*Women in hotel management and leadership: Diamond or glass?*

LIA MARINAKOU
*Head of Tourism Management Programme*
*IST College – University of Hertfordshire*
e.marinakou@ist.edu.gr

# Abstract

Although, the hospitality industry shows growth, the position of women in management is low and only few women are found in high managerial positions. The hotel sector is dominated by women, but is managed by men, as women are mainly found in positions that are stereotypically ascribed to their gender, such as directors of sales and marketing. The findings of this study suggest that women are equally capable to their male counterparts; nevertheless, they acquire skills that are considered to be more effective in the context of the hospitality industry. They are nurturing, better at communicating with people, they are caring and adopt supporting behaviours. Hotels that have women in managerial positions are more successful at facing the increased competitiveness and adapt to change more efficiently.

**Keywords**: women in hotel management, hospitality industry, Greece

# Introduction

Tourism has been considered to be a major contributor to the Greek economy (Papalexandris, 2008) and is considered as a major employer with 659,000 jobs in 2004, representing the 16,5 percent of the total employment in the country (ILO, 2009). Nevertheless, women have the lowest female participation rate in employment in tourism in the country (Eurostat, 2009). Additionally, although research has been conducted in hotel management, very little research has been conducted to explore the position of women in hotel management (Woods and Viehland, 2000). Besides that, Mihail (2006) suggests that there is lack of updated empirical research on the position of women in corporate Greece. This paper aims at presenting the position of women in hotel management and leadership in the hotel sector in Greece. The main purpose is to present how hotels in Greece may benefit from the way women manage, and use their talents and leadership skills in facing the challenges of today's competitive environment that as Erkutlu (2008) recommends constantly changes and is characterized by uncertainty and unpredictability.

# Women in hotel management and leadership

Within this changing and challenging environment, changes in the workforce and employability are evident and required. Amongst other factors such as geographical and cultural distances (Nickson and Warhurst, 2001), the increasing numbers of women in employment have changed the face of hospitality organisations. According to the International Labour Office (ILO, 2009) over 200 million of people are employed in the hospitality and tourism industry, but women represent only the 6.4 percent (Duffield, 2002). Women employed in the hotel sector in Greece are found to represent 45.3 percent of the total employment confirming that the sector employs mainly women (Eurostat, 2009). Nevertheless, there are a few women found in high managerial positions (Li and Leung, 2001) and only recently women were allowed to climb the managerial ladder in Greek management (Mavridis, 2002). For example, Mavridis (2002) in his study found that 87 percent of male and only 13 percent of female graduates are employed in organisations that operate in Greece and he estimates that only 10.4 percent of the directors in Greek firms are women who do not belong to the family that owns those businesses.

Moreover, women in Greece have lower earnings than their male colleagues, and it ranges from 65 to 80 percent of the men's salary (Pettraki-Kottis and Ventoura-Neokosmidi, 2004:21). In addition, others claim that gender stereotypes persist in Greece and prevent women from attaining managerial positions (Vakola and Apospori, 2007; Pettraki-Kottis and Ventoura-Neokosmidi, 2004; Ntermanakis, 2003; Kottis, 1996; Papalexandris and Bourantas, 1991), while, as Loizos and Papataxiarchis (1991:223) claim "gender is constructed outside the realm of the domestic" and is evident in businesses as well. It is evident that the region may play a role in the gender attitudes, and perhaps the race and the ethnicity as well (Scott, 1995). Mihail (2006:688) for example claims that the gender stereotypes in Greece stem from the 'patriarchal society of modern Greece'. He also claims that "women who aspire to managerial careers in corporate Greece are likely to face intense attitudinal barriers" (Mihail, 2006:690). Organisations in a patriarchal society show 'hegemonic masculinity' that refers to practices that legitimate the power of men over women (Thomas, 2005). Under these conditions, women are always in the position of being outsiders, of being 'travelers in a male world' (Marshall, 1984). In view to this, Pettraki-Kottis and Ventoura-Neokosmidi (2004:24) present one woman's statement where she says "*Women usually do not advance to leading positions and as a result many of them do not see any purpose in exerting the required effort and in participating in training programmes*".

