore the research question central in this thesis is:

What makes a leader in the hospitality industry and is there a difference due to gender?

In-depth interviews were conducted with the aim of applying the theory of the phenomenon in the real business world and understanding the attitudes and opinions on the research question from hospitality industry professionals.

1.3   Outline of the thesis

This thesis is divided into 6 chapters. The first chapter is consisting of Introduction to the topic and representation of the problem which this thesis focuses on. The second chapter covers the literature review, the summary of secondary data relevant to the problem of the thesis. This section provides a theoretical framework for the data collection and data analysis. The third chapter is focusing on the methodology for the questionnaire design , which was used in qualitative interviews with experts in the field of hospitality. The following fourth chapter includes the analysis of the data collected as well as a graphical summary of the outcomes. Lastly, the sixth chapter contains the interpretation of the data and conclusions which can be drawn from the results.

2 Literature Review

This review is divided into three main parts; i) leadership and ii) gender roles in leadership and iii) leadership in the hospitality industry.

2.1 Leadership

2.1.1 Defining Leadership

Leadership is constantly evolving and changing over time. Therefore, it is difficult to state a universal definition of leadership. However, the way we define leadership will indicate the process of studying it (Hunt, 2004).

We can observe the diversity of approaches in defining and describing leadership from the early stages of history. As an example, we can mention the theory of the famous philosopher Niccolo Machiavelli, about the lion and the fox. In this theory, the philosopher demonstrates that the opposing natures of these animals are linked to forming their leadership styles.

Leadership is a far more complex phenomenon than the popular literature often represents, therefore in the past, researchers faced a problem regarding how to scientifically study the topic of leadership. According to Antonakis (2006), these issues occurred due to the lack of leader-centered variables which could measure leader's outcome. Furthermore, Northouse (2016) states that at the beginning of the 20th century, the definition of leadership was based on power, authority, and domination. He highlights that in the 1930s the importance of centralized power declined, and the emphasis in defining leadership was on the mutual influence between the leader and the group. In the following decades, researchers outlining leadership elaborated on the aspect of the importance of group and shared goals (Northouse, 2016).

The development of the understanding of leadership from the beginning of the 20th century is the acknowledgment of the group contribution rather than supporting the great man theory. This theory suggests that leaders are responsible for the achievements because they possess heroic skills and abilities such as appearance, height, gender, emotional factors and efficiency (Winston & Patterson, 2006). Correspondingly, the trait theory supports the great man theory by arguing that

leaders are born with a particular set of skills which cannot be developed. Both theories which deal with inborn traits focus only on the individual ignoring the situational factors (Winston & Patterson, 2006).

Nowadays, researchers discuss the factors that distinguish leadership from management (Northouse, 2016). Although leadership was conceptualized in many different ways, four main elements are central to this phenomenon.

"(a) Leadership is a process, (b) leadership involves influence, (c) leadership occurs in groups, and (d) leadership involves common goals. Based on these components, the following definition of leadership is used in this thesis:

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal" (Northouse, 2016, p. 6).

2.1.2   Components

Firstly, when we define leadership as a process, it suggests that leadership is not a trait with which leaders are born but rather a transactional event between the leader and its followers (Northouse, 2016).

According to Winston & Patterson (2006), influence is an inevitable component of leadership. The role of the leader is to convey the collective future goals understandably to the followers and furthermore use interpersonal skills, communication, intuition, and knowledge to motivate and influence the followers towards the future state or goal.

Moreover, the essential condition for the process of leadership to occur is the influence of a leader towards the group of followers through ethical means. (Antonakis, 2006). The size of the group is not strictly defined, and it may vary from small organization teams to large groups such as inhabitants of a country. On the contrary, training programs focusing on how to lead ourselves do not belong to the same category as leadership in groups (Northouse, 2016).

Based on the definition, leaders guide and influence their follower towards a common goal by using ethical means and enhancing the development of professional and emotional skills of the followers (Winston & Patterson, 2006). There is an ethical

responsibility of the leader to favor the mutual purpose over personal goals. Thus, we can see that leadership is a transitional process between leaders and followers who are equally prominent throughout the process and therefore leaders should not be viewed as elicits (Northouse, 2016). The next section deals with the section whether leaders or born or developed.

2.1.3 Are leaders born or developed?

Over the past centuries, there is a continuous debate about the nature of leadership. Although, many theories were created no of them was globally accepted or proven (di Gulio, 2014). The two opposing approaches are **trait approach and skill approach;**

Firstly, the trait approach will be explained. According to di Gulio (2014), the theory which focuses on studying the inborn traits of great leaders is called the "Great Man theory" or "Trait theory." He states that the trait viewpoint is the oldest attempt to study leadership; it originates from the heroic leadership which suggests that some people are predestined to lead based on their exceptional and inborn skills. Moreover, this method provides some of the measurable attributes such as psychological factors, physical attributes, gender and charisma (Winston & Patterson, 2006). In the papers published throughout the centuries, researchers were focusing on identifying traits to draw a clear distinction between leaders and nonleaders (Fleenor, 2006).

According to Fleenor (2006), many researchers attempted to identify the set of unidimensional characteristics for effective leadership. The attempt to determine how traits influence leadership was criticized by Strongdill, who conducted a review of the documents published about trait approach. In this analysis, he argues that a universal set of skills differentiating leaders from followers does not exist (Northouse, 2016), he stated the following: "An individual with leadership traits was a leader in one situation might not be a leader in another situation" (Northouse, 2016, p. 19). This quote suggests that situational factors jointly influence leadership, and therefore the set of skills of an effective leader must be relevant to the specific situation.

At the same time, from the 20th century until today, researchers provide a list of traits which are in their opinion central to leadership (Fleenor, 2006). Furthermore, these

lists were not definite because even though some of the traits were repeatedly mentioned, there is not sufficient correlation between the leadership results and the traits (Northouse, 2016).

In particular, we could name some of the critical traits such as intelligence, self-confidence, ambition and social intelligence. Moreover, a trait mentioned in multiple lists in the past was masculinity, which directly implies that these attributes were expected only from male leaders (Fleenor, 2006).

However, on the one hand, there are some also strengths to this theory. Firstly, Northouse (2016) states that this theory is popular due to its simplicity of explaining that the leaders of are born to be leading the society. Secondly, he mentions that the precise focus only on the leader's traits allows researchers to have a deeper dive into the problematic and explaining the effect of traits on the leadership process. Also, despite the fact that there is not a universal list, the central traits of leadership may serve for self-assessment of managers and members of the organization to identify their strengths and weaknesses to advance (Northouse, 2016).

On the other hand, this approach has been criticized due to multiple factors. For example, researchers failed to identify an explicit list of trait and draw the correlation of traits to the results of leadership (Fleenor, 2006). Northouse (2016) states that one of the most significant limitations is the failure to study the leadership traits in specific situations and to understand the importance of the changing circumstances. As a result of the two failures mentioned by Northouse (2016), the trait approach is considered to be subjective.The theory which focuses only on characteristics of a leade lost significance due to the inability to prove the results as well as inconsistencies (di Gulio, 2014). In contrast, we have the opposing **skill approach.**

Di Gulio (2014) highlights that in the modern context, leadership is viewed as a process between leader and followers, and a person can develop the set of skills and abilities essential for becoming a leader. According to Northouse (2016), this theory keeps the leader-centered focus, but shifts from analyzing personal characteristics of

a leader and emphasizes skills and knowledge which can be learned. He argues that despite the fact that the primary focus is no more extended the researchers suggest that some personal characteristics remain essential for leadership.

Katz (1974), published work about the skills of the competent administrator, where he suggests that the universal approach of the trait theory is incapable of defining the necessary qualities for different positions. "*The qualities most needed by a shop superintendent are likely to be quite opposed to those needed by a coordinating vice president of manufacturing.*" (Katz, 1974, p. 1)

In contrast to the trait theory, the set of acquired abilities has an immediate and measurable impact on the leader's outcome (Mumford, Zaccaro, Connely, & Marks, 2000). After a field study of the administrative processes, Katz identified three necessary developable skills which are crucial to become a successful executive, known as technical, human and conceptual skills (Katz, 1994). The so-called 'Tree-Skills Approach' demonstrates how the skills can be used to achieve future goals (Northouse, 2016).

Firstly, *technical skills* represent the proficiency and knowledge in a specific field of expertise (Northouse, 2016). Moreover, it is the analytical ability, knowledge, and techniques which must be used in the most effective way (Katz, 1994). The set of skills and knowledge will vary based on the organization and position. The technical skill is also the authority originating from the capabilities of the leader in a particular field.

Secondly, according to Northouse (2016), the *human skill* is the ability to create healthy interpersonal relations and to be capable of working with others. In addition, it is the ability to understand and listen to others and use the knowledge to motivate them and achieve future goals (Katz, 1994). This skill is closely linked to the way how the followers perceive the leader. A leader with people skills creates a pleasant working environment, is trustworthy and communicates with his/her followers (Northouse, 2016).

Lastly, the *conceptual skill* is focusing on the ideas and innovation within the organization and their correct formulation of strategic plans and visions of the organizations (Northouse, 2016). Katz (1994) argues that this can be only done when the concept of the organization and the relationships within the organization are understood. This skill is crucial in the positions where the administrators take decisions in the name of the organization (Northouse, 2016).

A good leader should possess all three skills mentioned above, but the level of importance varies based on the position within the organization, on the upper management positions the concept skill is crucial, on the middle management positions all of three skills are required and lastly on the lower management positions the technical and human skills have the most significant importance (Northouse, 2016). However, the human skill is crucial for functioning relationships within the groups. Therefore, it is important to exercise this skill throughout the whole organization regardless of the position in the hierarchy (Katz, 1994).

Another model of the skill theory is focused on the complex problem-solving within the organization (Mumford et al., 2000). This model suggests that the leaders must be capable of identifying and finding the problem within the organization, then gather necessary data to formulate a plan how to solve the problem and conduct the necessary actions to solve the issue along with precautionary actions (Northouse, 2016). Moreover, the leader must formulate the decisions and motivate the followers in a way that they can collectively work together towards the goal (Mumford et al., 2000). An essential factor in the problem-solving process is the identification of the skills that the members of the group possess and use them in the most effective way.

Furthermore, Northouse (2016) states that the skill of social judgment is concerned with understanding the vision of the followers and being able to adapt to the situational demands and therefore motivate the group members. As Northouse (2016, p.69) states: "These competencies are directly affected by the leader's individual attributes, which include the leader's general cognitive ability, crystallized cognitive ability, motivation, and personality. The leader's competencies are also

affected by his or her career experiences and the environment.'' (Northouse, 2016, p. 69)

The attributes mentioned above are combined with the personal characteristics and together generate a leaders' outcome. The quality of the solution provided depends on the variety of skills used in the process. Moreover, performance is affected by the effectiveness of the distribution of tasks and identification of the best skill set.

Strengths of the skill approach are that research helps us to understand leadership and how particular skills essential for becoming a leader can be developed (Northouse, 2016). Moreover, it is a theory which suggests that leadership is available to everyone through education and skill development (Northouse, 2016). Lastly, Katz (1994) argues that a positive attribute of skill approach is the visible effect of skills on the leader's performance and can be used in training future leaders.

On the contrary, According to Northouse (2016), some of the drawbacks of this model are that this theory is very complicated and analysis, also concepts are integrated which are not a direct part of leadership. Furthermore, another criticism of this theory is that it claims that it is not concerned with traits. However, some of the attributes are based on characteristics of a leader (Northouse, 2016). Critics of this theory highlight that the theory is descriptive and it lacks predictive variables, and therefore it is the relevance and application of this theory is disputable. After defining the various theories of leadership, the next section explains the differences between leadership and management.

2.1.4   Leadership vs. Management

Bertocci (2009) states that successful organizations need both great leaders and manager. However, to draw the difference between leaders and managers, we have to understand that leadership emerges because of various reasons. Some people are leaders due to their organizational position, which is called assigned leadership. The fact that a person is occupying a position with assigned leadership does not conclude that they will be recognized as leaders by their subordinates (Northouse, 2016).

In contrast, emergent leaders are perceived by the group as the most competent, extraverted, and they fit the identity of the group the most (Northouse, 2016).

Therefore, the distinction between leaders and managers arises from the follower's perception of the manager. In other words, if the group views the manager as someone with their social identity, they are most likely to acknowledge him/her as a leader (Chiu, Balkundi & Weinberg, 2017). Another attribute influencing the attitude towards the manager is their social network and the communication (Carroll & Teo, 1996). These social ties can be positive or negative. However, the negative ties have a stronger influence on the perception of the leader (Chiu et al., 2017). Some theories argue that there is a clear division of tasks between leaders and managers within an organization. As an illustration, management is concerned with tasks and skills such as long-term planning, budgeting, delegating, controlling and problem-solving (Bohoris & Vorria, 2007).

In contrast, leadership mostly exercises tasks such as motivating, energizing, consulting, communicating the vision and active listening (Bohoris & Vorria, 2007). Furthermore, another element separating the roles of the leader and manager is the manner of measuring the effectiveness.

In the case of managers, the efficiency and results are usually measured based on profits and effectivity of the department or organization, while the performance of a leader depends on the goal accomplishment and overall satisfaction of the group (Bertocci, 2009).

In correlation to the measurement of results, we can also see the difference in attitude towards goals. Management of the organizations usually applies, impersonal and formal attitudes towards the achievement of the goals, whereas, leaders tent to create personal ties and dynamic relationship with their followers (Zaleznik, 1981).

Moreover, as we described the difference between emergent and assigned leadership, we have to take into account that the source of power of an emergent leader is in the trust and support of the followers, in other words, the power is given by the followers. In comparison, Bertocci (2009) highlights that in the case of the assigned leadership, the power arises from the post in the hierarchy of the

organization which suggests that members of the organization are obliged to comply with the commands of the manager

To conclude, there are some factors which can facilitate distinguishing between the roles of a leader and a manager in an organization, but the tasks are often related and overlapping. The central element separating them are the followers, in regards to their perception of the manager and the recognition of a leader. However, another variable might change these roles, namely gender. The next section will explain this in more details.

2.2 Gender roles in leadership

Half a century ago, middle and upper management was entirely dominated by male representatives. Many sources claim that over the past decades our society overcame this phenomenon and females broke the glass ceiling.

According to *Merriam-Webster's collegiate dictionary* "glass ceiling is an intangible barrier within a hierarchy that prevents women or minorities from obtaining upper-level positions" (2018). According to Eagly et al. (2003), glass ceiling can stop or slow down female leaders regardless of their leadership potential.

However, even though that the situation improved, there are still significant obstacles for women to become executives (Pizam, 2017).

The disproportion in leadership can be demonstrated by using the statistics from the Western world.

"Globally, the proportion of senior business roles held by women stands at 24%, up slightly from 22% in 2015. However, this minor uplift has coincided with an increase in the percentage of firms with no women in senior management, at 33% in 2016 compared to 32% last year." (Medland, 2018).

GENDER DISPARITY IN THE LEADERSHIP OF THE FORTUNE 500

▶ Based on the data from 16 firms on the list that release full diversity numbers, we can estimate that women see better representation in senior official roles than they do as the heads of companies. On this year's list a record 32 CEOs are women, pushing their representation to 6.4%.

SENIOR MANAGERS

20.5%
WOMEN
MEN
79.5%

CEOs

6.4%
93.6%

Source: Fortune reporting
GRACE DONNELLY/FORTUNE
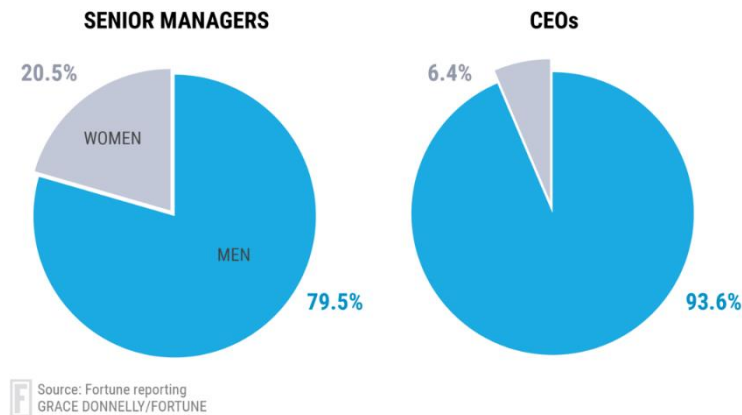
Figure 1: Gender Disparity in the Leadership of the Fortune 500 (Jones, 2018)

As we were discussing the trait theory, many lists published by researchers, identifying the traits necessary to be a leader, mentioned masculinity. This demonstrates that in the past it was not possible for women to become leaders because they would not be accepted by the followers. As we all know, in the past the role of the women in the society was to take care of the family and household (Shrestha, 2016). "Working women were viewed as morally wrong" (Shrestha, 2016, p. 4). As women are advancing in their careers, this viewpoint is slowly changing and adapting.

