

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Introduction

In the current chapter, the research study topic, “*Factors Influencing the Limited Presence of Women Chefs in Hotel Industry: A Study with Special Reference to Bengaluru*” is concluded, based on the analyses of the primary and secondary data on the experiences and perceptions of women chefs in the Hotel Industry. The primary aim of the research study was to determine the reasons for the limited presence of women chefs in the hotel industry, through several objectives, that is, determining the role of motivation factors, challenges at workplace, work-life balance, barriers to career advancement and early exit from the hotel industry. In the previous chapter, the primary data collected through survey and case studies conducted among women chefs working in the Hotel industry of Bengaluru, India were analysed through different techniques and the role of several factors on the reasons for the limited presence of women chefs was determined.

In this chapter, the researcher presents major findings and suggestions based on findings of present research. Furthermore, the important contributions that the present research study has made have been defined and lastly, future scope pertaining to the research topic is described. Finally, the conclusions have been presented at the end of the chapter based on the primary data and secondary data analysis.

5.2 Major Objectives of the Study

The main aim of the research is to determine the reasons for the limited presence of women chefs in the hotel industry of Bengaluru. In order to address the aim of the study, underlying objectives were formulated shaping the course of the study:-

- (a) To study the socio – demographic profile of women chefs in Bengaluru.
- (b) To examine the motivational factors influencing women chefs to stay in the hotel industry.
- (c) To comprehend the workplace challenges faced by women chefs in the hotel industry.
- (d) To identify the factors affecting the work-life balance of women chefs in the hotel industry.
- (e) To recognize the barriers towards career advancement of women chefs in the hotel industry.

- (c) To understand the factors leading to the early exit of women chefs from the hotel industry.

5.3 Hypothesis

1. Hypothesis 1

Null Hypothesis (H_N1): Motivational Factors does not contribute towards the limited presence of women chefs in the hotel industry.

Alternative Hypothesis (H_A1): Motivational Factors contribute towards the limited presence of women chefs in the hotel industry

2. Hypothesis 2

Null Hypothesis (H_N2): Workplace Challenges faced by women chefs do not contribute towards their limited presence in the hotel industry.

Alternative Hypothesis (H_A2): Workplace Challenges faced by women chefs contribute towards their limited presence in the hotel industry.

3. Hypothesis 3

Null Hypothesis (H_N3): Factors affecting Work-life Balance of womens chefs do not contribute towards their limited presence in the hotel industry.

Alternative Hypothesis (H_A3): Factors affecting Work-life Balance of womens chefs contribute towards their limited presence in the hotel industry.

4. Hypothesis 4

Null Hypothesis (H_N4): Barriers to Career Advancement of women chefs do not contribute towards their limited presence in the hotel industry.

Alternative Hypothesis (H_A4): Barriers to Career Advancement of women chefs contribute towards their limited presence in the hotel industry.

5. Hypothesis 5

Null Hypothesis (H_N5): Attributes of Early Exit of women chefs do not contribute towards their limited presence in the hotel industry.

Alternative Hypothesis (H_A5): Attributes of Early Exit of women chefs contribute towards their limited presence in the hotel industry.

5.4 Major Quantitative Findings

The findings for the quantitative analysis will reflect on the demographic profile of the respondents who participated in the survey, followed by the findings for every objective in the study commencing with descriptive findings. Further perceptions of age and marital status groups on the five major factors will be presented followed by factor analysis of the study. Finally findings of hypotheses testing through correlation and multiple regression have also been presented.

5.4.1 Demographic Profile

5.4.1.1 Personal Profile

1. Majority (42%) of the women chef respondents belong to the age group of 31-40 years, followed by 21-30 years (37%), suggesting a relatively young demography among women chefs.
2. In terms of marital status, more than half of the respondents are married (53.67%), while 35.77% of them are single.
3. The education qualifications of the women chef respondents reveal that majority of them possess a Bachelors' Degree (86.18%), suggesting that this is the minimum requirement for being a chef in the hotel industry.
4. The professional education degree of the respondents reveal that most of them have a Bachelors' Degree in Hotel Management field (78.05%) followed by Hotel Management Diploma (11.38%), showing that professionally the chefs are qualified for their job and are aware of their responsibilities enabling them to rise to the level of executive chefs.