Additionally, it has been argued that women in certain situations adopt appropriate behaviours and roles adapted to the context in which they operate (Biswas and Cassell, 1996; Cassell, 1996). In other situations women have the opportunity to express themselves and operate according to their traditional roles (Brownell, 1994a,b). Hence, Kinnaird and Hall (1994) and Jordan (1997) suggest that the hospitality and tourism industry are influenced by gender

stereotyping and therefore, there are certain types of work that women can do. They continue that women are mainly found in part-time or seasonal jobs in tourism. Purcell (1996) even identified three types of jobs done by women. She identified the 'contingently gendered jobs', where women do jobs that include a role mainly gender neutral, the 'sex-typed jobs' where roles are sex related and the 'patriarchal practice' where roles are identified and specified by beliefs and practices that reflect gender attributes (Purcell, 1996:20). Nevertheless, there are certain positions that are dominated by women and others by men. Still, women in this case hold positions that would not allow them progress in the hierarchy and become a hotel general manager (Woods and Viehland, 2000:53; Biswas and Cassell, 1996) or hold those that are poorly paid (Kinnaird and Hall, 1994). Nevertheless, women have started climbing the career ladder and nowadays are found in high managerial positions in hotel management.

In addition, there are some characteristics or traits that hotel managers have, thus studies have focused on competencies required by hotel managers and many different lists of required competencies are developed (i.e. Christou and Eaton, 2000; Ladkin and Riley, 1996; Sandwith, 1993; Baum, 1991). Lockyer and Scholarios (2004) identified several personality characteristics in the services industry that are common with those identified in the hospitality industry (Kitching, 1994) and include characteristics such as courtesy, consideration, tact, perceptiveness and good communication skills. In their study, Sehanovic et al. (2000) suggest that women showed very good performance on organisational, financial and management knowledge, manner with people, and knowledge of the economy. They also found that women were very good at organizing work and spotting problems, which they solved quickly. They suggest that both men and women at higher levels delegate authority less than they should.

Iakovidou and Turner (1994) suggest that high standards of maternal comfort and professionalism are required in the hospitality industry in order to develop and maintain good quality customers in a tourism destination. Due to the lack of time and the varying work schedule women hospitality managers do not focus on networking, training and other related activities (Li and Leung, 2001), that are valued if they wish to progress in their career.

Maxwell (1997:236) suggests that female hotel managers communicate better than the male hotel managers especially "in terms of having a deeper insight into and being more interested in their staff". She also suggests that women posses the management skills that are required by hospitality organisations. These skills include communication, flexibility, the ability to adapt, and teamwork. In reference to managers, Brownell (1994a) suggested that hotel managers delegate, motivate staff and present information orally and in writing. She continues that they have become good at listening, as part of their communication process, as well as as an information gathering technique, in their effort to assess employees' concerns and the organisation's climate. Furthermore, Gherardi (1994) suggests that female attractiveness is exploited within the hospitality industry. She found that in work teams, where female and male members are equally represented, the teams work better, showing greater productivity and quality of work.

The leadership qualities of hotel managers may help face the challenges in the industry and the constant changes which include "increasing globalization of the economy, the need to reduce costs and the pressure to be competitive in a market where there are more global competitors" (Taborda, 2000:41). In addition, Clark et al. (2009) and Chathoth and Olsen (2002) support Babakus et al. (2003) view that leadership is important in service organisations, such as hotels, because it may create a transformational climate to enhance employee loyalty, and maintain high quality of services provided. They also claim that little research has been conducted on "the identification of the most appropriate leadership style" in the industry (Clark et al., 2009:210). Furthermore, Galanaki et al. (2009) and Vakola and Apospori (2007) in their study in Greece reveal that there are gender differences in leadership styles between the two genders and that women seem to be restricted in management roles due to family responsibilities and their other roles. Additionally, research on leadership in hospitality has shown that transformational leadership can improve employee commitment, social behaviour and satisfaction (i.e. Tracey and Hinkin, 1994). Others, such as Gill and Mathur (2007) support that empowering leadership improves hospitality employees' behaviour. In general, service managers should provide visible leadership to staff in order to help them accept the nature and the demand of the services provided in the industry (Ahmed and Parasuraman, 1994 cited in Clark et al., 2009:212).

# Method

Management and leadership are social phenomena that rely on the subjective interpretations of both the leaders and their followers (Grint, 2000). Thus, the complexity of the phenomenon demands methodology that can provide access to data that reflect the views of both male and female managers in the industry. The qualitative approach helps to explore the way managers understand and make sense of their lives and how they manage day-to-day situations (Miles and Huberman, 1994), the researcher aspired to explore the nature of hospitality management and leadership through the eyes of the participants, by penetrating to the frames of meaning with which these people operate in the organisational context.