As the society is changing, Hasan & Othman (2012), argue that workplace with women leaders tend to be directed in an open way with less emphasis on rules and hierarchy and with focus on mentoring and interactive relationships.

"A meta-analysis of 45 studies of transformational, transactional, and laissez-faire leadership styles found that female leaders were more transformational than male leaders and also engaged in more of the contingent reward behaviors that are a component of transactional leadership. Male leaders were generally more likely to manifest the other aspects of transactional leadership (active and passive management by exception) and laissez-faire leadership. " (Eagly, Johannesen-Schmidt & van Engen, 2003, p. 569) According to Eagly et al. (2003) even though, the

differences between female and male leaders were not dramatic, the implication of this research suggests that female leaders are more effective leaders and exceed male leaders positively in transformational leadership and have motivating followers.

Based on research conducted by Hasan and Othman (2012), there are some female-centered characteristics that can show the difference between male and female leaders. The authors state that women tend to direct their team in a more democratic way, preferring interactive relationships and open communication. In addition, female leaders deconstruct hierarchies and lead from the center of the group. Given that, female leaders are open to taking risks; they are more persuasive as they are closer to the followers and based on the discrimination females often experience they can learn from the adverse situations and use it in team building.

In spite of that, at the moment, we could name many successful female leaders and executives; there is still a need to point out the obstacles that they face when climbing up the executive ladder. As an example, we can use pay inequality and behavior expectations.

2.2.1   Double-bind phenomenon

In the past leaders were considered to be strong, dominant and extravertive while women were viewed as nurturing, sensitive and submissive. Chizema, Kamuriwo, and Shinozawa (2015) state the following; " *For example, men are more likely than women to be employed, especially in authority positions, and women are more likely than men to fill caretaking roles at home as well as in employment settings"(p. 1052).*

Here we also refer to the so-called double bind phenomenon, which according to Cambridge dictionary is "a difficult situation in which, whatever action you decide to take, you cannot escape unpleasant results" (2018). According to Pizam (2017), this phenomenon demonstrates how stereotypical opinions can create barriers for women within the organization and become successful leaders.

The common mistake made by the society is to expect from women leaders to act tough and manly. However, many types of research proved that the approach of female leaders is often more effective, interactive and therefore accepted by the followers.

21

Piznam (2017), pointed out the double-bind phenomenon using the examples of successful leaders such as Margaret Thatcher who was often represented in media as well as called "Iron Lady." He points out the paradox, that if men were in the position of these successful women, they would not carry such nicknames, because their position in the hierarchy would be entirely accepted by the public. Northouse (2016), states that often female leaders with same or better performance than male leaders are perceived negatively due to the stereotypical perceptions of the followers, who believe that women should behave in a certain way.

Northouse (2016) argues that the gender-biased perception can be observed in emergent leadership, where the behavior towards leaders with same influence and performance varies depending on the gender of the leader.

To conclude, as we previously mentioned the situation had improved significantly over the past years, but there is a need for a shift in the perception of the society for women leaders to overcome the prejudices. The challenging part regarding the perceptions is the fact that these prejudices are often activated automatically and subconsciously. This phenomenon causes that females are often not recognized for their abilities and achievements (Egly & Carli, 2003). The next section will explain the obstacles women face when advancing in their careers.

2.2.2 Obstacles for women career advancement

Although the number of working and educated women is continually rising and as research shows, women are as capable as their male colleagues to be successful leaders, the rise in the number of working women did not produce the same increase in women in management and executive positions (Shrestha, 2016).

In the following section, we will discuss some of the challenges female leaders face. According to authors Ibarra, Carter & Silva (2010), both men and women employees undergo mentoring in their organizations. However, the authors argue that men are more supported than women and they receive a boost from their mentors to become visible in the organization as well as to be promoted faster. This phenomenon occurs due to the fact that male trainees are often assigned to senior mentors who are more experienced in the field and know how to transform their trainees into the leaders accepted and expected by the organization.

Northouse (2016) defined 3 main elements influencing the advancement and recognition of a female leader. Namely, he calls these elements leadership labyrinth, and it includes *human capital, gender differences, and prejudices.*

Firstly, the human capital element suggests that the under-representation of women in upper leadership positions is caused by the lack of education, training, and experience from the female candidates. In contrast, the statistics suggested differently . For example looking into Eurostat (2017) statistics, we see the following : "In 2015; women accounted for an estimated 54.1 % of all tertiary students in the EU-28. The share of women among tertiary students was slightly higher among those studying for Master's degrees (57.1 %), somewhat lower for those studying for Bachelor's degrees (53.2 %) and following short-cycle courses (52.1 %)" (Eurostat, 2017).

In reality, women receive the same or higher education than men. However, the level of experience and the consistency is higher for men due to the household and family responsibilities that women often face (Heilman & Eagly, 2008). Norhouse (2006), argues that even though the level of involvement of men in home and child caring has improved, the majority of the responsibilities still rely on the female and therefore they often face problems of acquiring the same level of position when returning after maternity leave.

In addition, the authors Ibarra et al. (2010) mentioned that women are confronted with discrimination during the mentoring process, and therefore they lack essential expertise and experience. The senior mentors introduce their trainees to the high-level management in the organization and through these interactions male gain visibility and develop formal and informal relationships.

Secondly, another element influencing the female leadership growth are the *prejudices* (Northouse, 2016). Heilman and Eagly (2008) state that it is important to mention that the subconscious prejudices against women in leadership are not caused strictly just by the gender, but rather by the difference in behavior that was previously exercised by male leaders. Therefore, it does not match the expectations of the followers. In addition, the authors argue along with the author Pizam (2017), that the obstacles in acceptance of female leaders are originating from the discrepancy

between expectations of the female behavior and the position in the organization such as the manager. In other words, the paradox is that men are often associated with more negative behavior that women, however, the prejudices about the female behavior to be nurturing, kind, tender and friendly is creating the viewpoints that female incapability to be fair and robust leaders (Heilman & Eagly, 2008). Correspondingly, based on field studies authors Hailman and Eagly (2008), identified another attribute discriminating women within the organization and they called it the "lack-of-fit-principle." This principle is connected to the degree to which the followers identify themselves with the leader, which in male-dominated almost homogenous teams represents a significant barrier for women. As we previously defined the double-bind phenomenon, we could mention it as another obstacle faced by women. According to Eagly & Carli (2003), it is difficult to be an efficient, dominant and accepted leader but to still keep the feminine side.

Thirdly, another group of attributes attempting to explain the gender inequality in leadership is the *gender differences.* This theory suggests that the difference in leadership approaches causes the underrepresentation of female leaders. However, based on the research conducted by Eagly et al. (2003) the difference between the effectiveness of leadership styles is minimal, but female leaders tend to have better results in transformational leadership than men. In terms of everyday interactions, authors Eagly and Carli (2003), the male-dominated work environment can be challenging for females. "Moreover, a meta-analysis of 96 studies of the effectiveness of leaders, as assessed mainly by performance evaluations in organizational field studies, found that men fared better than women in male-dominated leadership roles or culturally masculine settings but that women surpassed men in settings that were less male-dominated less culturally masculine." (Heilman & Eagly, 2008, p. 394)
Northouse (2016), argues that the differences between men and women in leadership are not only visible of the difference in leadership style and personal characteristics but one of the reasons for fewer female leaders is the lack of negotiation, promotion, and self-promotion. Due to the increased interest in mentoring men within the organization, they create their personal network and negotiate and self-promote themselves into reaching the top positions. In comparison, female members tend to see themselves more as a facilitator than a leader, which gives the male candidates greater possibility to reach the desired position (Northouse, 2016).

The reasons mentioned above support the claim that females do not have equal access to leadership roles. The next section will discuss the promotion of the glass cliff.

2.2.3   Promotion to the Glass Cliff

According to research conducted by Glass and Cook (2016), more than half of cases when females broke the glass ceiling were while the firm was underperforming or was in a crisis. Ryan and Haslam (2005), argue that there is a difference between the circumstances and motives in promotion to upper management between men and women.

Glass and Cook (2016), argue that these positions are often unwanted by the male candidates, but women accept them because such positions may not be offered to them in the future. The authors also mention that from the perspective of the company, women are often more desirable candidates due to two reasons. Firstly, because of their sensitivity and emotional intelligence they can handle challenging situations within the team and motivate the followers. Secondly, due to the underperforming situation within the organization, they tend to select a non-traditional candidate who could have a different perspective and guide the firm out of the crisis. To support these claims, Glass and Cook (2016), conducted an examination with 500 CEOs, the results showed that 42% of females appointed CEOs were during a period of difficulty.

Based on the research conducted by Ryan and Haslam (2005), where they observed 100 companies in different sectors such as retails, banking and information technology, in terms of stock value on the London Stock Exchange and overall performance of the company, before and after appointing female leaders. Out of these 100 companies, 19 appointed a new female member of a board. At the time of the promotion, the performance and stock price of these companies was significantly decreasing, and the firms were struggling. Therefore, the researchers argued that the decreasing performance of the company cause an increase in female board members. After one year of observing the elements mentioned above the result was that the presence of female board members caused a noticeable and linear increase in performance over time.

Researchers studying glass cliff argued that promotion to glass cliff is very stressful, risky and attracts a lot of attention from the company and media. Therefore, all the mistakes are monitored, however when the CEO of the struggling company proves their position it can guarantee a long-term career advancement (Glass & Cook, 2016; Ryan & Haslam, 2005).

2.2.4 Reducing the Gender Gap

We can see based on the research conducted in the past decade that organizations are trying to adapt to the changing environment. According to Northouse (2006), that organizations that seek flexible employees and diversity can enhance the career advancement of underrepresented groups and offer them support, mentoring and promote their abilities within the organization. Eagly and Carli (2007), propose that females should not be afraid of negotiation in their work life as well as their private life, and they should balance the responsibilities between the partners to prevent the interruptions in their career advancement as mentioned above. In addition, assertive female leaders respond to barriers in career advancement in male-dominated organizations by founding their own companies where they can promote the transformational leadership style, which as mentioned above is more suitable for female leaders and they excel at it due to the balance between women qualities and effectiveness (Norhouse, 2006). To sum up, according to Northouse (2016), these are the most critical elements to navigating the labyrinth, explicitly developing opportunities for women, empowering women to negotiate in the workplace as well as the household and abandon the double-bind phenomenon. The next section will take the discussion into the context of tourism.

2.3 Leadership in the Hospitality industry

Given that this thesis is specifically interested in the field of hospitality, in the following section we would like to demonstrate the fundamental skills and behaviors which are required in successful organizations. In addition, we would like to introduce two commonly used leadership styles which are specific to the hospitality sector.

There is the high importance of good leadership in the hospitality industry to assure employee motivation and reach the maximum potential of the group (Kara, Uysal, Sirgy & Lee, 2013).

Based on the research conducted by Testa & Sipe (2012), where they interviewed managers among the hospitality industry, we could name most common challenges mentioned by the managers such as continually increasing competition, declining economy, and shifts in customer preferences and behaviors. In order to respond to these challenges and keep the level of service quality high as well as satisfy the needs of the customers, leader in the hospitality industry must be capable of achieving high results with limited resources (Testa & Sipe, 2012). The leadership style does affect not only the performance and customer satisfaction but also the well being of an employee and organizational culture (Kara et al., 2013). The next section will explain what kind of competencies are required in the hospitality industry to be a successful leader.

2.3.1 Competency model in the Hospitality Industry

Effective leaders must distribute the task according to the right skill sets of their team, communicate the tasks clearly and motivate the followers to cope with the pressure from the environment (Pittaway, Carmouche & Chell, 1998).

Researchers Testa and Sipe (2012), analyzed the works mentioning leaders competencies and conducted in-depth interviews with 110 managers from various fields in the hospitality industry, and based on this research they developed 3 categories of leadership competencies crucial in this sector. The competency model included *Business Savvy, People Savvy, and Self Savvy.*

Firstly, *Business Savvy* concentrates more in-depth on performance and effectiveness of the establishment. It entails skills focusing on planning, managing team productivity, financial analysis continuous performance and system improvement and strategic decision making. This category of competencies is goal oriented and uses technical skills.

Secondly, *People Savvy* is an employee-centered dimension concerned with interpersonal leadership and open communication. When applying this dimension to the hospitality industry, it entails both customer and employee satisfaction. Leaders must focus on team development and skills enhancement of the individuals and ensure pleasant working environment. Throughout these steps leaders, build

successful teams motivate the followers to achieve excellent results and create company loyalty.

Lastly, the final set of competencies are *Self Savvy* which plays the most critical role in the service sector. These skills are crucial for role-modeling and to be an effective role model to the team, the leader must demonstrate accountability, trustworthiness, and commitments to employee and customer satisfaction. An essential element especially related to hospitality is professionalism which covers proper representation of the company towards the customer and followers, confident behavior, and ethical leadership. Self-reflection of a leader incorporates continuous learning and skill enhancement to understand and satisfy the employees and customers better and correct mistakes made in the past.

To conclude, all the three dimensions of leadership competencies are needed to guide the team to good performance, but the last self-savvy is crucial especially in the hospitality industry which is considered to be a people sector (Testa & Sipe, 2012).

2.3.2 Leadership style in the Hospitality Industry

Leadership style influences the performance, employee job satisfaction and relationships within the company. The leadership style and approach depends on multiple factors, namely the characteristics of the leaders, followers and the environment (Al-Ababneh, 2013). According to Boyne (2010), the two central leadership styles in the hospitality context is **Transformational leadership and Leader-Member Exchange**.

To begin, the hospitality sector is very dynamic due to changes in economic conditions, customer expectations, and social norms. Therefore leaders must act accordingly and motivate their subordinates to achieve excellent performance. To reach the goal, leaders must transform the skills and values of the followers into an advantage and clearly communicate the tasks and responsibilities to assure effectiveness and goal achievement (Tracey & Hinkin, 1996).

Nothouse (2016), defined *transformational leadership* as an interactive process between leader and followers, where leader communicates with the followers, engages, motivates and influence the members of the organization to achieve a goal.

The central element of this leadership style is the organization and leaders motivate the group to have higher performance for the well being of the organization (Stone, Russell, & Patterson, 2004).

According to Northouse (2016), transformational leaders concentrate on empowering the followers and creating the feeling of being included in the organization by painting realistic and attractive future state of the organization. The feeling of trust towards the organization and the leader arises from the information and precise distribution of roles. In transformational leadership the emphasis on "transforming" is not solely on the followers, but also the leader should self-develop and reflect on their strengths and weaknesses to become a role model for their team (Northouse, 2016).

According to the comparison of leadership styles in the hospitality industry conducted by Tracey and Hinkin (1994), transformational leadership style is considered adequate for this industry due to the constant need of adaptation to the changing environment because it formulates a defined vision for the future and empowers followers to achieve the goals. In addition, Northouse (2016), states that under transformational leadership there was improved satisfaction, performance as well as an increase in company loyalty and motivation.

Secondly, the *Leader-Member exchange theory* unlike most of the leadership theories does not view the process of leadership from the perspective of the leader but as a dyadic relationship between leader and individual follower (Northouse, 2016). Leader-Member exchange theory focuses on the creation of trusting and high-quality relationships, which give the company a human capital competitive advantage. (Uhl-Bien, Graen, & Scandura, 2000). According to Northouse (2016), this advantage may translate into higher employee satisfaction, better performance, lower absenteeism and stronger "esprit de corps". The interactive relationships between the leader and the follower are based on reciprocity and mutual support, in other words, the more the follower is proactive and takes on more responsibilities the more willing is the leader to offer support, information and empower the person (Bower, Shoorman, & Tan , 2000).

The strengths of this approach are arising from the healthy relationships which support creativity, citizenship behavior and accomplishments of goals. This theory is also used for training and personal development of leaders (Northouse, 2016).

