



**CHALLENGES FACING WOMEN
WORKING IN HOSPITALITY INDUSTRY:
A CASE OF ZANZIBAR**

Mgeni Juma KHAMIS

(Master's Thesis)

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Mgeni Juma KHAMIS

T.C.

Eskişehir Osmangazi University

Graduate School of Social Sciences

Department of Tourism Management

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T.C.
ESKİŞEHİR OSMANGAZI UNIVERSITY
DIRECTORATE OF THE INSTITUTE OF SOCIAL SCIENCES

This study titled '**Challenges Facing Women Working in Hospitality Industry: A Case of Zanzibar**' prepared by **Mgeni Juma Khamis** is found to be successful after the defense exam conducted in accordance with the related article of the Graduate Education and Training Regulation of Eskişehir Osmangazi University Institute of Social Sciences. This thesis has accordingly been accepted by the under listed Jury member and the Department of Tourism Management as Thesis.

Asst. Prof. Dr. Cansev ÖZDEMİR GÖZEN
(Supervisor)

Assoc. Dr. Orhan Can YILMAZDOĞAN
(Member)

Asst. Prof. Dr. Sema EKİNCEK
(Member)

Approved by:

.....

(Signature)

(.....)

Director of Institute

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ABSTRACT

CHALLENGES FACING WOMEN WORKING IN HOSPITALITY INDUSTRY: A CASE OF ZANZIBAR

KHAMIS, Mgeni Juma

Master Thesis, 2023

Faculty of Tourism

Supervisor: Asst. Prof. Dr. Cansev ÖZDEMİR GÖZEN

Despite an increase in women in a high percentage in the tourism and hospitality industries, Zanzibar society does not seem to agree that women should work or engage in the hospitality industry. Thus, female employees keep experiencing more barriers. This study investigates the challenges encountered by women working in the hospitality industry in the tourism sector of Zanzibar and aims to investigate and address those problems. The research adopted a qualitative methodological design. To answer the research questions, an interview guideline was developed, and semi-structured interviews were conducted with a sample of 20 female employees from various hotels in Zanzibar using purposive and snowball sampling. The data was analyzed using thematic analysis and presented through Acker's abductive theoretical framework. The findings of the study revealed that the majority of women employees face different challenges including sexual harassment, gender discrimination, wage determination, division of work, nature of the job itself and women, work-life balance, a male-dominated system, the image of women and stereotypes, difficulty in obtaining promotion opportunities for career advancement, religious and cultural beliefs, negative perceptions and attitudes from society, and dress code regulations. However, sexual harassment and gender discrimination emerged as the most prevalent challenges experienced by nearly all participants. The study recommended the government to ensure the implementation of human rights and address gender equality policies and strategies to reduce the challenges in Zanzibar.

Key Words: Gender Discrimination, Sexual Harassment, Hospitality Industry, Women Employed, Challenges of Women and Zanzibar.

ÖZET

KONAKLAMA ENDÜSTRİSİNDE ÇALIŞAN KADINLARIN KARŞILAŞTIĞI ZORLUKLAR: ZANZİBAR ÖRNEĞİ

KHAMIS, Mgeni Juma

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Turizm Fakültesi

Danışman: Dr. Öğr. Üye. Cansev ÖZDEMİR GÖZEN

Turizm sektöründe hızla artan kadın çalışan sayısına rağmen, Zanzibar toplumu kadınların çalışması konusunda hem fikir görünmemektedir. Kadınlar konaklama sektörüyle ilgilenmelerine rağmen çeşitli zorluklarla karşı karşıya gelmektedirler. Bu çalışma, Zanzibar’da konaklama sektöründe çalışan kadınların karşılaştığı zorlukları incelemekte ve bu sorunları ele almayı amaçlamaktadır. Araştırma, nitel bir tasarıma sahiptir. Araştırma sorularını cevaplamak için bir görüşme rehberi geliştirilmiş ve Zanzibar’daki çeşitli otellerde çalışan 20 kadın çalışanla yarı yapılandırılmış görüşmeler kartopu örnekleme yöntemi kullanılarak gerçekleştirilmiştir. Veriler, tematik analiz kullanılarak analiz edilmiş ve Acker’ın “cinsiyetçi organizasyonlar teorisi” aracılığıyla sunulmuştur. Araştırmanın bulguları, kadın çalışanların çoğunluğunun cinsel taciz, cinsiyet ayrımcılığı, ücret belirleme, işbölümü, işin doğası ve kadın, iş-yaşam dengesi, erkek egemen sistem, imaj gibi farklı konu başlıklarında zorluklarla karşı karşıya kaldığını ortaya koymuştur. Ayrıca, terfi fırsatları elde etme konusunda güçlükler yaşamaları, dini ve kültürel inançlar, toplumun olumsuz algı ve tutumları ve kıyafet yönetmeliği gibi faktörler de kariyer ilerlemelerinde zorluklarla ilişkilendirilmiştir. Bununla birlikte, cinsel taciz ve cinsiyet ayrımcılığı, neredeyse tüm katılımcıların karşılaştığı en yaygın zorluklar olarak belirlenmiştir. Çalışma, ilgili kurumlara bu zorlukları azaltmak için cinsiyet eşitliği politikalarını ve stratejilerini ele almasını önermektedir.