5.4.1.2 Professional Profile

1. The work experience of women chefs in the current organization reveal that majority of the respondents have a work experience of 1 to 3 years (47.96%) followed by 35.77% respondents with a work experience of 4 to 6 years suggesting a young work profile of women chefs.
2. Further, with respect to total experience of women chefs in the hotel industry, majority of the respondents have a total work experience of 1 to 3 years (37.4%) followed by 26.83% respondents with a total work experience of 4 to 6 years reflecting that most of the respondents are fairly young in the hotel industry. However women chefs with a total work experience of 7 to 9 years are 19.51% and that of ≥ 10 years are only 16.36% suggesting a progressive and phenomenal decline of women chefs beyond six years of service.

3. In terms of salary, cumulatively, 81.31% of the respondents are earning less than 5 lacs per annum, while a very small section of (8.13%) earn a salary of 5 lakhs and above per annum correlating to the fact that there is a remarkable decline of women chefs beyond six years of total service in the hotel industry.
4. Considering the category of hotels in which the respondents are employed, maximum women chefs (47.5%) are employed in 4 star hotels followed by 17.89% in 5 star hotels and 5.69% in 5 star deluxe hotels.
5. Reviewing the job position held by the survey respondents, 85.4% of them held the ‘Operational’ position with the rest holding management or supervisory positions. This low percent of upper management position of women chefs is indicative of past research, pertaining to the limited presence of women chefs in the hotel industry, especially in the higher management.
6. On considering the gender of kitchen head, (93.5%) as the head of the kitchen against (6.5%) of the men holding it. This again is indicative of past research, which amply reflects upon limited presence of women chefs in the hotel industry leading to the current research to analyze the impact of different social, cultural and personal factors on the limited presence of women chefs in the hotel industry.

5.4.2 Objective 1: Motivational Factors Influencing Women Chefs to Stay in the Hotel Industry

5.4.2.1 Motivational Factors and their Effect on the Limited Presence of Women Chefs in the Hotel Industry

1. Among the different variables on *rewards and recognition*, periodic increase in salary (22%), opportunities for critical work and responsibility (22.8%), equal treatment irrespective of gender (22.8%), equal fringe benefits as men (22.8%), unbiased promotional opportunities and avenues (22%), unrestricted growth of women chefs who are not part of hotel’s social gathering (22.8%), appreciation, professional recognition and acknowledgement of work (22.8%), were the factors wherein the respondents had shown inclination towards agreement. The opinion of women chefs is neutral indicating that rewards, incentives and recognition may or may not influence the women chefs to stay back in the hotel industry.
2. In terms of *job contentment and policies* 49.5% of the respondents are neutral indicating that job contentment and policies may or may not influence the women chefs to stay back in the hotel industry. 22.8% of the women chefs agree that adequate in-house facility and 22% of them agree that flexible working hours and leave when desired to

meet family commitments are factors that influence them to continue in hotel industry. Largely the response is neutral indicating that job contentment and policies may or may not influence the women chefs to stay back in the hotel industry. The results suggest that majority of the women chefs feel that motivational factors may or may not influence their decision to continue in hotel industry.

5.4.2.2 Perceptions of Diverse Groups towards Motivational Factors

3. There is no significant difference in the perception of the women chefs in the four groups of age ranging from 21 to 30, 31 to 40, 41 to 50, and 51 to 60 towards the effect of motivational factors on their presence in the hotel industry which is similar to the three groups of marital status of women chefs who are single, married or others.

5.4.2.3 Assessment of Motivational Factors Determining the Limited Presence of Women Chefs in the Hotel Industry

4. The two factors *rewards and recognition* and *job contentment and policies* are significant towards motivational factors.

5.4.2.4 Relationship between Motivational Factors Contributing to the Limited Presence of Women Chefs (Outcome Variable) and the Independent Variables

5. Multiple correlation analysis of the independent variables reflect that among the fifteen variables, provision of job security, flexible working hours and leave when required, women friendly policies and their implementation, unrestricted growth of women chefs not part of hotel's social gathering, appreciation and professional recognition, job contentment and pride, adequate in house facilities including baby care, equal fringe benefits as men, effective performance appraisal system, incentives and rewards reassuring the reputation of women chefs, unbiased promotional opportunities and avenue, opportunities for critical work experience, and periodic increase in salary have strong relationship with the outcome variable indicating that these factors will improve the presence of women chefs in the hotel industry.