Moreover, research suggests that a valuable factor in creating business advantage and achieving high performance in hospitality is creativity (Wang, 2016). High-quality leader-member relationships create a working atmosphere that enhances creativity, encourages overcoming challenges, increases motivation in achieving maximum customer satisfaction (Northouse 2016; Wang, 2016). These claims were supported by research conducted by Wang (2016), where they analyzed 312 dyadic relationships within the hospitality industry, this study proved that high-quality relationships increase task motivation and creativity. Wang (2016) argues that these behaviors are essential for hospitality industry because there is a substantial need for committed staff members to be able to offer the best quality of service and ensure customer satisfaction.

The implication of the first research studying leader-member exchange in the field of hospitality is that leaders and managers in this sector must recognize their significant influence on their followers and create high-quality interactive relationships to ensure business advantage, creative workplace and loyalty (Wang, 2016)

In this literature review, we were describing the phenomenon of leadership from various perspectives. Starting with defining leadership which shows how complex and subjective leadership can be. Moreover, we discussed two often arising questions focusing on the origin of leadership and the gender roles in leadership. Based on analyzing many sources we found out that nowadays leadership is considered as something that can be developed and nurtured. As well as the phenomenon of the glass ceiling is present but slowly vanishing. Lastly, we described the skills and leadership approaches which are used by effective leaders in the hospitality industry. We will discuss the individual elements of the literature review with professional managers from the field of hospitality to verify the theory in real life.

2.3.3 Women in the hospitality industry

If we look into the role of women in the hospitality industry we can observe the following: *"While women's participation in the tourist industry has improved both quantitatively and qualitatively, women continue to encounter a host of barriers attributable to labor market discrimination." (Santero-Sanchez, Segovia-Perez, Castro-Nunez, Figueroa-Domecq, & Talon-Ballestero, 2015)*

This disproportion can be demonstrated by the data from 2017 when the odds for a female to become a General Manager of CEO were ten times lower than the odds for a man (Castell Project, 2017). The studies and statistics mentioned previously that females are equally or more educated than males and the organizations employing female managers tend to have better statistics than homogenous teams. Even though, Figure 2 shows the significant difference in job positions between men and women. The comparison between the year 2012 and 2016 demonstrates a slight increase and improvement.
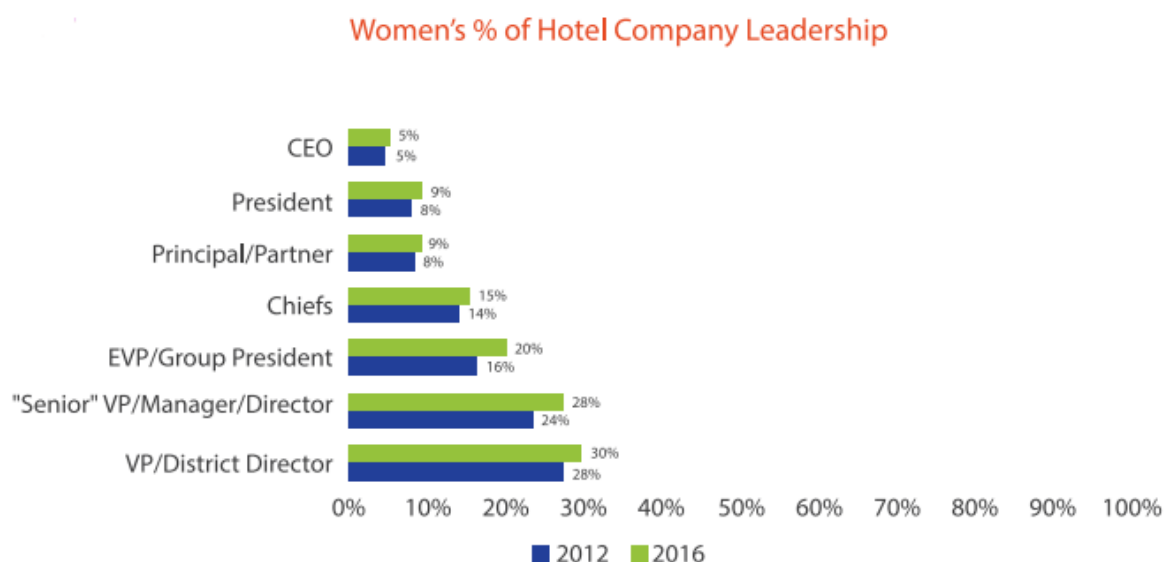
Figure 2: Women's percentage of Hotel Company Leadership (Castell Project, 2017).

In addition, the data collected by Castell Project (2017), suggests that females represent a larger pool of talented employees in the hospitality sector, represent 70% of university students in the Hospitality Universities; and form the majority of travel decisions yet still do not achieve the executive positions (see Figure 3).

Women as a % of Hospitality Industry:
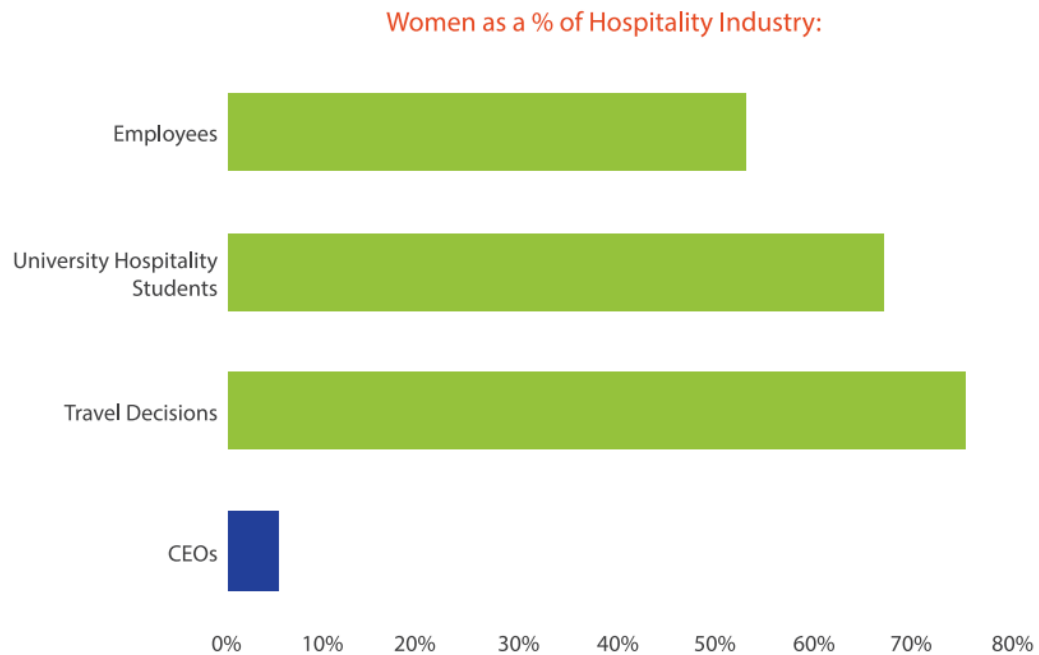
Figure 3: Women's percentage of Hospitality Industry (Castell Project, 2017).

Luckily according to the report on female leadership in the hospitality industry by Castell Project: "84% of men and 70% of women agreed that: "women entering hospitality companies today will have more opportunities for upward movement into top executive positions than have past generations" (Castell Project, 2017, p. 7).

The literature review provides a summary of supporting literature guiding the research. The three sections of literature review, the definition of leadership; gender role in leadership and leadership in the hospitality industry guided the process of interview creation and data analysis. The primary data collected throughout the interviews with the leaders in the hospitality industry will test the relevance of the literature in the real business world.

3 Methodology

This section of the thesis focuses on identifying the research methods used in order to gain a deeper understanding of leadership in the context of the hospitality industry.

3.1 Research Process

Figure 4. The Research Process: 6 Steps to Success (My Market Research Methods, 2018).

Based on Figure 4, the research begins with the identification of the purpose of the research and definition of objectives. The purpose of this research is to study the implications of leadership in the real business world and gain a deeper understanding about what makes a great leader in the hospitality industry as well as understand the gender roles in the business world and examine how leadership in the sector of hospitality differentiates from other sectors.

3.2 Research Design

Nowadays, researchers have a large choice of different research methods from which they can choose the most suitable approach in regards to the variables which they want to study and the research question (Creswell, 2003). Research design serves as a framework when designing the research and helps to determine which type of analysis is most suitable for the research problem (Perumal, 2010). The researcher, when choosing the method should take into account questions such as, what kind of data should be collected when the data should be collected, how the data should be

collected and how the data will be analyzed. By answering these questions, the researcher created a procedural plan which will guide the process of data collection and data analysis (Kumar, 2011). There are three main types of research design; *Explanatory, Descriptive and Exploratory*. Firstly, *Explanatory* studies are very structured in nature, and their primary focus is to analyze the causal relationships between the studied variables, usually used when analyzing experiments. Secondly, *Descriptive* studies are focused on observing and describing situations and are usually used for analyzing case studies. Thirdly, *Exploratory* studies are flexible and unstructured focusing on getting insight into the research problem and discover new ideas (van Wyk, 2018). Data Collection

3.2.1   Qualitative Methods

Qualitative methods focus on understanding behaviors, phenomenon, and the goal is to gain insight, understand and interpret the relationships between the variables (Cropley, 2018). By using qualitative methods, researchers can study a wide range of topics in the various context in order to comprehend human behaviors and tendencies (Mason, 2002). The use of qualitative methods was considered old-fashioned for a period of time, however, because of the fast-changing environment, the researchers were failing to identify the changes in the social environment by solely using the deductive methodologies.

The difference between deductive and inductive methodologies is the fact that while in the deductive methodologies the researcher first develops a hypothesis which is then tested based on detailed research design, in contrast to inductive methodologies which firstly observes the empirical data based on which the researcher develops a hypothesis (Saunders, Lewis, & Thornhill, 2009). The essence in qualitative studies is in the variety of method and diversity of participants (Flick, 2009). In addition, the types of methods of qualitative studies are case studies, focus groups, observations, Nethnography and in-depth interviews.

3.2.2   In-depth Interviews
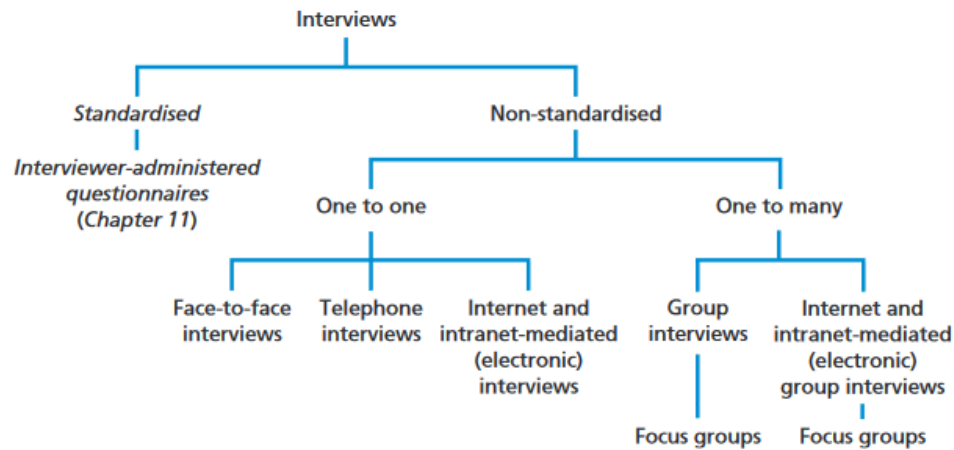
Figure 5.. A form of Interview (Saunders et al., 2009).

Exploratory interviews are used in types of research where there is a need to understand the behaviors and motivation behind actions in order to comprehend the relationships. Semi-structured interviews consist of pre-prepared topics which the researcher plans to discuss. However, the interviewee has the floor to express ideas and thoughts freely which helps the interviewer understand the in-depth meaning of the discussion which leads to better understanding of the research question (Saunders et al.,2009). See Figure 5 for illustrative purposes.

For this study, the Qualitative method has been chosen due to the exploratory character of the research which focuses on understanding the phenomenon of Leadership in the context of hospitality. The data collection has been carried out using the in-depth, individual interviews with professionals from the field of hospitality. Conducting interviews with professionals from various sectors of the hospitality industry allows viewing leadership from diverse perspectives. In addition, as this thesis is also concerned with the gender role question, the interviews were carried out with five men and five women to have the possibility to view the differences in leadership styles and also discuss the challenges in female career advancement. The advantage of the semi-structured interview was the possibility to discover new ideas and understand the experience of respected managers and leaders in this sector. The critical element in conducting interviews is to create a connection with the

respondent so the interview will be conducted naturally and the incoming data and opinions from the respondent will be real and quality (Smith, Flowers, & Larkin, 2012).

During the data collection process, the selected managers from the hospitality sector were invited to participate in the interviews. The collection of the female proportion of the interviews was achieved much sooner due to fast and willing respondents. However, with the section of male respondents, the number of managers contacted was almost double to achieve an equal proportion of respondents.

3.3   Sample Selection

Sampling is the process of selecting a representative sample from the large group to create a target group so that from the results generalizations on the population can be drawn. Sampling can be carried out in two main ways, probability, and non-probability sampling. The difference between these two approaches is that in the case of probability sampling the representative sample is selected randomly, and the whole population has the possibility to be chosen. However, in the case of non-probability sampling, the randomization is eliminated due to the risk that the representative group could be biased (Center For Innovation in Research and Teaching, 2018).

"In qualitative research, number considerations may influence the selection of a sample such as the ease in accessing the potential respondents; your judgement that the person has extensive knowledge about an episode, an event or a situation of interest to you; how typical the case is of a category of individuals or simply that it is totally different from the others. You make every effort to select either a case that is similar to the rest of the group or the one which is totally different. Such considerations are not acceptable in quantitative research." (Kumar, 2011, p.176)

Sampling in qualitative methods do not require specific samples size or a particular degree of randomization, the focus of sampling in qualitative studies is the richness of information and the respondents with insight to the research question (Kumas, 2011).

The strategy chosen to guide the sampling of this research is the purposive sampling. This form of sampling was selected because of the nature of the research question, trying to gain an understanding of a general phenomenon of leadership in a particular context of the hospitality industry. The respondents to the survey were selected based

on their experience and leadership positions in this sector. The essential element of the sample is that the representation of respondents was equally distributed among the genders to compare ideas and experience of both men and women. This equal distribution was also crucial to a comparison of the attitude towards the gender roles in leadership.

3.4   Interview design

When it comes to in-depth interviews, there is a crucial factor which influences the quality of the data collected. According to Saunders et al. (2009), it is key to establish a personal contact at the beginning of the interviews to assure that the respondent feels comfortable to answer frankly to detailed questions which require a personal experience and opinion, they might not feel safe answering such questions to someone completely strange.

The interview questions were conducted during the period between 25th of February 2018 and 15th of May 2018. The respondents were invited by email to participate in the interview, and after confirmation, either a face-to-face meeting or Skype call was arranged. When the person was not able to arrange a meeting a transcript of questions was transmitted to fill in their thoughts and impressions. As it was mentioned above, finding a sufficient number of male respondents was problematic compared to the collection of female respondents.

In the section below, the list of guiding questions is included with short explanations.

1. Can you please indicate your name and country of origin?

2. Can you please indicate your education background in hospitality?

3. How long have you been working in this field?

4. What is the position that you currently represent?

5. If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

6. Can you please name an inspirational leader in general and in the hospitality industry and please explain why?

7. What are the elements that distinguish leaders in the hospitality industry from others?

8. Looking to the future, how do you think the hospitality industry in terms of leadership, will or should change?

9. How do you see that the gender factor is perceived in leadership in the hospitality industry?

10. If you perceive that gender can be a barrier to career advancement, in your opinion, what are the ways that we could limit or erase the gender gap?

11. What are the factors affecting the women's career advancement?

12. If you have any personal experience with this topic, I would be grateful if you could share it.

The interview questions could be divided into three subsections each focusing on different understanding. The first four questions are forming a category of questions focusing on the profile of the respondents and gaining an understanding of their background in the hospitality sector. The second section is formed by questions five, six, seven and eight where the focus is on the leaders in the hospitality industry. The questions about describing what makes a great leader in the hospitality sector was added to the interview to serve as a comparison to the variety of definitions of traits and skills a successful leader should posses from the Literature review. The last group of questions studies the attitude towards the gender role in the hospitality industry and impressions from both male and female respondents. Lastly, each interview was ended by a short insight to the topic personalized by each respondent.