Anahtar Kelimeler: Cinsiyet Ayrımcılığı, Cinsel Taciz, Kadınların Zorlukları, Konaklama Endüstrisi, Çalışan Kadın ve Zanzibar.

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LIST OF ABBREVIATIONS

AIDS: Acquired Immunodeficiency Syndrome

APEC: Asia-Pacific

BoT: Bank of Tanzania

CGE: Commission on Gender Equality

EU: European Union

GDP: Gross Domestic Product

GM: General Manager

HR: Human Resources

HRM: Human Resource Manager

UNWTO: United Nations World Tourism Organization

PREFACE

Firstly, I am sincerely grateful to my supervisor, Asst. Prof. Dr. Cansev ÖZDEMİR GÖZEN, for her exceptional mentorship and expertise, including ideas, reviews, comments, and supervision during my research work. She took the initiative to guide me with patience, applied her excessive knowledge, and draw on her rich research experience to inspire me to complete this dissertation. This research could not have been completed without her full support.

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CHAPTER 1

INTRODUCTION

Women's options for employment across sectors are often more constrained. Over time, as women transitioned from the agricultural sector in underdeveloped countries and the industrial sector in industrialized countries to the service sector, sectorial segregation in the hospitality industry has tended to increase (Nassor and Yussuf, 2020). In workplace, discrimination against women continues to be a significant concern (Blau and Kahn, 2016) particularly those hospitality and catering industries that represented by majority of women. The extensive horizontal segregation still prevails. Women are overrepresented in occupations with lower levels of responsibility, such as cleaning, customer service, and other fields, men are overrepresented in occupations requiring high levels of responsibility in the kitchen, restoration, and administration (Campos-Soria et al., 2011). Multiple studies, such as Guimares and Silva (2016), have also highlighted a noticeable gender pay discrepancy within the tourism industry. According to Santero-Sanchez et al. (2015), women in the hospitality industry generally hold low-quality occupations compared to men, and this disparity in job quality tends to worsen as they age.

The hospitality industry focuses on meeting customers' needs and desires in all aspects, particularly entertainment, to increase customer satisfaction (Blender et al., 2005). The industry is very diverse and consists of many sectors that include hotels, travel-related recreation, catering services, cruise lines, and so forth, which offer tremendous employment prospects (Blender et al., 2005). Despite the thriving industry going through day by day, it seems to have a trained staffing shortage that hinders it from meeting the demands of national and international guests. The hospitality industry has enormous options and professional growth, but the great challenge faced by newcomers, particularly women, is demonstrating consistency over the course of their employment in one hotel (Kestwal, 2017; Zhang, 2020). Thus, the diversification of this industry has created the possibility for gender disparities to emerge in the workplace, and it can be envisioned that when this occurs, eliminating gender issues in the workplace would be practically entangled (Kestwal, 2017).

Presently, women have quantitatively and qualitatively escalated their presence in the tourism market, particularly in the hospitality industry, although they are still encountering a number of obstacles caused by workplace discrimination (Döbrich et

al., 2014; Ramos et al., 2002). This situation resulted from the allocation of work according to gender, in which substantial value is placed on jobs done by males as opposed to females, which devalues the work performed by females and leads to disparate wages (Cohen and Huffman, 2007). This has a considerable negative impact on job satisfaction especially to women workers. Despite the fact that women have successfully overcome difficulties and handled a variety of workplace issues, top management still has the opinion that they are incapable of handling significant customer issues and other operational concerns than male employees (Kestwal, 2017). The hotel sector is characterized by its 24/7 services, which typically require various shifts, including morning shift, evening shift, and night shift. Considering the nature of women, working the night shift becomes a challenge for them, adding to other reasons for their job profile in a hotel while serving customers. It is obvious that for Zanzibari women, as far as concern goes, this hardly kept them in a difficult situation.

Throughout Zanzibar's history, women have been considered inferior to men. The traditional roles of women in society were to stay home, cook, clean, and raise children. Zanzibar Vision 2020 states that women are seen as housewives who take care of their families, particularly their children. Since centuries, women have not been permitted to perform their duties as an equal part of society around the globe as explained by Commission on Gender Equality (CGE) (Boezak, 1999). In Zanzibar as in other African countries, although women's roles and participation in economic activity have been defined and shaped along biological and cultural lines, women have actually made significant steps in all aspects of Zanzibar's economy, particularly in agricultural and service sectors such as tourism.

Social and cultural factors have historically kept most women from entering the job market. But with the recent changes in society caused by increased economic pressures, the expansion of educational facilities, and increased access to learning, more and more, together with the feminist movements that argued for a desire to renew the economic and political standings of women to a position of equality with men, women got to enter the working world at large. Women are as optimistic and possess the same impulses and skills as men. Because of poor organizational involvement, a deficiency of supervision, the impulse to pursue work prospects, social background,

and inadequacy of economic incentives, Zanzibar's female labor force has not been fully utilized (Boezak, 1999).