Therefore, the empirical data is gathered with semi-structured interviews with 15 male and 15 female managers in 5* star hotels in Greece, that are chosen with convenience sampling techniques. The regions chosen for the study are those that have the highest concentration of tourism demand, and are considered primary destinations in Greece (Papadimitriou and Trakas, 2008), that is Rhodes, Attica, Crete, Myconos and Thessaloniki. The hotels belong to the 5* category and to all types such as resort, city hotel, national or international hotel chain, in order to have a variety of participants and views based on different organisational structures and culture, as it was difficult to find 15 female

general managers in hotels in the areas of study. The semi-structured interviews had a conversational style so that the researcher could understand how each of the participants gave meaning to their work experiences.

The participants in the study are all Greeks. The majority of the managers in the study is single, and does not have any children, which shows that despite their age and the fact that they are either married or divorced the participants spend a lot of their time on their career and at work. The female managers are more likely to remain single and not have children in order to pursue a career. They mainly have undergraduate degrees and only three participants hold a postgraduate diploma. All however, have studies in hospitality and/or tourism management. The majority speak at least two foreign languages, as it has been identified as a requirement in hotel management (Christou, 1999).

Thematic analysis has been performed to the interviews in order to answer the research questions. Thematic analysis is used to analyse words or concepts in texts, in order to quantify and analyse the meanings of these words and make inferences about the messages in the text (Miles and Huberman, 1994; Bryman and Bell, 2003). The interviews have been partially transcribed and although Stemler (2001) claims that there might be some challenges in using simple word frequency counts to make inferences, themes are developed not only from those that were more frequently discussed, but also based upon the relevant theory discussed in the literature review. Among others, the theme that emerged from the analysis and is discusses in this paper refers to the success factors mainly of female managers in hospitality management in Greece.

# Findings

The participants expressed their views on three main topics as they emerged from the data analysis. Firstly, the glass ceiling issues in hotel management, then the leadership style that the managers adopt and finally the factors that lead to successful management in the hospitality industry in Greece. The female managers in the study stressed the barriers they face and the factors that contribute to the glass-ceiling phenomenon, that is evident in the hotel sector as well, whereas the male managers were concerned about the phenomenon, but only in reference to their female counterparts. Nevertheless, some issues on the glass ceiling are presented in this paper in an effort to show how female managers deal with them, as the focus is mainly on the leadership and the management style that is adopted.

Therefore, the male managers believe that it is more difficult for women to work in the industry, as it requires working long hours, sometimes sacrificing family and personal life and more often moving around to different tourism destinations in order to advance. More specifically one female manager (assistant general manager) admitted she did not accept an offer to become a general manager because as she said *"my own desire to spend more time with my children will probably ensure that I stay where I am for convenience. I guess many capable women will not make it into the positions of influence for these reasons. Unfortunately, the women making it are usually childless and are therefore less aware of the work conditions that need to change".* Nevertheless, another female manager (general manager) said "*if you manage your time, then you can balance work with family*". These views are also supported by similar studies such as Ng and Pine (2003) and Knutson and Schmidgall (1999) who consider hard work and commitment at work major contributors to managers' success. All of the above confirm Wood's (1994) view on the characteristics of hospitality management. He stresses hands on work, operational control and hard work in combination with frequent interaction with staff and other members of the organisation as part of their tasks. The female managers in the study claim that they work many hours and sometimes more hours than the male managers, because they have to prove their skills. Although, the female managers that have a family find it difficult to balance work with family obligations, they accept the challenge and develop such skills and competencies that allow them to perform well. For example, one front office manager said "*If you want to excel and advance, if you want your customers and the management to be happy you have to be there whenever it is required. I may come in the middle of the night because we have 300 guests checking in. I will help with everything, even the bellboy to carry the suitcases…*". Thus, the hotel managers have to develop competencies across a variety of departments, offering more career opportunities and higher salary levels (Carbery *et al.*, 2003). Interestingly, however, very few female managers expressed the desire to become general managers in their hotels, they desire to have a successful career, whereas the male managers have planned their careers and they showed their ego.