The structure of the interviews was following the structure of the literature review, starting from the leader definition, moving into the hospitality industry and discussing the gender gap.

The interview process was exciting and fascinating providing a large variety of points of view and insights into the phenomenon of leadership in the hospitality sector in regards to the gender roles.

3.5 Data Analysis

Quantitative data analyses are useful in various context. However, the qualitative analyses are beneficial in the context of understanding the phenomenon and exploring the richness of data (O'Leary, 2014).
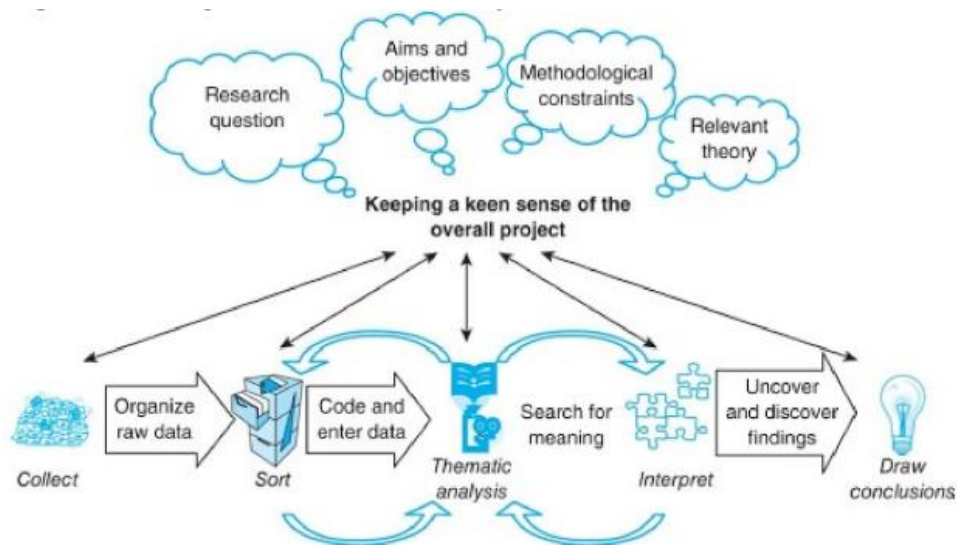
Figure 6. The process of reflective analysis (O'Leary, 2014)

Figure 6 demonstrates the process of reflective analysis, "the process of reflective analysis requires researchers to (1) organize their raw data; (2) enter and code that data; (3) search for meaning through thematic analysis; (4) interpret meaning and (5) draw conclusions" (O'Leary, 2014, p. 300). As it can be seen on the figure above, the essential key to the correct analysis of quantitative data based on the five steps mentioned above aligned with the research question, methodology and literature review (O'Leary, 2014).

The data analysis began with collecting all the data from the interviews and transforming the recording and notes into written text ready for the analysis. The qualitative analysis can be challenging due to many details included in the interviews (O'Leary, 2014). Therefore it is necessary to follow the structure of the semi-structured questions deducted from the literature review and research question.

The analysis was based on finding thematic similarities in the interviews and finding significant meaning. Based on the similar responses and ideas found in the interviews we could group the ideas and compared opposing claims into themes for future analyses. After careful examination of the interviews, the next step of data analysis is seeking for patterns and interconnections between the themes (O'Leary, 2014). This part of the process is focusing on finding the relationships between the themes and variables of the research. In this thesis, the general ideas were grouped into mind maps and connected to the personal characteristics, position and demographics of the respondents to visualize the connections. In this thesis, the deductive process was implemented, and the theory was developed. After finding the connections and patterns between the themes, the process can move to draw a conclusion. This is the step where the themes are clearly summarized and supported by the data to explain the phenomenon and also connects the data back to the supporting literature. The summary of the conclusions should include the ideas and findings extracted from the data collected.

The section of methodology provides the framework for the research process starting with forming the research design, sampling, interview development and data analysis.

4 Findings

The aim of this chapter is to represent and interpret the primary data collected through qualitative interviews for the purpose of understanding the phenomenon of leadership and the influence of gender role on leaders in the hospitality industry. The semi-structured interviews were divided into three main subsections each aiming to answer a different part of the research question.

4.1 Respondent profiles

The interviews were conducted with professionals in the hospitality industry in managerial positions. The targeted respondents are currently representing positions in hotels and restaurants either in Austria or the Slovak Republic. For the purpose of understanding the phenomenon of gender roles in leadership, the target group was equally composed of five men and five women. Figure 7 represents the establishments in the hospitality industry, from which managers were interviewed.
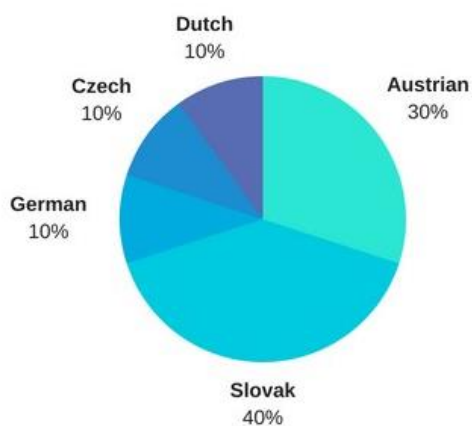
Figure 7: Nationality demographics of the interview respondents
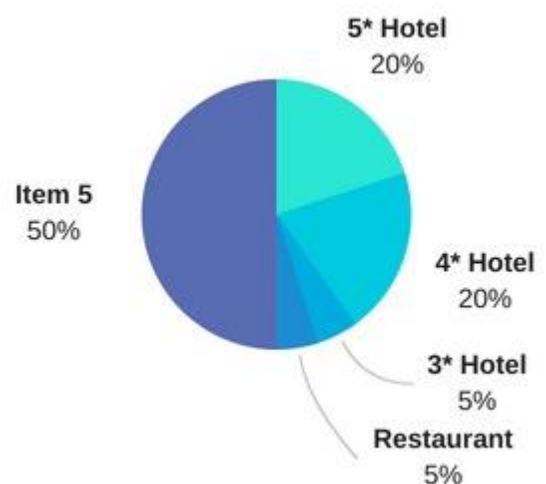
Figure 8: Establishments employing responding managers

MONIQUE DEKKER

PARK HYATT®

General Manager Park Hyatt Vienna

NATIONALITY: Dutch

GENDER: Female

QUALIFICATIONS: Bachelor of Hotel Administration, Hague, Netherlands

YEARS OF EXPERIENCE: 23 years of experience in Hotel Industry

WORK EXPERIENCE: Ms. Dekker started to work for the Park Hyatt hotels in the US shortly after finishing university where she built her career up from the House Keeping Manager into Executive Assistant Manager Rooms. In 2007 she became the first female executive manager in Tokyo Japan. She executed the position of General Manager also in Düsseldorf and currently she is the General Manager in Vienna since 2013.

SANDRA HOESL

INTERCONTINENTAL. WIEN

Front Office Manager InterContinental Vienna

NATIONALITY: Austrian

GENDER: Female

QUALIFICATIONS: Tourism School Pannoneum Neusield am See 5HTL

YEARS OF EXPERIENCE: 11 years of experience in Hotel Industry

WORK EXPERIENCE: Ms. Hoesl built her way up within the hotel Intercontinental where she employed herself directly after graduating from tourism school where she started at the position of Instant Service Center Clerk. Within a short period of time she became a supervisor of this hotel division and after time she became an Assistant Manager. Before acquiring the post of Front Office Manager she gained some experience working as a Front Desk Manager.

STEFANIE ANIWANTER

Owner and Director of Hotel Am See Forelle

DIE Forelle
****HOTEL AM SEE
Millstatt

NATIONALITY: Austrian

GENDER: Female

QUALIFICATIONS: Secondary Tourism School, Culinary School in Vienna, University Degree in Tourism from WU & Entrepreneurship Academy from ÖHV

YEARS OF EXPERIENCE: 15 years of experience in Hotel Industry

WORK EXPERIENCE: From the professional experience, she has been working in the hospitality sector since she was 18 years old so now it is 15 years. She previously worked in multiple hotels and currently is the owner and director of the **Hotel am See****Die Forelle in Austria.**

MÁRIA MARKOVÁ

Event Manager Hotel Park Inn Bratislava

park inn
by Radisson

NATIONALITY: Slovak

GENDER: Female

QUALIFICATIONS: Secondary Tourism School, Banská Bystrica

YEARS OF EXPERIENCE: 32 years of experience in Hotel Industry

WORK EXPERIENCE: Ms. Marková has been working as a F&B manager for most of her professional career starting as a F&B Manager in Hotel LUX where she stayed for 10 years. Later on she worked as an F&B Manager and as an Event Manager in Hotel Park Inn for 22 years.

MONIKA SLOBODOVÁ

Front Office Manager at Marrol's Boutique Hotel Bratislava

NATIONALITY: Slovak

GENDER: Female

QUALIFICATIONS: Comenius University in Economics, Bratislava

YEARS OF EXPERIENCE: 30 years of experience in Hotel Industry

WORK EXPERIENCE: Ms. Slobodová worked at Trend Hotel in Switzerland as a Front Desk Supervisor from which she transferred to Prague into Movenpick Hotel. In this hotel she occupied the position of a Human Resources director for eight years. Currently she is working at the five star Marrol´s Boutique Hotel as a Front Office Manager for almost twelve years.

MARTIN ŠTEFANEC

Bar Manager at Urban House Bratislava

NATIONALITY: Slovak

GENDER: Male

QUALIFICATIONS: educational workshops and seminars to enlarge his knowledge in the departments of gastronomy, bartending and management.

YEARS OF EXPERIENCE: 10 years of experience in Gastronomy Industry

WORK EXPERIENCE: As a student Mr. Štefanec began to work as a bareback in Sky Bar Bratislava, working his way up to a bartender, later on he was promoted to the position of a head bartender. From the position of head bartender he became a Bar Manager in Urban House.

FLORIAN STRASSER

Food & Beverage Manager Ganusshotel

GENUSSHOTEL
RIEGERSBURG

NATIONALITY: Austrian

GENDER: Male

QUALIFICATIONS: Higher Institute for Tourism and Leisure Industry

YEARS OF EXPERIENCE: 7 years of experience in Gastronomy Industry

WORK EXPERIENCE: Mr. Strasser worked previously in hotels and currently he is representing the positon of the F&B manager for several years.

ABE SOICHIRO

Room Division Manager at Sofitel Vienna

SOFITEL
LUXURY HOTELS

NATIONALITY: German

GENDER: Male

QUALIFICATIONS: No education related to Hospitality Industry

YEARS OF EXPERIENCE: 15 years of experience in Hotel Industry

WORK EXPERIENCE: Mr. Soichoro has a lot of experience in various hotels and sectors within the hospitality industry in Germany and Austria. He began his career in this industry as a Night Auditor in the Steigenberger Hotel, Radison Blue, and Hotel and Grand Hotel Wien. Within the Grand Hotel Wien he was promoted to the Night Manager. Later on Mr. Soichiro transferred to the Sofitel Hotel in Vienna where he occupied the same position. Within the Sofitel he was promoted to the position of Assistant Front Office Manager from which he advanced to Front Office Manager. Mr. Soichiro is also a Vice President of AICR Austria.

TOMÁŠ KUBICA

Director at Wellness Hotel Chopok

WELLNESS
HOTEL
★★★★

NATIONALITY: Czech

GENDER: Male

QUALIFICATIONS: Secondary Hotelier School in Opava, Czech Republic

YEARS OF EXPERIENCE: 44 years of experience on Hotel Industry

WORK EXPERIENCE: Mr. Kubica has vast experience in various positions within the hotel and he has been representing position of a Hotel Director for sixteen years in multiple establishments in Slovakia and Czech Republic.

PETER ILAVSKÝ

Director at Grand Hotel Trenčín

★★★
GRAND HOTEL
TRENČÍN

NATIONALITY: Slovak

GENDER: Male

QUALIFICATIONS: Hotel Academy Piešťany and University degree in Management at Danubius University

YEARS OF EXPERIENCE: 28 years of experience in the Hotel Industry

WORK EXPERIENCE: Mr. Ilavský is an experience hotelier working for twenty years a director of hotels. Firstly, he ran the four star Hotel Elizabet for eleven years and currently he is representing the position of director at Grand Hotel Trenčín since the year 2008.

4.2 Leadership

This section of the interviews was attempting to gain an understanding of the characteristics and skills to become a successful leader in the hospitality industry. The literature review suggests that the complexity of leadership causes the problem of identifying a unique set of traits and skills for effective leaders.

The interviewees were asked to define what makes a good leader in the hospitality industry. The gathered data was very complex, and the adjectives from each respondent were unique and different. The central element that has been the starting point for the majority of the interviews was the emphasis on the dynamic character of the hospitality industry and the ever-changing working environment. As Ms. Hoesl mentioned in her interview, *"In our business, you are confronted with many different cultures, ages, and special personalities. Being a leader in the hospitality industry is changing every day – new people, new situations, new ideas."*

To demonstrate the evolving nature of leadership compared to the reality 40 years ago painted by Pizam (2017), when the executive's positions were strictly reserved for males and the peak of female graduates of Hotel Business Schools was to become a Head of Housekeeping, this situation has changed and so did the expected qualities of a leader.

4.2.1 Communication skills

The respondents defined different skills and traits that the leader should have, but one element has been mentioned in almost every interview. *Communication skills.* Open communication has been proven to be the most effective approach to the followers from the experience of the respondents. The open communication according to the interviews stimulated quality relationships and put less emphasis on the hierarchical structure. This has been supported in the interview with Ms. Dekker the General Manager of Park Hyatt, *"I am Monique to everyone from the top managers to stewards or housekeepers. Because for me respect is not about Madam Dekker, having a mutual respect is most important. It is essential to work with the team that you enjoy working with because I had general managers who would not come down to eat at the staff cafeteria because they felt that they are on a different level. But I love to eat in the staff cafeteria because that is the little time that I can*

spend with my team and chat with everyone. It also shows them that I am human and

they can talk to me if they have any suggestions."

The open communication is directly linked to creating quality relationships and motivation. Leaders with established relationships that are willing to negotiate and sacrifice for their teams earn trust and respect from the followers. The recognition of the leaders is especially necessary for the Hospitality industry due to the intensity and demanding nature of working in this sector. Ms. Marková emphasized the importance of negotiation for the team especially during high season and motivating the teams, so they are willing to work hard and go the extra mile for their leader whom they respect.

4.2.2 Service Oriented

The hospitality industry is an evolving department directly depending on the satisfaction of the customers. The competition in this sector is very high, and therefore a mistake in leadership can result in decreased performance and customer dissatisfaction. Therefore the leader must take into account both sections of the service, their followers, and customers. To combine the needs and ensure mutual satisfaction.

"The crucial element when it comes to leadership in the hospitality industry is the fact that the leader must be "pro-service oriented." I worked with people who did not have any education in the field of hospitality nor gastronomy, but their motivation and spark were the elements pushing them forward." (M. Marková, interview, April 17, 2018)

The performance of the leader in the hospitality industry can be measured not only based on the satisfaction of the followers but directly by the satisfaction of the customers. The pleasure of working with people and being a perfect host is the ultimate goal of all sectors in the hospitality industry (M. Štefanec, interview, March 29, 2018). This element has been mentioned in different forms in all conducted interviews. It is a trait that cannot be quickly learned and has been described as something that a person should have in their personality. *"I look for people who can provide authentic hospitality, and I call it "sparkle in the eyes, fire in the belly", I do not*

care if you learned to serve the glass properly, because anyone can learn that, I seek the passion for this industry and show this and enjoy being with the guests. That is what is crucial." (M. Dekker, interview, May 14, 2018)

4.2.3   Motivation and Nurturance

The field of hospitality requires well-functioning teams to maintain high performance. Each member of the group represents a specific set of skills and characteristics. The role of the leader is not only to guide the team to achieve its goals but according to several respondents, the leader must be capable of evaluating the situation and control the relationships with the followers and customers. "*In my opinion, the most crucial element is open communication to get to know everyone from the staff, in order to be able to pinpoint the advantages or disadvantages, skills or flaws to use them in the most effective way for the best possible results and performance. "As a leader, it is crucial to identify the element mentioned above to nurture the pros and work on the cons of individuals to combine the skillset and create a well-performing team."* (Štefanec, 2018)

Motivating the followers and helping them to improve is necessary to eliminate the feeling of stagnation and create a feeling of "esprit de corps" key for effective team-work.