5.4.2.5 Impact of Motivational Factors on the Limited Presence of Women Chefs in Hotel Industry

6. Equal treatment irrespective of gender, incentives, rewards and recognition reassuring the reputation of women chefs, adequate in-house facilities including baby care, effective performance appraisal system, women friendly policies and their implementation *are motivational factors which support the women chefs to stay for a longer period in the hotel industry*. Among the five variables, impact of the two variables, *incentives and*

rewards reassuring the reputation of women chefs and equal treatment irrespective of gender are higher than the other three variables *on the limited presence of women chefs in the hotel industry.*

5.4.3 Objective 2: Workplace Challenges Faced by Women Chefs in the Hotel Industry

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

1. With respect to *gender discrimination and sexual harassment*, 73.7% of women chefs either strongly agree or agree that they are discriminated from their male colleagues at their workplace. Among other issues, 75.6 % of women chefs strongly agree or agree that peers and managers advise them to accept sexual jokes and teasing in good humour while 74.8 % of them claim that sexual harassment, sexist remarks and gender based insults apart from frequent comparisons with men's physique and resulting abilities are the key discrimination and sexual harassment challenges they face in workplace.
2. 66.8 % of women chefs strongly agree or agree to the fact that *work environment challenges* pose a problem to their professional excellence in the hotel industry. Among other factors, 68.3 % of women chefs strongly agree or agree to the fact that long working hours lead to stress, health issues and inability to network with professionals and friends and 66.7% of them strongly agree or agree that dominant masculine organizational culture, necessity of additional effort by women to prove themselves as compared to men, inadequate role models in senior positions and lack of mentoring result into seclusion. The women chefs agree to the existence of work environment challenges in the hotel industry. The overall impression of women chefs is that they agree towards the presence of workplace challenges which tests their will to survive in the hotel industry.

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

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

5.4.3.3 Factors Determining Workplace Challenges in Respect of Women Chefs in the Hotel Industry

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

5.4.3.4 Relationship between Workplace Challenges Contributing to the Limited Presence of Women Chefs (Outcome Variable) and the Independent Variables

5. The independent variables, demanding and hostile work environment, frequent comparison with men's physique and resulting abilities, dominant masculine organizational culture, abusive attitude of seniors towards women, sexual harassment, sexist remarks and gender based insults, gender discrimination in the kitchen and gender sensitivity in work allocation and necessity of additional effort by women to prove themselves as compared to men, skewed opinion about women skills and efficiency, inability to work long hours and stand the heat of the kitchen, advise by peers and managers to accept sexual jokes and teasing in good humour, associating females with low energy levels, and long working hours leading to stress, health issues and inability to network with professionals and friends, inadequate role models in senior positions and lack of mentoring resulting into seclusion and negative attitude of subordinates and peer acceptance at workplace, are found to have strong relationship with the dependent variable, challenges of women chefs at workplace.

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

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

5.4.4 Objective 3: Factors Affecting the Work-Life Balance of Women Chefs in the Hotel Industry

5.4.4.1 Effect of Work-Life Balance on Women Chefs in the Hotel Industry

1. In terms of *work factors* 38.7% of the women chefs agree and 23.2% of them strongly agree that it poses a problem to their job outcome, whereas only 7.3% of the respondents disagree to the existence of the problems, though 27.6% exhibit neutral

positions reflecting on the high importance of work factors among women chefs. Among the common issues identified, 40.7% of the women chefs agree that work exhaustion cause negligence of elders at home, 39.8% of them agree that unfriendly working hours results into exhaustion preventing their participation and contribution towards family matters and 39.8% of them also agree to their diluted commitment and performance at the workplace. Overall the women chefs agree that work factors act as a challenge to their professional life.

2. In terms of *family factors*, 23.2% of the women chefs strongly agree and 38.7% of them agree that family factors have an effect in balancing their work-life though 22.4% of them are neutral and 7.3% disagree. Among other aspects, 44.7% of the women chefs find it difficult to have time for hobbies, leisure activities or to maintain friendship and 46.3% believe and agree to the fact that they have an unhealthy relationship with peer and undergo unplanned absenteeism. Total aggregate score of the responses for all the seven sub-items is 3260 against a maximum score of 4315. The results suggest that the women chefs agree to the fact that family factors influence work- life balance. Overall the women chefs agree that work life balance problems affect them.