The massive entry of women into the working world also raised challenges that women face in their fields of endeavor. Apparently, women are quantitatively entering the hospitality industry in Zanzibar, and given the nature of the industry, it is hardly feasible for Zanzibari women to thrive. The hotel sector has been characterized by the predominance of female employees performing routine operations. The work environment in the hotel sector and organizational culture sometimes hold back female workers' performance and career progress (Sharma et al., 2020). The persistence of male sexism, informed by masculinity and traditional notions of the patriarchal system, all serve as challenges to women if they are to enjoy a good working life (Chuma and Ncube, 2010).

Therefore, studying the challenges faced by women workers in the hospitality industry advances our understanding of the issues and allows us to offer suggestions to organizations and the government to defend female employees. There are few studies on the challenges facing women in the hospitality industry in Zanzibar, leaving the government, industry, and women without the proper tools for understanding and addressing the problems.

1.1 RESEARCH QUESTIONS

Notwithstanding the literature review, it yielded finite studies regarding female employees' experiences of challenges in the hospitality industry and little information on how the situation was managed by the employees and the organization in general. The main objective of the research was to examine the challenges facing women working in the hospitality industry in the tourism sector of Zanzibar. To accomplish that and fill the research gap, the study tended to answer the below three questions:

- Q1:** What is the nature of women employees in the hospitality industry in the tourism sector?
- Q2:** What is limiting women employees' career advancement and progression in the hospitality industry in tourism sector?
- Q3:** What are the challenges encountered by women employees in the hospitality industry in tourism sector?

1.2 PURPOSE OF THE STUDY

Many studies in the women's field have found that employment for women in the tourism sector is based on gender discrimination and that mostly females work in part-time, low-paid, unqualified managerial positions. Gender differences are considered when determining management positions. The researcher tries to contribute to the body of knowledge by continuing to shed light on the problems facing women in their workplace that hinder their career progression.

This study is conducted for its primary objective, which is to 'understand the challenges facing women working in the hospitality industry Zanzibar,' which, by the way, formulates three specific objectives that assist the main purpose in analyzing and accomplishing the study successfully. As there is limited information about problems faced by female employees in the hospitality industry in Zanzibar, it was considered significant to investigate how female workers experience such tragedies.

1.2.1 Objective of the study

- i. Understanding the nature of women employees in the hospitality industry in tourism sector.
- ii. Determine what limiting women employees to career advancement and progression in the hospitality industry in tourism sector.
- iii. Understanding the challenges encountering women employees in the hospitality industry in tourism sector.

1.3 RESEARCH STRUCTURE

This research contains five chapters: introduction, literature review, methodology, findings and discussion, and conclusion. The details of each chapter are briefly explained below:

Chapter One: Introduction. This chapter reviews a broad introduction to the study and presents the research questions that have been outlined in this chapter, followed by the purpose of the study and its objectives. And last, the structure of the research.

Chapter Two: Literature Review. In this chapter, the literature on women in hospitality and on women in Zanzibar is analyzed in light of the working experiences of women in the hospitality industry. The chapter also provides the theoretical foundations of the study, followed by a literature review that presents information about gender issues in

the hospitality industry, women at work, and challenges facing women in the hospitality industry.

Chapter Three: Methodology. This chapter describes the methodological approach applied in the study. The qualitative approach has been detailed within the scope of the study. The pilot study and trustworthiness have been reviewed as required. The research design and approach are discussed, along with the collection of primary data and the thematic analysis approach (Braun and Clarke, 2006) used to analyze the data.

Chapter Four: Findings and Discussion. Findings of the data analyzed through thematic analysis in this study are presented in this chapter, which compares key findings with those reviewed in the literature. The Acker's (1990; 2012) theoretical framework of gendered organizations was applied to interpret women's experiences in the organizations. Four sets of Acker's (2012) framework were modified.

Chapter Five: Recommendation and Conclusion. The last chapter gives out the theoretical and practical contributions and implications of the research and presents practical recommendations to the government, hospitality industry, and women in general.

CHAPTER 2

LITERATURE REVIEW

This chapter includes the theoretical foundations of the study, and literature review on women in the hospitality industry and women workers in Zanzibar. Specifically, the chapter consists of women in tourism sector and hospitality industry, women at workplace, challenges facing women in the hospitality industry and women in Zanzibar.

2.1 THEORETICAL FOUNDATIONS

The current study applied two related theories, feminist theory and gendered organizations theory by (Acker, 1990; 2012), as they were found to be more applicable to the issue concerning challenges facing women at the workplace, particularly in the tourism industry. Hence, tourism aims to utilize recognized ‘feminine’ attributes together with expertise on kitchen works. These perspectives tend to investigate the origin of gender disparity worldwide while concentrating on crucial reasons regarding the issue of gender inequality. Results, it creates room for advancing women’s rights and interests.

2.1.1 Feminist Theory

The current study is based on the feminist theory, which argues that men and women should have equal political, economic, and social standing (Ropers-Huilman, 2002). “*The feminist political economy perspective is a political economy theory derived from Marxist ideas*” (Bradley and Healy, 2008: 56). The world’s market economy continued to develop during the 16th century and governmental economy prioritizes the unequal growth patterns throughout capitalism and their economic and social outcomes (Merchant, 2012). Currently, several political economists are concentrating on the interdependence of macroeconomic strategies and social structures. The Schoepf (2002) study demonstrates that women have been more severely affected than men by these dynamics, which have resulted in gender segregation in the workplace at all levels.