4.2.4   Summary of skills and traits of successful leaders in Hospitality

In the section below, the Figure 6 represents the elements mentioned most frequently by the respondents from the Hospitality Industry.
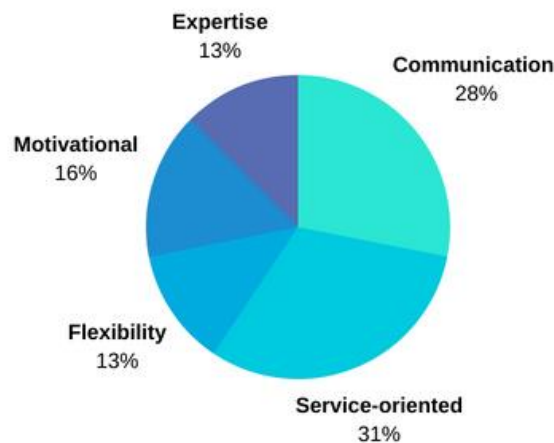
Figure 6 : Most commonly mentioned skills and traits of leaders in Hospitality

4.2.5   Male vs. Female success factors

When comparing the patterns in responses from male and female respondents, the essential characteristics necessary for a leader to succeed were comparable. Both female and male respondents recognized and highlighted the importance of open communication, service orientation and pleasure from working with people. Whereas, the summarized responses have shown some differences. Firstly, male respondents listed as an essential skill to have the *expertise and education* in the particular hospitality field in order to be successful. In contrast, women leaders put less emphasis on skills and argue that skills can be learned, but the *attitude and drive* are most important.

The second difference in between the leadership styles is supporting the theory by Hasan and Otman (2012), that men focus more on *structure* and women tend to *deconstruct hierarchies.* This is visible on the elements listed by males such as *"being informed about all daily events";* "control and resolve situations"; and adjectives such as natural authority, strong and organized. In comparison, female respondents mentioned elements such as p*atience, flexibility, understanding, happiness an*d highlighted the necessity of having open relationships within the team.

4.3   Hospitality industry

This thesis is focusing on leadership in the hospitality industry, and therefore the interviews contained some questions related to the uniqueness of leadership styles in this sector and the vision of the future change in leadership for this industry.

"I always say that the hotel is just a piece of concrete and the whole atmosphere and feeling is created by the staff. The hotel industry is about the people." (P. Ilavský, interview, May 17, 2018).

When the respondents were asked to describe what distinguishes the hospitality industry from another sector they named positive and negative attributes. The central distinguishing element of this sector is the fact that the leader is not only interacting with the followers but equally crucial are the interactions with the customers. *"The*

difference in the hospitality industry is simple; it is the feeling that the person gets when entering the place as a guest. Starting from the greeting, atmosphere, quality of service and quality of the product. All of these elements directly show whether the leadership is effective or failing. These elements together create the feeling that the customer gets which reflects the value of the place. " (Štefanec, 2018).

Due to this reason, the leaders in this sector must have a practical approach and be people focused (A. Soichiro, interview May 26, 2018).

The practical approach is useful due to the dynamic character of the hospitality industry along with the fact that most of the services in this sector must be at disposition to the clients 24 hours a day, 7 days a week. In addition, the holiday season in the eyes of people employed in hospitality is not the season of relaxing, on the contrary, those are the busiest seasons. (T. Kubica, interview, May 20, 2018).

The improvement in living standards is causing the change in customers expectations resulting in higher standards and expectations. Leaders therefore often have to make decisions on the spot without having a lengthy meeting, and this requires the support of the team (M. Marková, interview, May 20, 2018).

Furthermore, leaders working in the hospitality industry, in particular in the hotel sector the focus of a leader is very broad and complex compared to other industries where the focus is one-sided. A manager in this sector must monitor all the processes in different departments and be able to evaluate the situations correctly. As mentioned by Ms. Dekker "*here as a general manager, I have to deal with everything including technology, engineering, I need to understand everything in connection to the furniture, kitchen equipment so I have a very broad scope of responsibilities.*"

To conclude, the working conditions in the hospitality industry are demanding and this results in a turnover of employees so in addition to mentoring the leader must motivate the followers accordingly in order to ensure employee and customer loyalty.

4.3.1 Future of Hospitality industry

This section of the finding is focusing on the future of the hospitality industry from the perspective of managers in this sector.

The dynamic character of the hospitality industry is continuously bringing new challenges for the leaders in this industry. Including changes in customer demand, employee expectations, innovation, and technology. When the respondents were asked how do they see the future of the hospitality industry, they specified three main elements.

Firstly, the change in providing the service will change based on the type of the hotel. Business hotels will be focusing on the technology implementation and speed up the processed when in contrast the luxury hotels will be aiming to provide personalized and unique services to their clients.

Technology improvements will be of incorporated in all types of hotels however the managers from business hotels represented a more significant interest and focused in this direction. The technology improvements should include automated check-in, automated cleaning services, and software facilitating the process and allowing customers to personalize their stay through an app and provide virtual tours before arriving at the destination.

Secondly, the luxury hotels have to distinguish themselves from other hotels not only by price but they need to create customer loyalty via offering unique and personalized experience. Ms. Dekker, stated that the clients coming to Park Hyatt do not have a problem to pay for the services, they may pay for any five-star hotel in Vienna, and therefore the hotels must offer them something special, something that is not about money. "*The fact of having a personalized friendship with the guests was unheard of twenty years ago. What I feel that has changed a lot, because of the changes in generations and expectations of our guests and our employees is that we are a lot more focused on authentic hospitality.*" And later she added "*They want interaction, and they want to have experiences that are not just the hotel stay, but VIP event such as a backstage tour of the opera or tour in the backstage in the hotel. Our customers are not interested in receiving a discount they are looking for added value. So we will try to provide even more personalized services.*" In such hotels, technology will be

implemented to facilitate the fulfillment of the services but cannot replace the human contact as compared to business hotels.

Third of all, most of the respondents voiced the concern about the necessary changes in leadership style towards the employees and also necessary changes in the system. As mentioned previously the team in the hospitality industry is creating the experience for the customer and therefore leadership style in the future should incorporate the teams and create the best working conditions and support the followers. As Mr. Soichiro mentioned in his interview: *"We need to make sure to create attractive jobs, not only in terms of hours and workload but also in terms of payment. We need to be able to compete not only with ourselves but with other industries as well to be able to get promising candidates to choose a career in hospitality."* This claim was also supported by Ms. Slobodová that the leadership styles should transform into more employee-centered and leaders should value and appreciate their employees and motivate them.

To conclude it is necessary for leaders in the hospitality industry to be flexible and respond to all the dynamic changes that will happen and be open-minded. Because they need to adapt to new innovations, technology improvements, as well as new generations entering the working environment but also changing what is expected from the side of the client.

4.4 Gender role in Leadership

This section of the primary data analysis and interpretation is focusing on studying whether there are differences and barriers to career advancement for female leaders.

The interviewees were asked how do they see that the gender factor is affecting the leadership in the hospitality sector. The reactions to this matter were different, and the attitude difference between men and women was evident. Firstly, a positive factor is the fact that neither one of the managers interviewed have experienced discrimination or different treatment throughout their careers. However, multiple women leaders remarked that they had to present themselves in an assertive way and watch their behavior in order not to allow different treatment towards them. To compare the attitude towards this question, the female respondents mentioned that

they have never been discriminated because of their gender. However, they are aware of the situation that the career advancement of women is affected due to barriers which men do not face. Whereas, the reaction of few male respondents was slightly negative. Even though they expressed the same thought, that in the field of hospitality they do not see many cases of female discrimination, the formulation of the response was different from the female reactions.

4.4.1 Factors affecting women career advancement

The female respondents highlighted that they never personally experienced discrimination in their workplace, but they are aware that there are still multiple factors influencing the career advancement of women.

In regards to the elements affecting the career advancement, most male respondents except one claimed that there are no such factors and females are evaluated and hired solely based on their performance and experience. One of the male interviewees mentioned the problematic of balancing the professional career and family responsibilities as the factor which may influence the career of a female leader.

While the female respondents named multiple factors which are affecting women careers:

1. *Cultural Differences*

Female leaders are not accepted in all cultures, and therefore their career advancement can be slowed down, or they face barriers. Ms. Hoesl mentioned that she does not perceive the Austrian environment as discriminatory, however, in Middle East cultures this is definitely an issue. In addition, Ms. Dekker contributed with personal experience with facing a barrier as a manager in Japan: "Of course you come into situations as I came info in Japan. Where I was the General Manager at the age of 35 and in Japan, you do not get promoted just because of results or competences. But you get promoted based on the age. So normally at the age of 35 you are an assistant manager. So I came in, female, 35 years old and I had to manage people that were 65 years old. That was very difficult because it is not very common in Japan that married women continue to work and build a career." These are cultures which do

not assign the upper management solely based on experience but also based on age and gender.

2. *Family factors*

Businesswomen have the struggle of balancing family life with work life and making sacrifices. Due to history and society beliefs female tend to carry out all the domestic responsibilities and take care of the family while working which takes a significant proportion of their time and impede their advancement at work. Females do not negotiate with their partners to divide up the workload they often lean back and focus on family (Northouse, 2016).

3. *Self-doubt*

"Everyone has doubts, we as women just show it a little bit more than men, and most men jump into the deep end of the swimming pool and see if they can swim or they drown. I have seen many sinks. Women usually go from the shallow side and start to swim and see if they can get on the other side." (Dekker, 2018)

One of the reasons why female leaders are underrepresented in executive positions is their self-critique and self-doubt. When a man sees a job opportunity, he attempts to get the positions and is confident. In contrast, females tend to be critical on themselves and therefore postpone the application until they feel completely ready. In addition, women lack the skill of negotiation and often accept conditions rather than voice their expectations and concern. "*I think that we women are often allowing others to push us into one corner when we want a promotion or different job we do not say it out loud, whereas there are men who see that there is a position open I want it. And women say, maybe I am not ready.*" (Dekker, 2018)

4. *Prejudice*

In some cases, females are discriminated due to their personal and social approach that is different than the approach usually male leaders have. As mentioned by Ms. Marková the discrimination does not have to be direct, but sometimes female heard advice such as *"this may not be the right path for you"* which supports the doubt that females already have and it encourages them to stay on the safe side.

These are only some of the reasons that female have to face daily at leadership positions. Most of the respondents stated that the gender gap is slowly vanishing in the hospitality industry and the following section contains some of the ways how to eliminate gender gap.

4.4.2 Eliminating the gender gap

Some of the female respondents acknowledged the influence of the gender gap.But the positive aspect is that majority of the male and female respondents believe that this trend is steadily vanishing and in most of the case, men and women have equal opportunities. The organizations and hotels are also aware of this issue, and they are working on supporting female leaders to erase the gender gap. Ms. Dekker stated the the Hyatt group as well as many other hotels are focusing on supporting women and cultivating their talents, *„I support that as well we have a "Women at Hyatt" group which I am leading for Europe, Middle East and South West Asia that we are trying to push so that all women understand that there are no barriers and we will as company support you."*

This can also be supported by statement of Ms. Marková "*We can definitely observe that there is a potential to improve the perception, the pay inequality and hotel chains such as Park Inn and all others are very concerned with working on this issue throughout all the general meetings, and we have programs to ensure female leadership development.*"

These programs are the tool along open leadership which are decreasing the gender gap. However, there is also negative feedback on the development programs for female leaders. Mr. Soichro represented his opinion in the interview: *"Personally, I find it disturbing to see programs promoting "gender equality" being rolled out exclusively to females to help them boost their individual careers. This implicates that as a male person, I would have an advantage which I do not think is true. I strongly oppose an approach like this, especially in EU + US, where I think we do have gender equality."*

5 Conclusion

5.1 Final Conclusions

This thesis was interested in understanding what makes a good leader in the hospitality industry and whether there is a difference based on gender. First, based on the analysis of the primary results we can state that the leadership styles and approach to the followers which were common in the past are slowly transforming and adapting to the needs of the followers and leaders. Based on the interviews with managers in the hospitality industry we may conclude that the most crucial elements are *open communication, service orientation, and flexibility.* These skills and traits are no longer excluding female leaders from fitting the leader position as female managers tend to create open and trusting relationships with their followers. The hospitality industry is constantly undergoing a change, and it is a very dynamic sector where the leader must act promptly and practically. In the future, the leadership style is expected to be more people and technology centered. Compared to the literature analyzed in the Literature review, there is a significant shift in competencies required by the leader, which should be reviewed for training purposes and self-development of leaders.

Second, it is important to realize that although the respondents of this survey did not experience discrimination, they recognize that there is a number of barriers affecting female career advancement. The hospitality industry is one of the top industries where the female representatives achieve higher management positions. Whereas, the executive management positions such as General Manager tend to be still represented by males. The literature review suggests, that female are equally, or better educated as males and companies employing female managers have increased profitability (Eurostat, 2017). The elements mentioned in the literature review were corresponding to the factors collected throughout the interviews. However, in contrast to the claims of the authors Ibarra, Carter & Silva (2010), the hospitality industry supports the development and mentoring of female leaders by creating mentoring programs and support groups. These programs are common in the hospitality sector in Central Europe, which is based on the interviews resulting in vanishing discrimination.

Thirdly, the leadership style of each leader in this sector must be adapted to the needs of the followers, the customers and the organization. Whereas, the leadership style may vary the crucial element is the open communication and openness. This result from the interviews is supported by the Literature review, where the Leader-Member Exchange and Transformational leadership were defined as one of the most commonly used leadership techniques in the hospitality industry. The literature review suggests Transformational leadership and Leader-Member Exchange are leadership styles suitable for dynamic and changing environments (Tracey & Hinkin, 1996). Both of these leadership techniques are focusing on open communication, the creation of lasting quality relationships, motivation, and engagement (Northouse, 2016; Uhl-Bien, Graen, & Scandura, 2000).

The implications for practitioners in the field of hospitality industry include the importance of furthering the training and the discussions about female inequality and development of female talents to support the process of vanishing of the female discrimination. The training programs for female leaders have the potential to eliminate the self-doubt of females when advancing in their careers due to the feeling of support. The discussion of this particular topic is necessary to encourage females to be confident and not to let others dictate their life but rather negotiate for themselves.

In addition, the findings of this study support the theory of suitable leadership style to be the leader-member exchange and transformational leadership where the emphasis is on the relationship between the leader and the follower. Meaning that the hospitality sector is depending on quality relationships within the team and towards the leaders. This study highlights the importance of communication and open conversation between the leader and followers.

Moreover, researches conducting a study of this particular topic should take into account the following limitations. To be able to generalize results and gain a more in-depth understanding of the topic the sample size should increase to gather sufficient data for generalization. To have a general overview of the phenomenon of leadership in the hospitality industry with regards to the gender gap, the research should target leaders from all around the world in different hospitality sectors. The topic of leadership directly influences the leaders and the followers. Therefore an opposite

approach, meaning interviewing the followers, will allow the researchers to gain another point of view. Since this research is focused on a sensitive topic of discrimination the gender of the interviewer may cause biased replies. Therefore a mixed pair of interviewers could facilitate the communication and secure honest replies.

Bibliography

Al-Ababneh, M. (2013). Leadership Style of Managers in Five-Star Hotels and its Relationship with Employee's Job Satisfaction. *International Journal of Migration and Border Studies*, 2231-2463.

Antonakis, J. (2006). Leadership: What it is and how is it implicated in strategic change. *International Journal of Management Cases*, 4-20.

Bertocci, D. E. (2009). *Leadership in Organisations: There is a Difference between Leaders and Managers.* Lanham: University Press of America.

Bohoris, G. A., & Vorria, E. P. (2007). Leadership vs Management: Business Excellence / Performance Management View. *Quality Management and Organizational Development* (s. 1-8). Helsingborg, Sweden: Linkoping University Electronic Press.

Bower, H. H., Shoorman, D. F., & Tan , H. H. (2000). A model of Relational Leadership: the integration of trust and Leader-Member Exchange. *The Leadership Quarterly*, 227-250.