5.4.4.2 Perceptions of Diverse Groups on Work-Life Balance of Women Chefs in the Hotel Industry

3. The perception of women chefs in the four groups of age has a significant influence on the work - life balance while there is no significant difference in the influence of the three marital status groups.

5.4.4.3 Factors Determining Work-Life Balance in respect of Women Chefs in the Hotel Industry

4. The two, work factors and family factors were significant towards Work-Life Balance.

5.4.4.4 Relationship between Work-Life Balance Factors Contributing to the Limited Presence of Women Chefs (Outcome Variable) and the Independent Variables

5. The independent variables, long working hours leading to lack of and quality family life, work exhaustion causing negligence of elders at home leading to family quarrels, unfriendly working hours and resulting exhaustion depriving contribution towards family, finding time for hobbies, leisure and extended family relationships difficult and inadequate work life balance policies, denial of flexibility in balancing family and work dilutes loyalty to the organization, family pressure leading to unhealthy professional relationship with supervisors at workplace, diluted commitment and performance at Workplace, unavoidable absenteeism due to lack of sabbatical leave, delayed marriage

leading to frustration, family demands leading to expectations of support from peer group at work , and lack of family understanding and support in meeting work deadlines have significantly very strong positive relationship with the outcome variable work life balance, suggesting that there are opportunities and reasons for women chefs to continue in the hotel industry.

5.4.4.5 Impact of Work-Life Balance on the Limited Presence of Women Chefs in the Hotel Industry

6. Lack of organizational support leading to disturbed family life, diluted commitment and performance at workplace, delayed marriage leading to frustration and family demands leading to expectations of support from peer group at work *contributed the most towards the problems of women chefs maintaining work-life balance within the hotel industry.* Out of the four variables, *lack of organizational support leading to disturbed family life and family demands leading to expectations of support from peer group at work,* have a higher influence than the other variables *on the presence of women chefs in the hotel industry.*

5.4.5 Objective 4: Barriers towards Career Advancement of Women Chefs in the Hotel Industry

5.4.5.1 Effect of Barriers to Career Advancement on the Limited Presence of Women Chefs in the Hotel Industry

1. *Organizational impediments* indicate that 40.4% of the women chefs agree and 27% of them strongly agree that it acts as barriers to career advancement of women chefs. Among the different organizational impediments, lack of opportunities for critical work experience and responsibility (43.9%), marginalizing of women (43.9%), structural impediments preventing women chefs from progressing to higher positions (42.3%) and preference to men for challenging and responsible positions at the top (41.5%) were among the most popular reasons acting as barriers to career advancement of women chefs.
2. 35.5% of the women chefs agree and 21.7% of them strongly agree that *personal impediments* have a role to play in their career advancement. Clash of life, family and work priorities (37.4%), feeling of women chefs that they should be docile and be a helpmate in the kitchen rather than being a leader (36.6%) and lack of confidence, though women chefs are dedicated, conscientious in their performance and need less supervision (36.6%) were the top three factors of personal impediments which stalled the career path of women chefs. Overall the women chefs agree that *personal impediments* act as barriers to career advancement. The women chefs do agree that barriers significantly influence their career advancement.

5.4.5.2 Perceptions of Diverse Groups on Career Advancement of Women Chefs in the Hotel Industry

3. The perceptions of women chefs from all the four age and three marital groups are same and found to have no significant relationship with work-life balance.

5.4.5.3 Factors Determining the Barriers to Career Advancement of Women Chefs in the Hotel Industry

4. The two factors organizational impediments and personal impediments were significant towards Work-Life Balance.

5.4.5.4 Relationship between the Barriers to Career Advancement Contributing to the Limited Presence of Women Chefs (Outcome Variable) and the Independent Variables

5. The independent variables, lack of desire and will power to progress in career, lack of opportunities for critical work experience and responsibility, fierce clash of life, family and work priorities, instinct to be docile and be a helpmate in the kitchen rather than to direct or lead, being less ambitious due to their marital status, women chefs underestimate themselves, preference to men for higher positions and extreme work demands leading to their drain out, lack of confidence though dedicated, performance conscientious and work without supervision, harassment of female managers, structural impediments in career progression, marginalizing of women chefs, contributions of women may be recognized but their upward movement in hierarchy is not encouraged are found to have very strong relationship with the dependent variable, barriers to career advancement.