Sex and gender discrimination is still evident in the hotel sector, nevertheless, the situation is getting better and women managers are given more opportunities to pursue a managerial career. This point was made by both male and female managers, and more specifically a food and beverage female manager admitted that it is difficult to penetrate the kitchen's male-dominated environment, but it is possible with the proper attitude, behaviour and knowledge confirming the study by Knutson and Schmidgall (1999). This way female managers may gain respect. Additionally, both male and female managers propose that knowledge of the industry, of the job and the prior studies and experience help them gain the respect of their peers and superiors. Further, the female managers value more than the male managers delegation and sharing the decision making with their staff. They propose that this allows them to have more time to spend on staff training and planning and organizing their job. For example, a female manager said: *"within the industry, I have never felt my being a woman hindered my growth or the respect that I have received for my experience and knowledge. It is individuals outside the industry who will, for example, seek the acceptance of the male during a meeting instead of the woman, even though the woman is the decision-maker. That always makes for an interesting scenario!".*

The female managers in contrast to the male managers in the study claim that patience, smile, and humour may help deal with challenging situations and circumstances with all the stakeholders. Brownell (1994) propose that the interpersonal skills and determination are success factors in hotel management, and women in the current study are found to acquire these. In addition, the female managers in the study propose that they should be as assertive as men, enthusiastic and caring for their staff. Purcell (1996) in her study also suggests that 'the right kind of personality' is an important element when hiring new employees. Another success factor is to acknowledge the mistakes and apologise. Further, the female managers claim that they are trying to change today's management culture and style, thus they provide a more nurturing and accommodating environment. Therefore, they listen to their staff, they respect their opinion and discuss any problems at work. In this way, they encourage a team-based management style that generates more mentoring opportunities for employees through the environment and the working climate. Finally, they all claim that the culture is changing and women are given more opportunities to progress. This point affirms Powell and Graves (2003) who suggest that companies play a role in women's success by adopting strategies to advance their careers or by erecting barriers that might prevent women from advancing. Although, Guerrier (1986) found that women in the industry are responding realistically to a situation in which they view an impossible future, the female managers in this study are more optimistic about the current situation and the position that women hold in the Greek hospitality industry. They believe that they are not far away from placing women in top positions, as one noted that:

> It is true that women work very hard and they are more in the hospitality industry, not at managerial positions you do not find may but the numbers are growing very fast. You find many female managers in big hotel chains mainly. I strongly believe that women are more effective, they have very good communication skills that are required in the industry, they make very careful steps and they create very good reputation.

Evidently, male and female managers agree on some competencies and skills that are required to advance and progress in hotel management, but they perceive differently the barriers and obstacles to their careers. For example, female managers value the relationships with their colleagues or supervisors, whereas male managers value their status in their positions, which affirms Iverson's (2000) study.

On the contrary, the male managers believe that both male and female managers are equal and equally treated; they have the same way of thinking and professional values. When they get married they both value their family that comes first, and thus for both is difficult to progress considering the patriarchic culture in Greece and the difficulties they may face in regards to their responsibilities towards family and work. Furthermore, they add that their female colleagues are as good as they are, and they have a bright future as long as they continue the hard work, despite the sex and gender stereotypes that persist in the Greek culture. Interestingly, one male food and beverage manager stated "*make a woman's kind of work and it will be work that will blossom*".

# Implications for hotel management

The results of the current study provide direction for managers in hotels as they suggest that women may be successful managers, although they face many challenges in their careers. As Powell and Graves (2003:153) suggest organisations should be ready to address any discrimination that occurs in the company, especially "when they embrace stereotypical views or display prejudices towards members of one sex as leaders". Thus, they should use the legal framework that supports equality at work. They should provide female managers with the adequate policies to support them in terms of balancing family with work. Such policies include the leave of absence when people are getting married, when they have children time off during their pregnancy or time for their children i.e. to get them to the doctor. Sometimes, however, the female managers in the study said that the employees, the other managers and the top managers' behaviour may undermine these privileges, thus they do not take advantage of this policies, "*only when it is necessary*". Therefore, organisations should act to reduce these beliefs and attitudes towards the female managers (Powell and Graves, 2003), and provide them with the environment to use their skills and talent that are found to be effective in hotel management. The culture in Greek organisations, including hospitality organisations have an impact on female and male managers. The demanding and challenging environment forces women to think carefully before starting a family, and to manage their personal life so well that it will not influence their performance and productivity. Such stereotyping can be detrimental to their advancement, not only because they have to carefully plan their life, but also because their employees perceive them differently, or it influences whether they will be promoted, further trained or be given the opportunities to grow within the company.

This study suggests that as the hospitality industry faces uncertainty and fierce competition that threaten its effectiveness female managers may be employed as they are flexible, and may help the organisation to adapt to the new demands. Female managers have the skills and competencies required to succeed in this demanding industry. Further research may be conducted in other countries to explore the position of women in hotel management and provide more general views on the topic and suggestions on how women may overcome the problems and the challenges as well as how hotels may create more opportunities for women managers.