Boyne, S. (2010). British Academy of Management. *Leadership research in hospitality: a critical review* (s. 1-27). Sheffield: University of Sheffield.

Carroll, G. R., & Teo, A. C. (1996). On the Social Networks of Managers. *Academy of Management Journal*, 421-440.

Castell Project. (2017). Women in hospitality industry. Retrieved from http://www.castellproject.org/PDF/17%20Castell%20&%20WIL%20Benchmark%20Report.pdf

Center For Innovation in Research and Teaching. (22. 05 2018). Retrieved from: Sampling Methods: https://cirt.gcu.edu/research/developmentresources/research_ready/quantresearch/sample_meth

Creswell, J. W. (2003). *Research Design, Qualitative, Quantitative and Mixed Methods Approaches.* Thousand Oaks: Sage Publication.

Cropley, A. (21. 05 2018). *Research Gate.*Retrieved from: Introduction to Qualitative Research Methods:

https://www.researchgate.net/publication/285471178_Introduction_to_Qualitative_Research_Methods

Di Giulio, J. (2014). Are Leaders Born or Made? *Griffith University*, 1-6. Retrieved from https://www.researchgate.net/post/Are_leaders_born_or_made

Eagly, A. H., & Carli, L. L. (2003). A Female Leadership Advantage: An Evaluation of the Evidence. *The Leadership Quarterly*, 807-834.

Eagly, A. H., Johannesen-Schmidt, M. C., & van Engen, M. L. (2003). Transformational, Transactional, and Laissez-Faire Leadership Styles: A meta-analysis Comparing Women and Men. *Psychological Bulletin*, 569-591.

Eurostat. (2017). *Tertiary education statistics*. http://ec.europa.eu/eurostat/statistics-explained/index.php/Tertiary_education_statistics#Gender_distribution_of_participation. (14.3.2018).

Fleenor, J. W. (2006). *Trait Approach to Leadership.* Thousands Oaks: SAGE Publications.

Flick, U. (2009). *An Introduction to Qualitative Research.* London: Sage Publications.

Glass, C., & Cook, A. (2016). Leading at the top: Understanding woman's challenges above the glass ceiling. *The Leadership Quarterly*, 51-63.

Glass Ceiling. (n.d.) In *Merriam-Webster´s collegiate dictionary*. Retrieved from https://www.merriam-webster.com/dictionary/glass%20ceiling. (22.2.2018).

Gröschl, S., & Arcot, S. (2014). Female hospitality executives and their effects on firm performance. *Tourism and Hospitality Research*, 143-151.

Hailman, M. E., & Eagly, A. H. (2008). Gender Stereotypes Are Alive, Well, and Busy Producing Workplace Discrimination. *Industrial and Organizational Psychology*, 393-398.

Hasan, A., & Othman, A. (2012). When it comes to leadership, does gender matter? *Kuwait Chapter of Arabian Journal of Business and Management*, 12-20.

Hunt, J. G. (2004). *What is Leadership?* Thousand Oaks: SAGE Publications.

Chiu, C.-Y. C., Balkundi, P., & Weinberg, F. J. (2017). When managers become leaders: The role of manager network centralities. social power, and followers' perception of leadership. *The Leadership Quarterly*, 334-348.

Chizema, A., Kamuriwo, D. S., & Shinozawa, Y. (2015). Women on Corporate Boards Around the World: Triggers and Barriers . *The Leadership Quarterly*, 1051-1065.

Ibarra, H., Carter, N. M., & Silva, C. (2010). Why Men Still Get More Promoted than Women? *Harvard Business Review*, 80-85.

Kara, D., Uysal, M., Sirgy, M. J., & Lee, G. (2013). The effects of leadership style on employee well-being in hospitality. *International Journal of Hospitality Management*, 9-18.

Katz, R. L. (1974). Skills of an Effective Administrator. *Harvard Business Review*.

King, A. S. (1990). Evolution of Leadership Theory. *Sage Journals*, 43-56. Retrieved from http://journals.sagepub.com/doi/abs/10.1177/0256090919900205

Kumar, R. (2011). *Research Methodology: A step-by-step guide for beginners.* London: Sage Publications.

Mason, J. (2002). *Qualitative Researching.* London: Sage Publications.

Mumford, M. D., Zacaro, S. J., Harding, F. D., Jacobs, O. T., & Fleishman, E. A. (2000). Leadership Skills for a Changing World: Solving Complex Social Problems. *The Leadership Quarterly*, 11-35.

Mumford, M. D., Zaccaro, S. J., Connelly, M. S., & Marks, M. A. (2000). Leadership Skills: Conclusion and Future Directions. *The Leadership Quarterly*, 155-170.

My Market Research Methods. (19. 05 2018). Retrieved from: http://www.mymarketresearchmethods.com/the-market-research-process-6-steps-to-success/

Northouse, P. G. (2016). *Leadership Theory and Practice.* Thousand Oaks: SAGE Publications, Inc.

O'Leary, Z. (2014). *The Essential Guide Doing your Research Project.* London: Sage Publications.

Perumal, T. (2010). *CMRM6103 Research Methodology/GMRM5103 Research Methods in Competitive Intelligence.* Kuala Lumpur: Open University Malaysia.

Pittaway, L., Carmouche, R., & Chell, E. (1998). The Way Forward: Leadership Research in the Hospitality Industry. *International Journal of Hospitality Management*, 407-426.

Pizam, A. (2017). The double bind phenomenon of hospitality female leaders. *International Journal of Hospitality Management*, 142-143.

Ryan, M. K., & Haslam, A. S. (2005). The Glass Cliff: Evidence that Women are over-represented in Precarious Leadership Positions. *British Journal of Management*, 81-90.

Sandberg, S. (2010, December). Sheryl Sandberg: Why we have too few women leaders [Video file] Retrieved from https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader

Santero-Sanchez, R., Segovia-Perez, M., Castro-Nunez, B., Figueroa-Domecq, C., & Talon-Ballestero, P. (2015). Gender differences in the hospitality industry: Job quality index. *Tourism Management*, 234-246.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for Business Students.* Harlow: Pearson Education Limited.

Saujanic, R. (2016, February). Reshma Saujanic: Teach girls bravery, not perfection: [Video file] Retrieved from https://www.ted.com/talks/reshma_saujani_teach_girls_bravery_not_perfection?utm_campaign=social&utm_medium=referral&utm_source=facebook.com&utm_content=talk&utm_term=education

Shrestha, P. (5. May 2016). Barriers for Women in Career Advancement in the Hospitality Industry. *Scholarsarchive@JWU*, s. 1-14.

Smith, J. A., Flowers, P., & Larkin, M. (2012). *Interpretative Phenomenological Analyse.* London: Sage Publications.

Steven, B. (2010). British Academy of Management (BAM) Conference . *Leadership research in hospitality: a critical review* (s. 1-27). Sheffield : University of Sheffield.

Stone, G. A., Russell, R. F., & Patterson, K. (2004). Transformational versus servant leadership: a difference in leader focus. *Leadership & Organization Development Journal*, 349-361.

Suh, E., West, J. j., & Shin, J. (2012). Important Competency Requirements for Managers in the Hospitality Industry. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 101-112.

Testa, M. R., & Sipe, L. (2012). Service - Leadership competencies for hospitality and tourism management. *International Journal of Hospitality Management*, 648-658.

Torres, R. (October 2010). Roselinde Torres: What it takes to be a great leader [Video file] Retrieved from https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader

Tracey, B. J., & Hinkin, T. R. (1994). Leadership in the Hospitality Industry. *Journal of Hospitality & Tourism Research* , 49-63.

Tracey, J. B., & Hinkin, T. R. (1996). How transformational leaders lead in the hospitality industry. *International Journal of Hospitality Management*, 165-176.

Uhl-Bien, M., Graen, G. B., & Scandura, T. A. (2000). Implications of Leader-Member Exchange (LMX) for Strategic Human Resource Management Systems: Relationships as Social Capital for Competitive Advantage. *Research in Personnel and Human Resources Management*, 137-185.

van Wyk, B. (21. 05 2018). *United World Colleges.* Retrieved from: Research design and methods, Part 1: https://www.uwc.ac.za/Students/Postgraduate/Documents/Research_and_Design_II.pdf Research design and methods part IDr Brian van Wyk

Wang, C.-J. (2016). Does leader-member exchange enhance performance in the hospitality industry? . *International Journal of Contemporary Hospitality Management*, 969 - 987.

Winston, B. E., & Patterson, K. (2006). An Integrative Definition of Leadership. *International Journal of Leadership Studies*, 6-66.

Yammarino, F. J. (2000). Leadership Skills: Introduction and Overview. *The Leadership Quarterly*, 5-9.

Zaleznik, A. (1981). Managers and Leaders: Are they different? *Journal of Nursing Administration*, 25-31.

Appendices

Appendix 1 Interview with Monique Dekker

1. Can you please indicate your name and country of origin?

Monique Dekker, Netherlands

2. Can you please indicate your education background in hospitality?

I grew up in Holland, and I grew up surrounded by hospitality as both of my grandparents were in this business. My grandmother had a bar, and my grandfather was a restaurant manager in one of the best restaurants in Holland, so I grew up with it, and since I was little, I always wanted to be a Hotel General Manager. It was my goal and my dream in life so because I always knew I wanted to do, I did my bachelor´s degree at the Hotel School in Holland, so I graduated from hotel school with bachelor´s degree in Hotel Administration in 1995, a few years ago (laugh).
I started my career with a different company, with the Saint Regis Hotel in New York in the room division section. But I always wanted to work for Hyatt because I like the philosophy of how we communicate with the team, how we talk to our guests, what we offer. So Hyatt was also one of my dream companies to work for. So I started to work for Hyatt in 1996 also in the room division section, and worked my way up to number two in the hotel in Chicago, at that point I made most of my career in the US and then got my first General Manager position in 2005 in Tokyo. So this is my third General Manager position. My second GM position was in Dusseldorf in Germany and now m the third one here in Vienna for five years.

3. What is the position that you currently represent?

General Manager at Park Hyatt Vienna

4. If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

I think you need to be beside knowing what you are talking about, meaning understanding hospitality as a business, knowing about the restaurant business, knowing about rooms operations, bar operations etcetera. The thing is I am not an expert in anything, I am not a finance expert I am not a marketing expert or human resources expert, but I was always able to have such an open mind and learn a lot of things, but I am not an expert in anything, except for maybe knowing how to run a hotel. But from the general point of view, the leader should be open, have a good conversation with the team being always there for your guests. Now being only on the operations side but also knowing your finances, knowing how to market and in my opinion the most important thing is to be open always to learn new things about the industry, technology in the industry, being innovative. But it always comes back to the happiness of the team happiness of the guest and also the happiness of the owning company.

5. Can you please name an inspirational leader in general and in the hospitality industry and please explain why?

I do not have one particular person because I think that you can learn from many different people different things, so I always look for me to open my mind and also to develop myself further, and I have many mentors within Hyatt and other businesses where I get my information and advice from. I think that if you focus only on one person, you miss out on others. So I always looked at different people from different businesses and family.

6. What are the elements that distinguish leaders in the hospitality industry from others?

Difficult to say precisely as I worked only in the hospitality sector, but many industries that you see around whether it is banking or marketing it is very one-sided, and as a leader in the hospitality industry you must be very broad sided and very broad-minded, in order to understand the full business. Because in other sectors you may only work with the technology or with customers, or with finance. But here as a general manager, I have to deal with everything including technology, engineering, I need to understand everything in connection to the furniture, kitchen equipment so I have a very broad scope of responsibilities, and I think that in many other businesses it can be a little bit more single-minded.

7. Looking to the future, how do you think the hospitality industry in terms of leadership, will or should change?

I am fortunate because I was always very open-minded and was the very staff focus, and was very open to changes. For example the new generation the millennials come in they have different needs, different expectations, so you need to shift. Twenty years ago the guest expected employees to be serving, very formal. However, now my guests expect my employees to be on "I" level, or even to the point where the formal greetings and form of communication is replaced for example in German with "du." The fact of having a personalized friendship with the guests was unheard of twenty years ago. What I feel that has changed a lot, because of the changes in generations and expectations of our guests and our employees is that we are a lot more focused on authentic hospitality, meaning that I do not need to have a script of twenty-five questions when the guest checks in at the reception, these questions were very robotic, and now it is much more about personal and human interaction rather than following a checklist and this is what I like about Hyatt. I like that the approach is changing now because I always managed that way, I always listened to my team and my customers, to create emotional connections because the guests have so many options, they can go wherever they want, and for our customer's money is not the question. The emotional connection is important for the person to come back.

For the future, it is difficult to say, when I am looking at this property, I think that our guests will want to have something like this also ten years from now. They want interaction, and they want to have experiences that are not just the hotel stay, but VIP event such as a backstage tour of the opera or tour in the backstage in the hotel. Our customers are not interested in receiving a discount they are looking for added value. So we will try to provide even more personalized services. But as we are in the

century which technology-centered, we will introduce technology processes speeding up the check in and check out as well as allowing the person to have pre-prepared booking information on their phones or room keys in the smartphones, so we will undoubtedly change and are changing a lot. If you look at different levels of hotels, three or four-star hotels may introduce robots for service, check-in or clean that will be the way for the future.

8. How do you see that the gender factor is perceived in leadership in the hospitality industry?

No, because I never allow that to happen. I think that we women are often allowing others to push us into one corner when we want a promotion or different job we do not say it out loud, whereas there are men who see that there is a position open I want it. And women say, maybe I am not ready. But I am not like that, and I never was like that, so for me and everyone around me, it was always obvious what I wanted, where I wanted to go. There were never any barriers that I had to overcome in my career. Seven, eight years ago I was the first General Managers outside of the US. I had meetings with hundreds of men, and I was the only women. I never saw myself any different, nor did I allow them to see me different. Of course, you come into situations as I came info in Japan. Where I was the General Manager at the age of 35 and in Japan, you do not get promoted just because of results or competences. But you get promoted based on the age. So generally at the age of 35 you are an assistant manager. So I came in, female, 35 years old and I had to manage people that were 65 years old. That was very difficult because it is not very common in Japan that married women continue to work and build a career. So cultural differences certainly yes, but again if you do not allow them to treat you differently, and you prove them with the results and achievements, they will start to tolerate that.

9. If you perceive that gender can be a barrier to career advancement, in your opinion, what are the ways that we could limit or erase the gender gap?

As far as Hyatt, there were never any barriers that would have stopped me from going where I wanted to be. Actually quite the opposite, Hyatt is very focused on assisting women to achieve their career goals even if there are family plans in the future or other family obligations. I support that as well we have a "Women at Hyatt" group which I am leading for Europe, Middle East and South West Asia that we are trying to push so that all women understand that there are no barriers and we will as company support you.

10. What are the factors affecting the women's career advancement?

Everyone has doubts, we as women just show it a little bit more than men and most men jump into the deep end of the swimming pool and see if he or she can swim or they drown. I have seen many sinks. Women usually go from the shallow side and start to swim and see if they can get on the other side. Me personally I also swim from the deep end and up until now, it is working.

11. If you have any personal experience with this topic, I would be grateful if you could share it.

I believe that personal approach is critical. Every single person that works at this hotel I hired myself. So they go through interview process, and I look for people who can provide authentic hospitality and I call it "sparkle in the eyes, fire in the belly", I do not care if you learned to serve the glass properly, because anyone can learn that, I seek the passion for this industry and show this and enjoy being with the guests. That is what is crucial. When I hire someone to this hotel, I do not just look at a person and if they fit the job position because I also look at whether the person fits the team and the environment of the hotel. The atmosphere of the hotel is important as well as if the person will be able to communicate with other members of the team and if there will be the connection. Because the worst thing you can have is different islands of employees within the property. We try to integrate the teams together with having employee parties, training sessions, and others.

I am Monique to everyone from the top managers to stewards or housekeepers. Because for me respect is not about Madam Dekker, having a mutual respect is most important. It is essential to work with the team that you enjoy working with because I had general managers who would not come down to eat at the staff cafeteria because they felt that they are on a different level. But I love to eat in the staff cafeteria because that is the little time that I can spend with my team and chat with everyone. It also shows them that I am human and if they have any suggestions.