5.4.5.5 Impact of Barriers to Career Advancement on the Limited Presence of Women Chefs in the Hotel Industry

6. The five variables, contributions of women chefs may be recognized but their upward movement in hierarchy is not encouraged, whole self-authenticity of women chefs, yet impossible still in many hotels, marginalizing of women chefs, being less ambitious due to their marital status and lastly their lack of confidence though they are dedicated, performance conscientious and work without supervision contribute *the most towards the barriers to career advancement of women chefs*. The two variables, *lack of confidence of women chefs though they are dedicated, performance conscientious and work without supervision and being less ambitious due to their marital status are the barriers having a greater influence on the career advancement of women chefs leading to their limited presence in the hotel industry*.

5.4.6 Objective 5: Factors Leading to Early Exit of Women Chefs from the Hotel Industry

5.4.6.1 Early Exit of Women Chefs and the Effect on their Limited Presence in the Hotel Industry

1. 75.1% of the women chefs strongly agree or agree that *attractive external options* could lead to their exit from their current jobs. 61% agree that opportunities for better work schedule would make them quit their job. 59.3% of the responses agree that more enjoyable work environment and option to pursue current occupation from home and 56.1% agree that availability of career advancement opportunities are also factors that would make the women chefs exit the industry. The overall opinion of women chefs is that they agree to the fact that *attractive external options* could lead to their exit from their current jobs.
2. 74.5% of the women chefs strongly agree or disagree that *organizational and personal compulsions* could lead to their exit from their current jobs while 9.31% of the respondents disagree or strongly disagree with the statements. 76.4% of them agree that family commitment including spouse location leads to exit and more than 73% of the sample population agree that lack of support by supervisors for non-work responsibilities and personal needs, incorrect perceptions about women's character, dissatisfaction of high performers when rewards are not based on performance, employees attitude towards job satisfaction and unsolicited job offers within organisation or a negative job appraisal were some of the factors which influence job dissatisfaction among respondents leading to their exit. The women chefs agree that *organizational and personal compulsions* could lead to their exit from their current jobs.

5.4.6.2 Perceptions of Diverse Groups on Early Exit of Women Chefs from Hotel Industry

3. The perceptions of women chefs belonging to four age groups and three groups of marital status are same and found to have no significant effect on early exit of women chefs from the hotel industry.

5.4.6.3 Factors Defining Early Exit of Women Chefs from the Hotel Industry

4. The two factors attractive external options, organisational and personal impediments were significant towards early exit of women chefs from the hotel industry.

5.4.6.4 Relationship between Attributes Contributing to Early Exit of Women Chefs from the Hotel Industry (Outcome Variable) and the Independent Variables

5. The independent variables, family commitment including spouse location, unsolicited job offers within organization or a negative job appraisal, lack of supervisor support for non-work responsibilities, once seen as personal in nature, incorrect perceptions about women's character and reputation leading to societal unacceptance, options to pursue current occupation from home, better external career advancement opportunities, employees attitude towards job satisfaction and dissatisfaction of high performers when rewards are not based on performance are having a high relationship with the dependent variable, early exit of women chefs.

5.4.6.5 Impact of Attributes Related to Early Exit of Women Chefs from the Hotel Industry

6. Better work schedule in other organizations, better employee benefits in other organizations, enhanced reward and incentives, lack of adequate women friendly policies, and employee attitude towards job satisfaction are attributes which support the reasons for the early exit of women chefs from the hotel industry. Among the five variables, impact of the two variables, *employees attitude towards job satisfaction and better employee benefits in other organizations, influence the women chefs the most leading them to prematurely exit the hotel industry.*

5.5 Major Findings : Case Studies

1. In terms of general background, all the respondents have more than 12 years of experience in the industry. The age group of the respondents is between 33 and 58 years.
2. Almost all the respondents mentioned their peers, seniors or supervisors at workplace for providing inspiration, clearly showing a positive influence of members on the motivation of women chefs
3. Among the intrinsic and extrinsic factors, love and passion for cooking, thirst for learning about combinations and flavors, the sense of satisfaction and happiness and the sense of overcoming challenges were found to be important for the women chefs interviewed, the extrinsic sources of motivation included compliments received from superiors, subordinates and customers, presence of role models, opportunities for learning new techniques and concepts and possibilities of promotions at workplace were identified.
4. The common challenges identified in the research include; long working hours and

pressure of work leading to exhaustion hampers the family life and therefore, the women specially married chefs, are scarce in the industry. Further patriarchal notions in the society resulting in chauvinistic behavior from male chefs have been found to impact women chefs.