Among the key aspects that provide social relations insight within the organization are conflicts over obtaining positions at work, understanding power relations, the structuring of the work, and who dominates the decisions. These factors are strongly gendered traits that represent how gender is constructed in society along with attribution on the certain responsibilities, obligations, and beliefs to men and

women (Bates, 2021). This structure is centered on a particular viewpoint, as Schoepf (2002) puts the idea that women are in an unfavorable position in organizational structures because they are underrepresented in numbers and positions of power and have restricted access to resources, all of which influence and define how women behave.

He further claims that the perspective is founded on the idea that gender inequality exists because of institutionalized systems, despite the fact that male and female considered to be the same as competent and dedicated to attaining leadership roles. Thus, minimizing improper discrimination in organizational procedures and policies is a crucial component of eliminating gender discrimination in the workplace. According to Staveren et al. (2007), the political economy method is highly valuable in shedding light on various aspects of female workers' involvement both globally and nationally. This view emphasizes the importance of considering national and global requirements which form the current conditions, as well as identifying potential interventions and possibilities to strengthen women.

Generally, the theory affirms that, women's significance in the hospitality industry is a potential path to women's well-being (Tong, 2009). Increasing female labor force participation, promotes faster economic growth (Bank, 2012) which can contribute to great well-being. According to Delmar et al. (1986), the word has a confined meaning in term of fundamental interests and social classes. This spotlights three fundamental notions that govern feminist theories and serve as the foundation for them (Roper-Huilman, 2002).

First and foremost, women are unique individuals who contribute substantially to society (far and near). Second, women's engagement in society has been passive as a result of the stigma and discrimination they encounter, their potential repressed, and their abilities to earn incentives hindered. Finally, feminist studies must progress beyond criticism (Bradley and Healy, 2008). In order to capture concerns and strive for social change, feminist philosophers must concentrate their attention at the micro level (Bates, 2021). According to these concepts, the prime goal of feminist philosophy is to identify and liberate women in order to empower them for the benefit of society as a whole (Mill, 1869). This study considers the feminism theory since women's participation in the hospitality industry is a unique contribution that demonstrates their activeness.

2.1.2 Gendered Organizations Framework

This framework is pioneered by (Acker, 1990; 2012). She further explains that, duties and responsibilities are still largely determined by the difference between men and women in organizations (Acker, 1990). Women are always at a disadvantage and suffer from gender disparities since organizations are designed by and for men. The main forms of masculinity, whether hegemonic or in the economic world, are as well affiliated with gender inequality and dominating male social authority (Connell and Messerschmidt, 2005; Connell and Wood, 2005). She also asserts that, organizational practices that support inequalities are institutionalized and that gender disparity is incorporated into the structures of the organizations (Acker, 1990).

This theory was developed to examine and understand the ways in which gender disparity becomes institutionalized (Acker, 1990). She further explained how gendering processes prolong gender disparity in the organization. Acker (1990) pointed out five sets of gendered organizational processes as shown on the (Fig. 1) below, that contribute to the persistence of gender inequality within organizations. Following her new version, Acker (2012) eliminated the fifth one which is 'organizational logic' to four sets. Organizational logic was eliminated because it was found to overlap with her conception of the gendered organizational substructure (Acker, 1990), which Acker refers to as the taken-for-granted assumptions and principles that managers use to exert control over employees and justify hierarchies (Williams et al., 2012). However, other adjustments were made, including adding the first set of organizing processes that construct gendered divisions, which inform segregation as well as the practices that perpetuate it.

Acker's later studies addressed such subjects as the intersectionality of race, class, and religion as well as the unequal regimes that uphold gender inequities (Acker, 1990; 2012). Organizations give preference to recruiting individuals who can commit themselves devotedly to the company without interruptions aside from work, and precise concept of a 'job' holds a subconscious wish of men labor force (Acker, 1990; Williams et al., 2012). That apparently disadvantages women with home responsibilities as they need to take care of their family, which mostly seems to be an obstacle, hence it only benefits men as the 'ideal worker' (Acker, 1990).

The idea that a man is the "ideal worker" emphasizes the gendering process, in which people of other gender identities suffer in their progress since they are

incompatible with the organizational gendering and the traits of the ideal manly worker (Acker, 1990; Benschop and Doorewaard, 2012). This “ideal worker” in the hospitality industry goes against cultural expectations that women should prioritize their families; instead, referred to as ‘flexibility,’ one should be “*available at very short notice for overtime, doing off-shift work, and to spend multiple days away from home on business*” (Costa, 2017: 12).

Segovia-Pérez et al. (2019) assert that this view of an “ideal worker” (Acker, 1990; Costa, 2017) puts women leaders in a ‘dual bind’. When they demonstrate masculine traits, their male coworkers despise them, and when they demonstrate feminine traits, they may be liked but not respected (Ibarra et al., 2013). Some studies have revealed that women must not behave or dress in a feminine manner if they want to be recruited or treated seriously at work (Easteal et al., 2018). However, workplaces are perceived as gender-free (Ibarra et al., 2013), and females themselves underestimate the role that gender plays in career stagnation (Britton, 2017; Tharkude and Bhawe, 2015). The inactivity of the job is often attributed to women’s supposedly minor abilities rather than the pervasive institutional challenges (Segovia-Pérez et al., 2019).