Appendix 2 Interview with Sandra Hoesl

1. Can you please indicate your name and country of origin

Sandra Hoesl - Austria

2. Can you please indicate your education background in hospitality?

Pannoneum Neusiedl am See 5HLT

3. How long have you been working in this field?

I am working in the hospitality industry since 2007

4. What is the position that you currently represent?

Front Office Manager

5. If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

Flexibility, patience, and spontaneity

6. Can you please name an inspirational leader in general and in the hospitality industry?

My GM – Brigitte Trattner

7. What are the elements that distinguish leaders in the hospitality industry from others?

In our business, you are confronted with many different cultures, ages, and special personalities. Being a leader in the hospitality industry is changing every day – new people, new situations, new ideas. The high turnover in our industry makes it more intense for leaders as well, as it is important to keep the motivation high at all times.

8. Looking to the future, how do you think the hospitality industry in terms of leadership, will or should change?

In my opinion, it is important that the General Management in our industry will realize that they need to increase the salaries of receptionists because it is very hard to employ new people. In terms of leadership, this costs lots of time and strength.

9. How do you see that the gender factor is perceived in leadership in the hospitality industry?

It depends on which cultures you are confronted, but in 90% of all cases, the gender does not change the situation.

10. If you perceive that gender can be a barrier to career advancement, in your opinion, what are the ways that we could limit or erase the gender gap?

No, I don´t think that gender does make a difference in our area, but thinking about Asia or the middle east. I am sure that it is a big topic there.

11. What are the factors affecting the women's career advancement?

Education, appearance, and personality

Appendix 3 Interview with Stefanie Aniwanter

1. Can you please indicate your name and country of origin?

Stefanie Aniwanter, Österreich / Stefanie Aniwanter, Austria

2. Can you please indicate your education background in hospitality?

Nach der Hauptschule besuchte ich die Gastgewerbefachschule der Wiener Gastwirtekammer am Judenplatz in Wien. Danach absolvierte ich den Universitätslehrgang für Tourismus an der WU Wien. Letzte große Ausbildung war die Unternehmerakademie der ÖHV.

After Hauptschule (the secondary modern school from year 5-8 in Austria), I went to the restaurant industry school (or gastronomy vocational school) at Judenplatz in Vienna. Then I completed my studies in tourism at WU Vienna. My last education was at Entrepreneur's Academy of the ÖHV (Austrian Hotelier Association).

3. How long have you been working in this field?
Seit dem ich 15 Jahre Alt bin, also nun schon seit 18 Jahren

Since I was 15 years old, so for 18 years now .

4. What is the position that you currently represent?

Eigentümer und Geschäftsführer der Hotel Forelle Betriebs GmbH & Co. KG

Owner and director of the Hotel Forelle Betriebs GmbH & Co.KG

5. If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

Anpassungsfähigkeit, Geduld, Durchsetzungsvermögen

Adaptability, patience, ability to assert oneself (authority).

6. Can you please name an inspirational leader in general and in the hospitality industry?

Peter Peer, Impuls
Erwin Berger, Feuerberg

7. What are the elements that distinguish leaders in the hospitality industry from others?

Gastfreundlichkeit, Soziales Engament

Hospitality, social commitment/engagement

8. Looking to the future, how do you think the hospitality industry in terms of leadership, will or should change?

Weg von der persönlichen kurzzeit Führung zu strukturierten Führen

Away from the personal short time leading to structured leading.

9. How do you see that the gender factor is perceived in leadership in the hospitality industry?

Der Tourismus ist immer mehr Frauen lastig. Ich sehe da direkt nicht die schwierigkeit sich behaupten zu können.

There are a lot of women working in the tourism industry. I don't see difficulties therein sustaining their positions.

10. If you perceive that gender can be a barrier to career advancement, in your opinion, what are the ways that we could limit or erase the gender gap?

Ich verfüge über sehr viel Willenskraft und konnte mich bei den Männern immer durchsetzen. Im Tourismus sind viele Führungspositionen weiblich, es entwickelt sich hier recht gut

I have high willpower, and I could always make my opinions go through and be assertive against men.

In tourism, there are a lot of leadership positions taken by women.The career advancement of women in making good progress.

11. What are the factors affecting the women's career advancement?
Frauen werden oft unterschätzt und reagieren vieleicht dort oder da zu sozial, was gutes aber auch schlechtes bedeuten kann

Women are often underestimated and maybe react sometimes too socially and personally. However, that can be positive or negative.

12. If you have any personal experience with this topic, I would be grateful if you could share it.
Wie gesagt ich gehöre zu der Kategorie Sturkopf und selbstsicher. Ich stelle mich auf die Hinterfüsse. Oft nicht leicht aber mit der Zeit hat man sich die Anerkennung verdient

As I mentioned, I am one of the stubborn and confident. I work very hard, It was not always easy, but with time one deserves recognition and acceptance.

Appendix 4 Interview with Mária Marková

1.   Can you please indicate your name and country of origin?

Mária Marková, Slovakia

2.   Can you please indicate your education background in hospitality?

Hotel Academy in Banská Bystrica

3.   How long have you been working in this field?

32 years of experience.
Starting as an F&B Manager in Hotel Lux where I have been working for ten years.
Later on, I transferred to the Hotel Danube in Bratislava where I worked as an F&B Manager as well, and I was always in touch with the clients. Where I was in close communication with the Event Manager who handed me the plan of the event which me and my team executed on the place.
There you can experience many different tasks starting from the "function sheet" given by the Event Manager where you can see the wishes and demands of the clients. The communication with the client was not strange to me because during the event you spend the whole day communicating and arranging things with the client. Later on, after entering a hotel alliance with Hotel Carlton, the position of the F&B Manager was filled with a manager from France, and due to my experience with events, I was moved to the position of the Event Manager.
Overall I was working in Hotel Pak Inn (Danube) for twenty years.

4.   What is the position that you currently represent?

Event Manager in ParkInn Hotel Bratislava.

5.   If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

The crucial element when it comes to leadership in the hospitality industry is the fact that the leader must be "pro-service oriented." I worked with people who did not have any education in the field of hospitality nor gastronomy, but their motivation and spark were the elements pushing them forward. The person in this industry must realize that they are working in the field of services where humbleness is necessary. In addition, skills can be learned but to be successful in this field the person has to have a personality trait of being "pro-service oriented." As I worked with many Hotel Academies and with their students, I saw many examples of learned skills, but the character was missing. The manager in the hospitality must be ready to serve a client at any time.

The leader must have excellent communication skills to motivate the employees when the event season is hard. I as a leader always tried to communicate the schedule with

74

my team so they would not be exhausted and I always stood behind my team to negotiate little benefits for my team.

In addition, I always had great relationships with my team to show them my support, and create a personal connection with them to see their needs and help them develop themselves.

6. Can you please name an inspirational leader in general and in the hospitality industry and please explain why?

I think that in my life I was fortunate to meet multiple people who inspired me, motivated me or pushed me in the right direction. In the beginning, it was my mentor Ján Počkaj who helped me to acquire my first job as an F&B Manager. He helped me to improve my skills and taught me how to be a good manager, and due to the experience, I got while working with him I was able to get the position of an F&B Manager in Hotel Danube.

As I mentioned the transition of our Hotel when we entered the Rezidor group the hotel was changing in many different ways, and the governance of the hotel undergoes a significant transformation, and at that moment I was unsure whether I would be able to keep up with the changes. At that moment I received significant support from the director if the group Sonia di Vidal who motivated me and persuaded me that the experience that I have is extraordinary and all the new reporting systems I can learn without any problem. She would not let me quit, and she would organize seminars and sent me to workshops so I would gain back my confidence as a manager. She was a big coach and mentor to me due to her great temperament and tenaciousness. Due to her nature, she would not let me quit, but she helped me enlarge my expertise and knowledge with new types of reporting and forecast.

7. What are the elements that distinguish leaders in the hospitality industry from others?

I think it is a mix of many elements that vary from department to department but firstly the leaders in our sector, especially in Event management or F&B management, are always in contact with the team and the clients. The dynamics of the event is strongly dependent on the clear communications of tasks to the event team based on clear communication and understanding of the wishes of the event "owner." The working demands are really high due to the dynamic nature of this sector where as a leader you must react immediately and call the decisions very fast. There is no time for lengthy meetings and discussions. Therefore, I think that excellent communication and excellent working relationships can create trust within the team and make it more useful.

8. Looking to the future, how do you think the hospitality industry in terms of leadership, will or should change?

In my personal career, I always focused on building lasting and open relationships with my team as well as with my clients. The key is the communication with the other side and precise identification of the problem, no sweet-talking, no empty promises that

cannot be fulfilled. I always go the extra mile for my team and my clients and communicate clearly and listen to their needs.

In regards to the future changes, I was just attending the conference of hoteliers in Slovakia, and I took part in many interesting presentations about the future technology in business. New apps, new systems, and artificial intelligence. People will always be fascinated with the new inventions, but in the case of hospitality, we must be cautious not to erase the personal touch and the service which is unique and personalized. Technology is definitely beneficial for business, and it speeds up the paperwork and the reporting. But it should not be replacing real-life personnel. In the case of business hotels there is probably the room and demand from the client side for fast and only check in, but the case of luxury hotels this will not be the case. The change also came with the increase of international hotel chains which bring certain new wave of hospitality from which we can still learn.

9. How do you see that the gender factor is perceived in leadership in the
    hospitality industry?

Luckily, I have never personally experienced such discrimination as a woman in the hospitality industry, the hospitality industry, in general, is quite represented by female managers who can be successful. But on the other hand, we can notice that there are not many General Managers who are women. It would not say it is solely caused by the different perception of females or underappreciation, however sometimes we can hear things such this may not be the right path for you, but it is slowly vanishing, and many females are rising too high managerial positions. I also think that the reason why there is an underrepresentation of women in the position of General Manager can be due to their fear or doubt they are not suitable for the position.

10. If you perceive that gender can be a barrier to career advancement, in your
    opinion, what are the ways that we could limit or erase the gender gap?

We can definitely observe that there is a potential to improve the perception, the pay inequality and hotel chains such as Park Inn and all others are very concerned with working on this issue throughout all the general meetings, and we have programs to ensure female leadership development. We have many open discussions on this topic, and it is usually one of the conversation topics on conferences. So I am very positive we may say, but I believe that this discrimination is slowly vanishing.

11. What are the factors affecting the women's career advancement?

I think that females are struggling to balance the work career and having family, but as I mentioned we work on providing support so it would be possible for females to return back and continue building their careers.

12. If you have any personal experience with this topic, I would be grateful if you could share it.

I was working with many female managers and some female General Managers, and they always proved their position to be assigned relatively and that they are suitable for their positions. In addition, I would like today that in the hospitality sector it is not always about education or the correct serving of a place, but the main thing is to make the customer feel welcome and satisfy their needs. Go outside of the ordinary and represent the hotel or the restaurant in the best possible way. And a good leader must bring this out also in his/her team and motivate everyone to give their best and also guide and coach so people can grow and develop. And at the end of the day, the team is happy, the customer is happy, and most importantly the leader is happy.

Appendix 5 Interview with Monika Slobodová

1. Can you please indicate your name and country of origin?

Monika Slobodová, Slovensko/ Slovakia

2. Can you please indicate your education background in hospitality?

Ekonomická Univerzita/ Economic University

3. How long have you been working in this field?

30 rokov/ 30 years

4. What is the position that you currently represent?

Front Office Manager at Marrol´s Boutique Hotel Bratislava

5. If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

Schopnosť viest a motivovať ľudí, kvalitné jazykové znalosti, znalosti etikety, zodpovednosť, prirodzená radosť z prace s ladmi a pre ľudí.

The ability to motivate people and to communicate with them along the professional skills such as knowledge of foreign languages, knowledge of etiquette, responsibility and most importantly true pleasure from working with people and working for people.

6. Can you please name an inspirational leader in general and in the hospitality industry and please explain why?

Tažko menovať jedného lídra, učila som sa od viacerých schopných ľudí ako napríklad, moji bývalí nadriadení, hotelieri v zahraničí.

It is hard to name just one inspirational leader because I have been learning from many skilled professionals, for example, my previous supervisors and my superordinates.

7. What are the elements that distinguish leaders in the hospitality industry from others?

Práca v hotelierstve nikdy nie je od – do, pretože služby klientom sú 24/7

Work in the hotel industry does not have a precise time limit of work and defined working hours, because the service must be offered to the clients at any time any day.

8. Looking to the future, how do you think the hospitality industry in terms of leadership, will or should change?

Väčší doraz na to, aby sa viac vedeli doceniť ľudia pracujúci v honelníctve a gastronómii, viacej školení v rámci odvetvia.

More considerable emphasis on valuing and appreciating the people working in the field of hotel and gastronomy industry. Moreover, it is necessary to provide more training and schooling for this sector.

9. How do you see that the gender factor is perceived in leadership in the hospitality industry?

Nevnímam to vo svojom okolí ani osobne.

I do not personally see this issue in my environment, and I never experienced it myself.

10. If you perceive that gender can be a barrier to career advancement, in your opinion, what are the ways that we could limit or erase the gender gap?

Nemam takú skúsenost, skôr naopak.

I do not have any personal experience, on the contrary.

11. What are the factors affecting the women's career advancement?

Schopnost presadit sa, empatia, neustale vzdelavanie sa v obore.

Positive effect on female career advancement is from the empathy and emotional intelligence and continuous education in the sector. And the adverse effect has the fear and deficit of voicing their needs and negotiation.

12. If you have any personal experience with this topic, I would be grateful if you could share it.

Ľudia sú schopní zastávat pozície, ktoré predtým nerobili, pokiaľ majú za sebou človeka, ktorý ich vedie a doveruje im.

People in this sector are capable of representing positions which are new to them and do not yet have the skill set if they receive the correct support and personnel who encourages them.

Appendix 6 Interview with Martin Štefanec

1. Can you please indicate your name and country of origin?

Slovakia

2. Can you please indicate your education background in hospitality?

Not coming from hospitality education sector, however, has many courses about gastronomy bartending and hospitality management

3. How long have you been working in this field?

10 years

4. What is the position that you currently represent?

Bar Manager Urban House Bratislava

5. If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

Firstly, in my opinion, the most crucial element is open communication to get to know everyone from the staff, in order to be able to pinpoint the advantages or disadvantages, skills or flaws to use them in the most effective way for the best possible results and performance.
As a leader, it is crucial to identify the element mentioned above to nurture the pros and work on the cons of individuals to combine the skillset and create well-performing team.

Secondly, it is important from the role of the leader to be informed about the daily tasks and workflow of the team. He/she should have the ability to deal with challenging situations with customer interactions by solving the problem with the specific customer, defending the staff and providing feedback if necessary.

Thirdly, it is necessary to continue building up the knowledge and skills of staff to get to the ultimate goal of the hospitality industry, which is becoming a perfect host.

6. Can you please name an inspirational leader in general and in the hospitality industry and explain why?

My mentor Peter Kršák, a former manager of Sky Bar Bratislava. I see him as an inspiration because of his ability to control the whole place seemingly effortless, with great authority, though which he was able to extract the best skills and behaviors of each member of the staff.
His personal leadership created a pleasant working atmosphere, where the staff was working "with a smile on their faces" but achieving great results, making Sky Bar the best Bar and Restaurant in the country at that time.

7. What are the elements that distinguish leaders in the hospitality industry from others?

The difference in the hospitality industry is simple; it is the feeling that the person gets when entering the place as a guest. Starting from the greeting, atmosphere, quality of service and quality of the product. All of these elements directly show whether the leadership is effective or failing. These elements together create the feeling that the customer gets which reflects the value of the place.

8. Looking to the future, how do you think the hospitality industry in terms of leadership, will or should change?

This question is hard to answer because hospitality is changing every day and leader in this sector do not perform the same tasks on a daily basis. A great leader is able to adapt to all changes and new trends to get the best possible results.

9. How do you see that the gender factor is perceived in leadership in the hospitality industry?

From my experience, the leadership positions in the hospitality industry were always depending on the results, not on the gender.

10. If you perceive that gender can be a barrier to career advancement, in your opinion, what are the ways that we could limit or erase the gender gap?

It is important for the owners of hospitality places to realize that gender does not make any difference, the results make difference. No matter the gender.

11. What are the factors affecting the women's career advancement?

Ambition, results, life choices.

12. If you have any personal experience with this topic, I would be grateful if you could share it.

From my experience, all of the former female colleagues were able to grow professionally and advance in their careers accordingly to their results. Many of them achieved high positions in the hospitality sphere.