5. Challenges affecting the work-life balance among women chefs were problem of exhaustion, physical and mental as a result of the long working hours, family responsibilities and lack of socializing out of work opportunities, pointing towards the high demanding environment of the culinary world. Although men face the same demanding environment, according to some of the respondents, their lack of responsibility at home provided them with lesser pressure and hence lesser problems in the work/life balance.
6. Lack of leadership opportunities within the industry can be attributed to the fact that lot of stereotyping is done in the industry. The common perception that women cannot handle hot kitchens and that they are unable to meet job demands has been reflected in the findings of the qualitative analysis. Further, other factors which were reflected in the study include; clashes of work-life priorities faced by women chefs and also lack of structural impediments, thereby preventing them to reach the top.
7. There are three types of pressures which were identified by the respondents to be contributing women to exit from the industry as a women chef. The common social pressures identified in the research include; continuous harassment at workplace, lack of support from supervisors, hostility from peers and incorrect perceptions of women chefs and their achievements. Personal pressures identified were; family commitment and pressure, spousal pressure, pressure for starting family and health issues. Finally professional pressures identified included; better and more encouraging opportunities in other organizations, possibility of pursuing career outside of the formal industry and lack of provision of organizational support. Variations between quantitative and qualitative

5.6 Recommendations

Based on the extensive literature review and the detailed primary data analysis, multiple factors with respect to motivation, workplace challenges, work-life balance demands, barriers to career advancement and reasons for early exit from the industry, several recommendations are put forward for enhancing popularity of women chefs in the Hotel industry:-

1. First and foremost, there is an urgent need to spread awareness about gender equality among not only the general public, but also within the hospitality sector as a whole. Since the gender discrimination practices and accompanying policies are rooted deeply in social and cultural prejudices against women, there are changes which need to be made in the perceptions and mentality of the male members in hotel industry. With the increasing ease of influence social media extends with respect to a wide range of issues in today's world and with the increasing awareness for the need of gender equality in all spheres of life, it is possible that perceptions towards women chefs could change.
2. Gender equality needs further deliberation. Provision and implementation of gender sensitizing training and workshops are required within the hotel industry, involving unofficial and official methods of encouraging gender equality treatment at workplace. With increasing social media pressure for establishing gender equal workplaces, the management of hotel industry could focus on introducing changes in their company policies and even make efforts to change the work culture and environment, provide more flexibilities for women, be more considerate towards the work-life balance pressures and most importantly, provide equal opportunities for the women chefs to proceed up the professional ladder in the hotel industry.
3. While popular cooking shows have glamorized the culinary industry across the world, decreasing isolation of women chefs from the world could spread awareness on the experiences and challenges women face in their line of work.
4. Existing HR policies need to be reviewed and adopted based on the current requirement which may be different for various categories of women chefs depending upon the various stages of life they are in. More employment friendly policies with an intent of accommodating personal and social needs will be helpful to the hotel industry in the long run.
5. Finally the women chefs should also comprehend that inequality in work and life is a natural phenomenon which is progressive with different phases of personal and professional life. The onus is on the women chefs to thoroughly analyse and evaluate their personal needs, professional capability and potential besides the opportunities obtainable within the hotel industry and outside before compromising on work and family. They need to evaluate and understand their requirements at each stage of their life and choose the right blend of work and life activities for healthier integration of work and life.

5.7 Research Contributions

The present research on the determination of factors contributing to the limited presence of women chefs in the hotel industry contributed significantly to both academics as well as towards managerial contributions. In terms of academic contributions, the impact of gender stereotyping and gender discrimination behaviours and practices on the psych and decision making of women chefs were determined. Moreover, the role of social and cultural prejudice on the professional spheres of a particular section of the society (women in this case) was determined, which could help researchers in the social sciences realm to study the direct cause and effect relationships of such situations.

Moreover, the managerial implications of this research study includes provision of in-depth analysis of challenges and issues women chefs face, to the management and Human Resources of the Hotel industry across the world. Consequently, the industry can use the findings for designing unique gender equality and gender sensitizing training sessions within their organizations.