# References

[1] Babakuse, E., Yavas, U., Karatepe, O.M. and Avci, T., 2003. The effect of management communication to service quality on employees' effective and performance outcomes. *Journal of the Academy of Marketing Science*, 31(Summer), 272-286.

[2] Baum, T., 1991. Comparing Expectations of Management Trainees. The *Cornell Hotel and Restaurant Administration Quarterly,* 32(2), 79-84.

[3] Biswas, R. and Cassell, C., 1996. Strategic HRM and the gendered division of labour in the hotel industry. A case study. *Personnel Review*, 25(2), 19.

[4] Brownell, J., 1994a. Women in hospitality management: general managers' perceptions of factors related to career development. *International Journal of Hospitality Management*, 13(2), 101-117.

[5] Brownell, J. (1994). Women in hospitality management: general managers' perceptions of factors related to career development. *International Journal of Hospitality Management,* 13(2): 101–117.

[6] Bryman, A. & Bell, E. (2003). *Business research methods*. Oxford: Oxford University Press.

[7] Carbery, R., Garavan, T. N., O'Brien, F., & McDonnell, J. (2003). Predicting hotel managers' turnover cognitions. *Journal of Managerial Psychology, 18*(7): 649 - 679.

[8] Chathoth, P.K. and Olsen, M., 2002. Organisational leadership and strategy in the hospitality industry. *Journal of Services Research*, 2(1), 1-28.

[9] Christou, E. and Eaton, J., 2000. Management Competencies for Graduate Trainees. *Annals of Tourism Research,* 24(4), 1058-106.

[10] Clark, R.A., Hartline, M.D. and Jones, K.C., 2009. The effects of leadership in hotel employees' commitment to service quality. *Cornell Hospitality Quarterly*, 50(2), 209-231.

[11] Duffield, M. (2002). *Trends in female employment 2002*. London: Economy and Labour Market Division, Office for National Statistics. November.

[12] Erkutlu, H. (2008). The impact of transformational leadership on organisational and leadership effectiveness. TheTurkish case. *Journal of Management Development*, 27(7): 708-726.

[13] Eurostat, 2009. *Tourism statistics*. Available at: http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Tourism_statistics (Accessed 24 December 2010).

[14] Galanaki, E., Papalexandris, N. and Halikias, J., 2009. Revisiting leadership styles and attitudes towards women as managers in Greece. *Gender in Management: An International Journal*, 24(7), 484-504.

[15] Gherardi, S., 1994. The gender we think, the gender we do in our everyday organisational lives. *Human Relations*, 47(6), 591-610.

[16] Grint, K., 2000. *The arts of leadership*. Oxford: Oxford University Press.

[17] Iakovidou, O. and Turner, C. 1994. The female gender in Greek Agrotourism. *Annals of Tourism Research.*

[18] International Labour Office, (2009). *Facts on the hotel and catering industry.* Available at www.ilo.org/communication. (Accessed 27 September, 2009).

[19] Iverson, K., 2000. The paradox of the contented female manager: An empirical investigation of gender differences in pay expectation in the hospitality industry. *International Journal of Hospitality Management*, 19(1), 33-35.

[20] Jordan, F., 1997. An occupational hazard? sex segregation in tourism employment. *Tourism Management*, 18(8), 525-34.

[21] Kinnaird, V. and Hall, D., (Eds.) 1994. *Tourism: A Gender Analysis*. Chichester: Wiley.

[22] Kitching, J., 1994. Employers' work-force construction policies in the small service sector enterprise. in Atkinson, J. and Storey, D. (Eds) *Employment, the Small Firm and the Labour Market*. London: Routledge.

[23] Knutson, B.A. & Schmidgall, R.S. (1999). Dimensions of the glass ceiling in the hospitality industry. *Cornell Hotel & Restaurant Administration Quarterly*, 40(6): 64.

[24] Kottis, A.P., 1996. Women in management and the glass ceiling in Greece: an empirical investigation. *Women in Management Review*, 11(2), 30-8.

[25] Ladkin, A. and Riley, M., 1996. Mobility and Structure in the career paths of UK hotel general managers: a labour market hybrid of the bureaucratic model? *Tourism Management*, 17(6), 443-452.

[26] Li, L. and Leung, R.W., 2001. Female managers in Asian hotels: profile and career challenges. *International Journal of Contemporary Hospitality Management*, 13(4), 189-196.