Appendix 7 Interview with Florian Strasser

1. Can you please indicate your name and country of origin?

Florian Strasser, Austria

2. Can you please indicate your education background in hospitality?

Higher Institute for Tourism and Leisure Industry

3. How long have you been working in this field?

7 years

4. What is the position that you currently represent?

F&B Manager, Banquette at Ganusshotel, Austria.

5. If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

Fairness and appreciation

6. Can you please name an inspirational leader in general and in the hospitality industry?

Hr. Reitbauer Sen. (Steirereck Pogusch), because of his ability to teach and motivate.

7. What are the elements that distinguish leaders in the hospitality industry from others?
Empathy, trust, not too arrogant

8. Looking to the future, how do you think the hospitality industry in terms of leadership, will or should change?

   Leaderships should realize that their team is the most important tool of their hotel. Thus leaderships should show it to their crew members.
9. How do you see that the gender factor is perceived in leadership in the hospitality industry?

I think there is no difference in the hospitality industry.

10. What are the factors affecting the women's career advancement?

I think there are no factors regarding gender or education. The only difference is that nearly everyone would like to have a family. Thus women are more affected by this than men are. I think it is challenging to combine being leadership in the hospitality industry and a "mum."

Appendix 8 Interview with Abe G. Soichiro

1. Can you please indicate your name and country of origin?

ABE Soichiro G.

2. Can you please indicate your education background in hospitality?

None

3. How long have you been working in this field?

   Since 2003

4. What is the position that you currently represent?

Rooms Division Mgr

5. If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

Be genuine, organized, empathic, strong, fair

6. Can you please name an inspirational leader in general and in the hospitality industry?

In general: Herb Kelleher; in hospitality: Gerard Pelisson, Paul Dubrule

7. What are the elements that distinguish leaders in the hospitality industry from others?
Often their practical approach to problems; all of them are usually people-focused

8. Looking to the future, how do you think the hospitality industry in terms of leadership, will or should change?

We need to make sure to create attractive jobs – not only in terms of hours and workload but also in terms of payment. We need to be able to compete not only with ourselves but with other industries as well to be able to get promising candidates to choose a career in hospitality

9. How do you see that the gender factor is perceived in leadership in the hospitality industry?

I strongly believe that the best candidate should be chosen for any given job with no regards whatsoever to gender. If 10 out of 10 jobs have female best candidates – so be it; if that happens to be male – so be it. There is no need for any kind of adjustments to the way recruiting and/or job placements are managed – at least in Europe and the so-called developed world.

10. If you perceive that gender can be a barrier to career advancement, in your opinion, what are the ways that we could limit or erase the gender gap?

Again – any perceived "gender gap" in any field of work is, in my opinion, either coincidence (as *actual* job placements will be influenced by many factors other than gender, many of which random or non-controllable) or due to talent distribution (again, certain jobs are often occupied by female persons as men are less talented in certain fields and vice versa – often just due to the fact that our brains are connected differently. Access to education and the like is not a factor anymore.) Any way that we devise to close an ill-perceived gender gap will inevitably lead to worse candidate choices than need be. There is a real possibility that this will lead to real (and not just perceived) negative bias against male candidates. Therefore, we must refrain from attempting to close any perceived barriers.

11. What are the factors affecting the women's career advancement?
    None IMHO.

12. If you have any personal experience with this topic, I would be grateful if you could share it.

Personally, I find it disturbing to see programmes promoting "gender equality" being rolled out exclusively to females to help them boost their individual careers. This implicates that as a male person, I would have an advantage which I do not think is true. I strongly oppose an approach like this, especially in EU + US, where I think we do have gender equality.

Appendix 9 Interview with Tomáš Kubica

1. Can you please indicate your name and country of origin?

Tomáš Kubica, Česká republika/ Czech Republic

2. Can you please indicate your education background in hospitality?

USO, Stredná škola spoločného stravovania v Opave, Česká republika

Secondary Hotelier Academy in Opava, Czech Republic

3. How long have you been working in this field?

44 rokov / 44 years

4. What is the position that you currently represent?

riaditeľ Wellness hotela Chopok , Demänovská dolina, Slovensko. V pozícii riaditeľa celkovo i na iných hoteloch 16 rokov

Director of Wellness Hotel Chopok in Demanovská Dolina, Slovakia. I was representing the position of Hotel Director for 16 years now in various hotels.

5. If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

Mal by mať schopnosť operatívneho riešenia situácií, ovládať problematiku jak vnútri prevádzky na všetkých pozíciách, tak vo vzťahu k dianiu na trhu v rámci hotelierstva a gastronómie, to znamená mať jak odborný tak prirodzene všeobecný prehľad. Mal by byť prirodzenou autoritou, ktorú kolektív zamestnancov prijme a vie viesť ľudí k požadovaným výsledkom. To všetko pri správnom nastavení motivačných u kazateľov v teame. To všetko s uvedomením si, že pracujem v službách – to znamená slúžim a teším sa z toho, že viem poskytnúť služby k uspokojení svojich hostí.

He/she should have the ability to resolve the complicated situation; in addition, they should control the problem of all the positions within the establishment as well as control the relationships to the public and customers and maintain good relationships within the hotel and gastronomy environment. To summarize a good leader should be informed about all the actions and events. A leader should be a natural authority to the followers and guide them to achieve the goals and objectives. A leader in the hospitality industry should never forget that they are working in the service sector where the primary goal is to satisfy the needs of the customer and make them happy, which should make him/her happy.

6. Can you please name an inspirational leader in general and in the hospitality industry and please explain why?

- ťažká odpoveď z niekoľkých dôvodov. Veľmi sa zmenili podmienky a hlavne doba v podnikaní v tejto oblasti. Registrujem veľkú výmenu vedúcich pracovníkov hotelov,

ktorí buď odchádzajú do dôchodku, menia zamestnania a dosť často, majitelia hotelov a gastronomických prevádzok skúšajú nových ľudí, ktorých angažujú a tým i dávajú šancu presadiť sa, i s rizikom, že nie vždy pôjde všetko podľa predstáv ! V tom mám na mysli bod č. 5, lebo nie každý mladý team líder vie správne vyhodnotiť jak pracovné alebo personálne záležitosti ! Je to jednoducho vývoj a každý sa musí naučiť. Za ďalšie – je veľký rozdiel byť riaditeľom a riaditeľom, ktorý je zároveň majiteľom. Oba typy riaditeľov sú zodpovedné za to isté, len riaditeľ – majiteľ má na svojich pleciach totálnu zodpovednosť po finančnej stránke. To znamená starosť o návratnosť vynaložených finančných prostriedkov na vybudovanie prevádzky, prosperitu a tým i konkurencie- schopnosť. Ďalším aspektom je skutočnosť vstupu zahraničných korporačných spoločností , ktoré v danej krajine angažujú zahraničným team lídrov z dôvodu zachovaní nastavenej firemnej koncepcie a spoločných štandardov : napr. hotely Kempinki, Best Western Union..... Z tohto pohľadu môžem menovať napr. Ing. Tomáša Ondrčku, riaditeľa hotela Devin v Bratislave, alebo Ing. Katarínu Málovú z hotela Kaskády, riaditeľku z hotela Kempinki na Štrbskom Plese – jej meno žiaľ neviem /viete si zistiť/ Ale ten menný zoznam riaditeliek a riaditeľov je veľa, tak ako je hotelov ktoré riadia. Ak si pozriete históriu hotelierov Slovenska, nájdete tam dostatok mien a všetci v brandži toho veľa dokázali.

It is hard to reply to this question for several reasons. The business environment and the conditions for entrepreneurship are different now too. I observe a large shift in the representatives of the general managers in the hotel industry due to retiring generation and fluctuation of personnel. The owners of hotels and restaurants often employ and give an opportunity to young new managers with the risk that not everything will always be as they expected. This brings me back to my previous point where I highlighted that a good leader must be able to estimate the situation and act accordingly which often derives from the previous experience. Young leaders can struggle with the complexity of situations, and they need to learn from experience. In addition, there is a big difference between being the director of the hotel and being the director and owner of the hotel at the same time. Both of types of directors are responsible for the same tasks, but the owner has the additional burden and the responsibility of managing and controlling the profitability and financial side of the business. In more detail, this covers the return on investment, profitability and the competitive ability. Another aspect of the changing environment is the entry of foreign hotel chains on the domestic market; these companies tend to introduce teams of leaders from foreign countries in order to maintain the corporate setting and common standards. As an example, we can name hotels such as Kempinsky, Best Western Union. And name managers such as Ing, Tomáš Hrdlička, Ing. Katarína Málová and many others who proved and achieved great results in their career.

7. What are the elements that distinguish leaders in the hospitality industry from others?

Asi hlavne tým, že robia 24 hod. s ľuďmi a majú prevádzky otvorené o sobotách, nedeliach a vo sviatky. A hlavne sa pracuje o vianočných sviatkoch, ktoré sú atmosférou úplne špecifické a pre týchto lídrov sú to nie sviatky oddychu, ale sviatky práce. Vnímam, ako stúpa životná úroveň ľudí, ale zároveň ruka v ruke ide i náročnosť týchto ľudí na služby, o to viac v momente, že idú na dovolenky. Ľudia

očakávajú čoraz viacej lepšie služby, sú náročnejší a to prináša i rôzne situácie – i negatívne, ktoré musí lídri hospitality riešiť.

The main difference is the continual service of 24 hours. Where the leader and his/her team is constantly in contact with people, during the Weekend and Public Holidays. And especially the periods during Christmas, where the atmosphere is completely different because for leaders the period of Christmas is not associated with rest, but they are connected to work. I perceive the living standards are improving, and this leads to increase and change in customer expectations and demands. The clients are becoming much more demanding and have higher standards for the services they are receiving. People expect more and better service, what brings various good and bad situations that the leader must deal with.

8. Looking to the future, how do you think the hospitality industry in terms of leadership, will or should change?

tak to si viem predstaviť : určite vzdelanie vysokej školy, znalosť jedného až dvoch svetových jazykov, skúsenosti v obore z iných prevádzok a hlavne bude musieť mať dosť vysoký prah psychickej odolnosti na zvládnutí stresových situácii jak zo strany hostí, tak zo strany majiteľov ! Lebo nároky majiteľov sú čoraz väčšie. To sa týka jednotlivcov. Ale k tomu sa celkovo pridáva ešte veľmi rýchly technický rozvoj, nástup nových technológií, ktoré začínajú v terajšej dobe mobility a digitalizácie ovplyvňovať naše myslenia, rozhodovania a v tom sa bude musieť i takýto leader a spoločnosti orientovať ! Som v úžase, aké novinky do tejto oblasti prichádzajú. Taká automatizácia v hoteloch – no sú to veci na zamyslenie a rozhodnutie, akým smerom ísť. Je to riskantná až nebezpečná vec, ísť do nových technologií, ktoré sa v konečnom dôsledku nemusia stretnúť s pochopením klientely. A tom je ale každé podnikanie.

I can imagine it in this way: there will be higher requirements on the personnel such as university education, ability to speak two or more foreign languages, having a lot of experience in the hospitality industry from previous job positions and most importantly the ability to manage stressful situation originating from high customer and owner standards. This applies to the individuals. In addition to the individual requirements, there is an additional shift in the technology development and integration of technology into hospitality and digitalization. A good leader will have to be able to implement such technical developments into the process without disturbance correctly. The automation in hotels is risky and can influence the overall impression of the customer in a wrong way. The clientele must be ready and perceive the technology change as positive not as budget cuts.

9. How do you see that the gender factor is perceived in leadership in the hospitality industry?

Tuto otázku zamietam, nakoľko poznám veľa žien, ktoré pracujú na vrcholových pozíciach v tomto sektore, takže e o dákej diskriminácii neviem. Ženy sa v tomto obore presadzujú stejne dobre ako muži. Záleží len na skúsenostiach a odborných

predpokladoch a samozrejmá vec – to čo som spomínal – na psychickej odolnosti a schopnosti riadiť kolektív zamestnancov.

I reject this question because I personally know many females who work in upper management positions in this sector and I did not have personal experience with female discrimination. Males and females have the same chance to advance in this industry. It depends on the experience, professional requirements and as I mentioned previously, the ability to handle stressful situations and manage teams and employees.

10. If you perceive that gender can be a barrier to career advancement, in your opinion, what are the ways that we could limit or erase the gender gap?

Vzhľadom na predchádzajúcu otázku a moju odpoveď sa k tomuto nemôžem, nechcem vyjadrovať, lebo tuto záležitosť pohlavia odmietam. Je jednoducho na odborných a vôlových vlastnostiach riadieaceho pracovníka/pracovníčky, či ho majiteľ, alebo dáka výberová komisia vyberie. Pohlavie podla môjho názoru – nerozhoduje !

As I mentioned in regards to the previous questions, I do not see this issue, and therefore I cannot provide any further information on this topic. It is in the hands of the board or the director to choose the best candidate. In the opinion, the gender does not influence the decision.

11. What are the factors affecting the women's career advancement?

Na toto som už odpovedal, kritéria platia tie isté jak pre mužov, tak pre ženy ! Alebo – neviem o dákych rozdielnych kriteriach ? Ak, tak fyzické rozdiely, ale podľa toho by mali byť ženy vo výhode !

As I mentioned I do not see different criteria when it comes to career advancement. The representational criteria can serve as an advantage to women.

12. If you have any personal experience with this topic, I would be grateful if you could share it.

Je to len na človeku, a je jedno či je to muž, alebo žena, ako dokážu situácie zvládnuť. Určite vie napr. muž lepšie riešiť technickú problematiku a lepšie ju v teame prezentovať, sú zasa situácie kedy žena – manažérka citlivejšie napr. rieši dizajn na prevádzke, doplnky apod....
Ale to je vec individuálneho, alebo i kolektívneho názoru.

Everything depends on the individual, whether the person is male or female, the persona should be judged based on their actions and handling of situations. I personally see the stronger dominance of male in the technical problematic and female stronger side in the presentation. Females also can be more sensitive managers and be in charge of more detail-oriented tasks such as interior.

Appendix 10 Interview with Peter Ilavský

1. Can you please indicate your name and country of origin?

Peter Ilavský, Slovensko/ Peter Ilavský Slovakia

2. Can you please indicate your education background in hospitality?

Stredná hotelová škola a Vysoká Škola Manažmentu

Secondary Hotelier School and University Degree in Management

3. How long have you been working in this field?

28 years

4. What is the position that you currently represent?

Riaditeľ v Grand Hotel Trenčín / Director at Grand Hotel Trenčín

5. If you were to define, what are the crucial elements that make a good leader in the hospitality industry?

Odbornosť, profesionalita, cieľavedomosť, pracovitosť, ľudskosť...
Expertise and Specialty in given field, professionality, purposefulness, diligence, and the ability to wk and communicate with people.

6. Can you please name an inspirational leader in general and in the hospitality industry and please explain why?

Ing. Pavol Kašuba, inšpiruje ma svojou pracovitosťou a prístupom k práci.

Ing. Pavol Kašuba, an experienced hotel consultant because of his, hard-working nature and approach to people and work.

7. What are the elements that distinguish leaders in the hospitality industry from others?

V tejto oblasti je dôležitý pozitívny vzťah k ľuďom.

The field of hospitality differentiates from others by the necessity of constant pleasing the customer and having good working relationships and positive approach to people.

8. Looking in the future, how do you think the hospitality industry in terms of leadership, will or should change?

Všetko ide vpred, bude všetko viac počítačovo a tabuľkovo prepojené na uľachčenie a zrýchlenie procesov.
Everything will be interconnected via technology and computer systems to facilitate and speed up the operations.

9. How do you see that the gender factor is perceived in leadership in the hospitality industry?

Nevnímam to / I do not perceive it in my environment.

10. If you perceive that gender can be a barrier to career advancement, in your opinion, what are the ways that we could limit or erase the gender gap?

Nemyslím si / I do not think there are such elements.

11. What are the factors affecting the women's career advancement?

Tie isté ako u muža. / I believe that the same as for male professionals.

12. If you have any personal experience with this topic, I would be grateful if you could share it.

Ja vždy tvrdím, že hotel je len kus betónu a celú atmosféru robia len jeho zamestnanci, všetko je len o ľuďoch.

I always say that the hotel is just a piece of concrete and the whole atmosphere and feeling is created by the staff. The hotel industry is about the people