5.8 Suggestions for Future Research

This chapter laid detailed emphasis on the conclusions of the research study topic, '*Factors Influencing the Limited Presence of Women Chefs in Hotel Industry: A Study with Special Reference to Bengaluru*,' through the answering of the research questions and thereby meeting the aim of the study. Different factors were found to contribute to motivation, workplace challenges, work-life balance pressure, career advancement issues and reasons for early industry exit, among women chefs in the Hotel Industry of Bengaluru, ranging from social, cultural, personal and professional aspects. Subsequently, few recommendations were placed, related to spreading awareness and introducing gender sensitizing training. Moreover, practical and academic contributions of the study were also discussed.

Although the present study analysed the role of different issues towards the limited presence of women chefs in the hotel industry, future studies need be conducted on the undermentioned aspects:-

1. To determine the perceptions of the male counterparts in the kitchen, in order to develop a comprehensive view of the social, cultural and professional variables playing a role in gender stereotyping.
2. A comparative study of women chefs from other metropolitan cities of India to understand the status and challenges faced by women chefs.
3. To understand the presence/absence of gender stereotyping in culinary training schools as well as to understand the bipolar nature of the Indian perception towards the place of women in the home and professional kitchen.

4. A study on the perceptions and experiences of women chefs who aspired but never became a chef, who quit after a very brief stay and those who quit instantaneously due to abuse or bullying would add value to the present study besides exploring the reasons for their decisions.

5.9 Conclusion

Conclusions can be drawn from the findings of both primary and secondary data analysis. In terms of motivational factors affecting women chefs, the key factors which have been identified can be divided into intrinsic and extrinsic factors. While intrinsic factors include sense of satisfaction, compliments, role models and extrinsic factors included opportunities for learning and promotions as a major source of motivation. In face of such persisting challenges, women chefs have found ways to keep themselves motivated and cope up with the discriminatory treatment, mainly by utilizing essentialist gendered rhetoric, that essentially show how men and women are different in general, and by women chefs themselves changing the gender issue discourse and drawing feminine strength (Harris & Giuffre, 2010). Among key workplace challenges which were identified in the study, perceptions of women being weak and unfit to work, hostility and lack of respect towards women, strenuous long working hours, physically demanding work, work and family demand clashes which convinces men of the women chefs' inability to perform in the kitchen were found challenging for women chefs.

While key workplace challenges in the industry manifested for women in the form of lack of promotions and opportunities, the primary reason were essentially due to the seeping of patriarchal discourses into the work environment, which along with the binary mode of thinking of masculine/feminine in the kitchen undue provided advantage to men over women and hence numerous challenges to the women chefs (S. Konkol, 2013). Factors which were found to impact the overall work-life balance among women chefs include long working hours leading to lack of socializing, lack of time for hobbies and leisure, inadequate work-life balance policies and work deadlines and lack of family support. This situation in the male-dominated hotel industry for women chefs is further exacerbated since the male dominance encourages definitional power to enforce discriminatory practices against women (Martin & Barnard, 2013). Among the reasons which were identified in the research about limited presence of women chefs in top positions, stereotyping was found to impact women in the industry. Common perceptions shared within the primary and secondary data include that; women chefs cannot handle 'hot kitchens' and long hours and also mental and psychological lacking in women chef themselves for not being suitable for leadership roles. This failure is because of lack of gender related mechanisms put into place, besides failing to successfully mobilize counter-views

in the public regarding the power processes persisting within the society and hence the industry for creating empathy towards women chefs (White, 2011).

Finally, the reasons which have been identified for the exit of women chefs from the hotel industry could be due to personal and professional pressure. This is found in terms of continuous harassment at workplace, lack of support from supervisors, hostility from peers, better and more encouraging opportunities in other organizations, possibility of pursuing career outside of the formal industry and lack of provision of organizational support and also family pressure and commitments negatively influenced the industry exit decisions of women chefs. Although gender based discrimination and stereotyping were found to be the major source of challenges for women chefs in the industry, it was also seen that these gender issues were intricately mixed with several other social and cultural issues, like class, race and ethnicity, thereby creating an interdependent work culture which was primarily against women, and had the possibility of changing with changing social contexts (Adib & Guerrier, 2003). As a result, all the primary reasons for women chefs to exit the industry, was interconnected to each other and arose from the primary gender stereotyping and discrimination.