[27] Lockyer, C. and Scholarios, D., 2004. Selecting hotel staff: why best practice doesn't always work. *International Journal of Contemporary Hospitality Management*, 16(2), 125-135.

[28] Loizos, P. and Papataxiarchis, E., 1991. *Contested identities: gender and kinship in modern Greece.* Princeton: Princeton University Press.

[29] Marshall, J., 1984. *Women managers: Travellers in a male world*. Chichester: John Wiley.

[30] Mavridis, D., 2002. Cherchez la Femme – women as managers in Greek corporates: an empirical investigation. *Equal Opportunities International*, 21(7), 21-36.

[31] Maxwell, G.A. (1997). General management views from above the glass ceiling. *International Journal of Contemporary Hospitality Management*, 9(5/6): 230.

[32] Mihail, D. (2006). Gender-based stereotypes in the workplace: the case of Greece. *Equal Opportunities International*, 25(5): 373-388.

[33] Miles, M.B. & Huberman, A.M. (1994). *Qualitative data: an expanded sourcebook.* Thousand Oaks: SAGE.

[34] Ng, C.W. & Pine, R. (2003). Women and men in hotel management in Hong Kong: perceptions of gender and career development issues. *International Journal of Hospitality Management*, 22(1): 85-102.

[35] Nickson, D. & Warhust, C. (2001). From globalization to internationalization to Americanization: the example of "Little Americas" in the hotel sector. in Hughes, M. & Taggart, J. (Eds) *Multinationals in a New Era – International Strategy and Management*. Basingstoke: Palgrave, pp. 207 – 225.

[36] Ntermanakis, N.P., 2003. *Gender Pay Gap in Selected Industries and Occupations in Greece.* Athens: Greek Research Centre for Gender Equality, Athens (in Greek).

[37] Papadimitriou, P. & Trakas, T. (2008). *The changing face of the Greek hospitality market*. The HVS – Athens office. Available at: http://www.4hoteliers.com/4hots_fshw.php?mwi=3649 (Accessed 27 December 2010).

[38] Papalexandris, N. (2008). Greece: From Ancient Myths to Modern Realities. in Chhokar, J., Broadbeck, F. & House, R. (Eds) *Culture and Leadership Across the World: The GLOBE Book of In-Depth Studies of 25 Societies*, London: Lawrence Erlbaum Associates, pp.767-802.

[39] Papalexandris, N. and Bourantas, D., 1991. Attitudes towards women as managers: the case of Greece. *International Journal of Human Resource Management*, 12(2), 133-48.

[40]     Powell, G.N. and Graves, L.M., 2003. *Women and men in organizations*. Thousand Oaks, California: SAGE.

[41] Presser, H., 2000. Nonstandard

[42] Purcell, K. (1996). The relationship between career and job opportunities: women's employment in the hospitality industry as a microcosm of women's employment. *Women in Management Review*, 11(5): 17-24.

[43] Sandwith, P., 1993. A hierarchy of management training requirements: the competency domain model. *Public Personnel Management*, 22(1), 43-62.

[44] Scott, J., 1995. Sexual and national boundaries in tourism. *Annals of Tourism Research,* 22(2), 385-403.

[45] Sehanovic, J., Zougj, M., Krizoman, D. and Bojanic-Glavica, B., 2000. Some characteristics of women managers in the hotel industry. *International Journal of Contemporary Hospitality Management*, 12(4), 267-270.

[46] Stemler, S., 2001. An overview of content analysis. *Practical Assessment, Research and Evaluation,* 7(17). Available at: http://PAREonline.net/getvn.asp?v=7&n=17, (Accessed 22 December 2009).

[47] Taborda, C.G., 2000. Leadership, teamwork and empowerment future management trends. *Cost Engineering,* 42(10), 41-44.

[48] Thomas, A.B., 2005. *Controversies in management, issues, debates, answers*. 2nd ed. New York: Routledge, Taylor & Francis group.

[49] Tracey, J.B. and Hinkin, T.R., 1994. Transformational leaders in the hospitality industry. *Cornell Hotel and Restaurant Administration Quarterly*, 35(2), 18-24.

[50] Vakola, M. and Apospori, E., 2007. *Women and management*. Athens: Sideris. (in Greek).

[51] Wood, R.C., 1994. *Organisational behavior for hospitality management*. Oxford: Butterworth-Heinemann.

[52] Woods, R.H. and Viehland, D., 2000. Women in hotel management. *Cornell Hotel and Restaurant Administration Quarterly,* 41(5), 51-54.