When Acker’s framework was being praised, there were also criticisms that defined it as “an unfinished tapestry”. At first, it outlined the connection between all sets but failed to explain its nature. Although there might be a greater degree of interdependence between these processes than is typically acknowledged, also, despite the fact that Acker emphasized the significance of sexuality, she never elucidated sex-segregation and how it aligns with her framework (Dye and Mills, 2006). Since sexuality is “pervaded with the notion of power”, Dye and Mills (2006) argue that it can also strengthen gender relations of power in interaction (the third set). In Benschop and Doorewaard’s (1998) study, they also analyzed sexual harassment and sexuality in the ‘interactions’ set.

Figure 1.

Acker's Gendering Processes



Source: Based on Acker (1990, 2012)

The current study reveals the potential of Acker's framework, as it aims to excavate the unseen discriminations in the hospitality industry through gendering processes analysis that brings them to light and also provides better knowledge of gender in the organization.

2.2 LITERATURE REVIEW

Apart from feminist and gendered organizational theory that introduced in this study, given the significant role of female workers in the hospitality industry, some empirical reviews have been done to examine the challenges that face female

employees in the hospitality industry Zanzibar. This part presents women in tourism sector, women in the hospitality industry, gendered issues in hospitality industry, women at workplace, challenges facing women in the hospitality industry and women employees in Zanzibar.

2.2.1 Women in Tourism Sector

According to UNWTO (2019), the tourism industry is recognized as a significant source of employment for women, providing substantial professional opportunities on a global scale. Tourism contributes approximately 10% to global GDP, 6% to global trade, and accounts for one in every 11 jobs worldwide, making it one of the strongest economic sectors. UNWTO (2019) further states that over 54% of the workforce in the hospitality industry, specifically in hotels, is comprised of female employees, highlighting the increased professional opportunities for women in this field. Thus, tourism stands out as one of the industries with the highest female participation rates, ranking third globally after education, health, and social work (UNWTO, 2019).

However, despite the numerous earning prospects, both formal and informal, provided by the tourism sector, the representation of women in the industry remains comparatively low compared to men, as highlighted by Freund and Hernandez-Maskivker (2021). The tourism industry offers flexibility in terms of work locations, allowing tasks to be performed at home, in the workplace, or within the community (Freund and Hernandez-Maskivker, 2021). While the expansion of tourism has had positive and beneficial impacts, one must acknowledge the presence of severe gender inequality issues affecting women's roles in the industry, a problem that is prevalent across all sectors (Freund and Hernandez-Maskivker, 2021). Kulkarni (2022) conducted a study of "Challenges and opportunities of women entrepreneurs in Tourism Sector" state that, notwithstanding studies showing that organizations with a female presence in management outperform those without, men tend to dominate managerial roles. He further adds, this concentration is highlighted by the fact that women make up more than 79% of airline personnel in the United States, accounting for around 5% of flight crews and 1.43% of superiors. With the gender stereotypes and prejudice, as well as their exclusion from social ties, women have fewer opportunities to thrive (Kulkarni, 2022).

2.2.2 Women in Hospitality Industry

Term “hospitality industry” is commonly used to encompass various service sectors, including hotels, restaurants, gaming, and tourism (Brotherton and Wood, 2008). The current research, the phrase “hospitality industry” defined as both domestic and foreign hotel chains. Despite the expectation of feminine behavior in hospitality industry positions, it is noted that male-driven morals structures, example; emphasizing late hours, discernibility, and work accomplishment, are present (Blomme et al., 2010). The hospitality sector is characterized by long workdays, extended hours, limited job security, the need for close collaboration with others, and shift work during unconventional hours (Mwando et al., 2014). These viewpoints are supported by Baum (2013), who highlights that the hotel industry poses specific challenges for women due to certain structural characteristics of organizations. These characteristics include a highly fluctuating demand cycle that requires employees to work non-traditional hours and can result in unpredictable shift patterns. Balancing these demands with family and caregiving responsibilities can be particularly difficult. Moreover, in developing countries, women face further barriers to economic empowerment, such as limited access to education, widespread poverty, inadequate maternal health care, and a lack of comprehensive sexual harassment education, all compounded by socio-cultural factors.

Hutchings et al. (2020) in their study contend that, female in the hospitality industry gradually face the common problems, difficulties, and discrimination as women in other industries. Thus, researches have revealed that gender has a significant impact on tourism employment. Example, hotel workers, waiters, and cooks, are primarily female, although most of tour guides, taxi drivers, and maritime cops are men. They further asserted that, Despite the fact that female’s involvement is higher in tourism industry and the contribution of women seems to be exceptional compared to men’s, women still earn lower positions in the industry, including housekeeping and waitressing with less compensation (Hutchings et al., 2020). Frankly, in the hospitality industry female workers earn 14.7% less than men without compensation regardless of their level of education or qualifications (Almathami et al., 2020; and UNWTO, 2019). Cultural values, the labor environment, training, and existing policies all have an impact on women’s involvement in the industry. In fact, their numerical dominance in the hospitality industry is not represented in the responsibilities and duties they hold.

They typically hold precarious, lower and unreasonable wages occupations (Almathami et al., 2020).

2.2.3 Gender Issues in Hospitality Industry

The hospitality industry is widely recognized by its gender inequalities, which stem from labor force discrimination fueled by the precarious nature of work in the industry and patriarchal norms (Santero-Sanchez et al., 2015). These gender disparities persist despite the industry's employment of women and individuals from underrepresented groups, as well as its significant economic contributions (Casado-Daz and Simon, 2016). Furthermore, the impoverished environment of workplace associated with service work often deter potential employees (Lindsay and McQuaid, 2004). The hospitality industry has long grappled with achieving gender balance at senior leadership levels, as it is characterized by gender segregation, paternalism, and entrenched practices of nepotism (Morgan and Pritchard, 2019). Despite the increase in women's employment within European hospitality industries for the last 50 years, gender disparities persist (Segovia-Pérez et al., 2019). Hutchings et al. (2020) in their study explain, gender discrimination, labor market and workplace gender segregation, and socio-cultural factors all have an impact on women's job options, career progression, and working conditions, according to substantial global studies on the employment of women. They further stated that, gender discrimination in the hospitality industry manifests itself in extensive gender pay gaps resulting from factors such as devaluing women's work, segregating women into low-paying positions and/or industries, and customs that reinforce women's economic dependence (Hutchings et al., 2020).

Moreover, González-Serrano et al. (2018) in their research found that female workers only make up about 20% of top managerial positions in the hospitality industry, despite of the entry-level positions to account for approximately 50% and hotel general manager positions for 47%. Hence, a glass ceiling still exists because of the male dominance in the management system and the vertical and horizontal gender segregation of certain roles. They further discovered that women are more likely to run small, independent hospitality businesses than big, corporate businesses González-Serrano et al. (2018). Shrestha (2016) assert, in most industries, women hold higher positions in non-operational departments such as individuals, public relations, or finance specialists, who rarely ascend to the most significant managerial positions.

Currently, more women work in the hospitality industry in the tourism sector, but they often fall into low- or middle-level departments such as human resources, marketing, sales, and advertising. He further explained that many women in other fields, such as operations, finance, and reservations, struggle to advance to the manager or director level or a superior position (Shrestha, 2016). Truly, higher managerial positions in the hospitality industry appear to be dominated by men, despite the fact a number of female workers within the sector is massively increasing. Obadić (2016) in her study found that the gender pay gap in accommodation and food services activities has decreased between 2008 and 2014 in all European Union (EU) countries, and the only countries to keep records for gender pay gaps increasing since the beginning of the financial crisis are Croatia and Bulgaria. Thus, it is evident that gender discrimination persists even in industrialized EU countries. Women are still receiving low wages and have yet to obtain the same level of training and education as men (Obadić, 2016).

Carvalho et al. (2019) pointed out in their research that despite the fact that the total of female labor forces increased, gender disparities and discrimination will always continue to subsist with the respect of wages payment, promotion, and social interaction (Carvalho et al., 2019). However, increased female labor force participation should be regarded as an essential initial step toward achieving greater gender equality in Egyptian society (Carvalho et al., 2019). According to Eger (2021) explain that, these gender inequalities expose multiple kinds of subordination and gendered vulnerability that contribute to the facilitation and legitimization of gender-based violence particularly in tourism sectors such as hospitality industry. She also adds, when we explore the complex connection between violence and gender with additional forms of identification such as religion, sexuality, or race, the denial of violence becomes even more visible (Eger, 2021).

2.2.4 Women at Workplace

Freund and Hernandez-Maskivker (2021) state that the contribution of women to the labor pool has grown gradually from the 1960s to the 1990s thanks to their growing participation in the workforce and the influx of women from the baby-boomer generation, which resulted in 18.4 million women, or nearly one-third of all workers in 1950, being in the labor force. About 66.3 million female make up 46.5% of the labor force in 2000 (Freund and Hernandez-Maskivker, 2021). This contribution has not just been growing, but it is additionally expanding faster compared to the male

workforce. Nonetheless, despite constituting two-thirds of the global workforce, women are still earning far less than their male counterparts with the same level of education (Freund and Hernandez-Maskivker, 2021).

Furthermore, Temizkan and Uslu (2023) in their study argued, despite the fact that there are more working women than before, they still face challenges because of their inherent and physical differences from men. In the service industry, where women experience discrimination and career hurdles in hiring and promotion, there is also gender inequality. Kitchens in the food sector are frequently dominated by men, as women are believed to lack the physical and intellectual skills necessary to do the cooking profession as well as men (Temizkan and Uslu, 2023).

Said and Tanova (2021) identified workplace bullying as a prevalent issue experienced by the majority of women, which leads to employees emotional exhaustion at the workplace. They also proposed that mindfulness serves as a mechanism linking bullying to exhaustion in the workplace, especially for women with families. They further stated, preventing them from being able to remain calm and causing ruminative thoughts to whirl through their minds, lead unpleasant incidents, and cause unawareness of and unfocused on the present moment (Said and Tanova, 2021).

Moreover, Mwando (2014) explained that, preconceptions persist within the majority of organizations, where women are often assumed to be incapable of accomplishing anything unless they prove themselves due to a lack of influential role models. Unfortunately, Women often face greater challenges when trying to balance their familial obligations with their professional aspirations. The demands of achieving success in the workplace, which often require significant time and commitment, can be particularly difficult for married women or those with children (Almathami, Khoo-Lattimore and Yang, 2020; Bhat and Fukey, 2014). As a result, many female workers find themselves in lower positions within organizations.

Kennedy et al. (2016) affirmed gender bias and sexual harassment to be the pervasive problems at the workplace. Private organizations and public sectors are beyond, despite the fact that corporate institutions are diligently closing the gender gap. Most jobs that involve physical exertion, periodic travel, 24/7 availability, etc. are given to male counterparts since to them are regarded as more qualified compared to female workers (Kennedy et al., 2016). However, the majority of women employees

claimed that sexual harassment was their main disgraceful and tormenting challenge at workplace since men compromise working women in nature as they intend to practice such brutal deeds (Kennedy et al., 2016). Mwando et al. (2014) argue, despite all the hard work women have put into management, the hidden as well as overt challenges that women experience today result in a gradual loss of women at all career stages, ultimately having an impact on the number of people who are even within reach of influential positions.

2.2.5 Challenges of Women in Hospitality Industry

The hospitality industry poses significant challenges towards women employees, impacting job satisfaction and encompassing factors such as low wages, hierarchical organizational structures, zero-hour contracts, the intense workplace conditions that formed by extremely gender issues and sexuality with extensive social interaction, and long and irregular shifts (Baum, 2015; Mooney et al., 2016; Morgan and Pritchard, 2019; Segovia-Pérez et al., 2019). These challenges, coupled with the industry's historical association with traditional masculine values, contribute to the persistence of gender disparities among women workers (Samkange and Dingani, 2013). Furthermore, an ongoing debate surrounding, the “ideal worker”, that is often masculinized (Acker, 1990), challenge traditional presumptions placed on female, particularly mothers, wives, and partners. This situation limits the opportunities for female workers career progressions (Costa et al., 2017).

Numerous scholars such as (Calinaud, 2020; Deng, 2017; Gupta and Peshave, 2017; Kumara, 2017; Mwando, 2014; and Sharma, 2020) have conducted studies on challenges female workers commonly encounter, that hindering the progression into decision-making positions. The literature highlights leadership styles, a lack of assertiveness, and work-life balance as some of the obstacles. Discrimination, stereotypes, and gender bias further contribute to these challenges (Mwando, 2014). Increasingly, workplace bullying, unfavorable working conditions in the hospitality industry, religious-based issues, orthodox and traditional mindsets, pay gaps, and gender stereotypes are among the factors that contribute to a challenging work environment (Said and Tanova, 2021; Anasori et al., 2020; and Mohanty et al., 2018). In many countries, several key obstacles to female career advancement have been identified including the existence of a glass ceiling, unfair treatment, socialization norms, harassment, gender-based assumptions, a scarcity of role models, negative

management attitudes, limited potential recognition, a lack of guidance and mentorship, gender stereotypes, the absence of supportive workplaces, and cultural impediments (Kumara, 2018).

According to Yasin, Saad and Quora (2019) women do face challenges in three aspect including job, social, and administrative challenges. Peshave and Gupta (2017) indicated, women indeed encounter a range of challenges, which include managing extended or unpredictable work schedules. Whilst Madsen (2010) and Ng and Pine (2003) asserted that issues such as organizational prejudice, discrimination, stereotypes, and insufficient training, are clearly interconnected with organizational culture, contrary to the claims made by Kanokanga and Felistas Chimutingiza (2014) in their study that indicated low advancement opportunities and a lack of workplace culture, Taher and Dodo (2011) found that women seldom obtain jobs that need managerial authority and leadership expertise. However, Said (2016) found that, challenges encountering women are exist in all fields of study including women doctors, women administrators, women teachers, women officers and community members was unjust treatment, occupational segregation, poor infrastructure, sexual harassment and gender inequality.

According to Peshave and Gupta's (2017) literature review study, women in the hospitality industry encounter both apparent and hidden challenges that hinder their career advancement. The societal expectation that women must prioritize their roles as mothers, housewives, and co-earners contributes to significant challenges related to work-life balance. They further explained that the prevalence of women in leadership positions remains significantly lower compared to men, indicating the existence of a glass ceiling that inhibits women's progress in society (Peshave and Gupta, 2017). Karunarathna (2015) and Kattara (2005) highlight that, there are several aspects that hinder women working in the hospitality industry and progressing in their careers, such as the presence of age-related biases, qualification disparities, limited years of experience opportunities, unequal pay, conflicts between work and family responsibilities, and organizational structures. Additionally, Mqabala (2000) identifies the deficiency of technological alteration and practical knowledge as two of the significant barriers to women's involvement in the hospitality industry, which are crucial given the nature of the job.

According to Ali's (2014) findings, workplace sexual harassment encompasses both physical assault (such as unwelcome comments, advances, and sexual gestures) and non-physical assault (presenting explicit pictures, inappropriate attitudes, and postures) that are attributed to the predominance of gender roles over other roles. Whereas, Ibrahim (2015) highlighted a gender pay gap of 20% between men and women in the hospitality and tourism industries, specifically concerning promotions. Thus, salary inequality emerges as a notable factor contributing to the limited involvement of women in the hospitality and tourism sectors. Halim et al. (2011) demonstrated that workplace conflicts and conflict within the family are the major barriers preventing women from working in the hospitality industry. As around 52 percent of married women were financially secure prior to marriage, once they got married, they may be unable to work and required to depend on their husbands for support. Abbas (2015) added, being a mother of young kids is considered as the crucial significant reason women quit their jobs.

2.2.6 Women Employees in Zanzibar

Despite the fact that the world has fought hard to change the impression of women workers in all aspects so that they can be acknowledged, there are still some countries that push back against women as they try to elevate themselves economically (Tosheva, Bojkovska and Angeloska-Dichovska, 2021). Zanzibar is one of those countries in which the extremely gendered geo-spatial forms, indistinguishably connected to public space and private space, embody the patriarchal system to date, with women suffering from oppression and dominance (Mutch, 2012). The complexity of traditional Zanzibari perceptions on how females are supposed to behave with respect to their gender when they are around men or elders suppresses their confidence as working women at workplace. Said (2016) argued that, although Zanzibari "women" began to seek jobs outside their homes, in order to influence people's attitudes towards them working, their way has yet to be reached socially, culturally, and economically (Said, 2016). Zanzibar women have long been regarded as caregivers; as shown in Zanzibar Vision 2020, women are always seen as caregivers because they care for their families, particularly their children. Compared to their job in the workplace, what they do for their families is more valuable. The predominant perceptions and opinions are that women's responsibilities at home are impacted by their work in the workplace (Said, 2016).

However, Nassor and Yussuf (2020) in their study found religious and cultural practices to be the barriers to women's employment. Thus, the results showed that Zanzibar women are culturally expected to stay home and not be employed. They further explained that some religious husbands, including Muslims and Christians, wish to keep their wives at home, prepare meals, and care for the family instead of allowing them to work outside because they are the ones supposed to earn for the family, not her (Nassor and Yussuf, 2020). Although the number of respondents who indicated they often faced these challenges was 37.5% lower compared to those who were not, the researchers concluded this was the challenge hindering the majority of Zanzibar women (Nassor and Yussuf, 2020). Additionally, Mutch's (2012) results found that, for all Zanzibar women, working anywhere, either in private or public, seems to be a laborious act, a problematic way to question decisions and reimagine oneself (Mutch, 2012). Although some odd females work publicly, like in the media, the majority are not from Zanzibar; they are migrated from Tanzania Mainland or Kenya. For Zanzibar women to resist outright what is expected of them in order to fulfill their dream, they normally leave the island and go somewhere else (Mutch, 2012).

Again Said (2016) explains further in his study, one among the most common challenges that women employed in the public sector of Zanzibar face is sexual harassment. The majority of his respondents claimed that, currently, nearly all female workers are being harassed sexually, notwithstanding their rank, level at work, or their personal attributes. Hence, Zanzibar working women are faced with many hurdles that typically suppress their ability to work as they lose confidence to stand on their own, especially issues about work matters (Said, 2016).

CHAPTER 3

RESEARCH METHODOLOGY

The chapter introduces the approach applied for the study and research so as to achieve the purposeful objectives indicated in the introduction. The chapter started with qualitative approach of the research, followed by pilot study and then research design, which includes data collection and research sample that describes different sources of the data that has been gathered for the study by examining previous studies that investigated the challenges of female employees in the hospitality industry, also an interview data collection technique applied in the recent research. Furthermore, the chapter reviews the study context, explicates data analysis and ethical considerations. In the chapter, the study presents the results and findings of the analysis that have been purely and thoroughly obtained through primary data. Finally, a brief summary of the chapter is presented to conclude the chapter.

3.1 QUALITATIVE RESEARCH

This study applied a qualitative approach in accordance with the research questions that had been developed. The subject discussed has been studied in the Acker's (1990; 2012) framework. It provides an understanding of the problem that exists. The researcher applied the qualitative method, which was found to be more suitable for the study since the main purpose of the research is to address the obstacles facing women working in the hospitality industry, which constructed phenomenon questions of what and how.

Apparently, using a qualitative method comes with two advantages, as asserted by Bloomfield and Fisher (2019) which are: 1) qualitative research gives researchers the chance to comprehend participants' perspectives on a phenomenon as well as their everyday thoughts and behaviors; and 2) researchers can examine environments and participants integrally using a qualitative approach since participants, environments, or groups are not reduced to variables but rather are seen as a whole. In line with the current study, it aims to understand the challenges experienced by female employees in the hospitality industry during their work lives.

To add to the advantage of applying the qualitative method, it offers adaptable techniques to collect data from many sources. Evidently, during the data gathering for the current study, the researcher obtained the information flexibly and from many sources. As a consequence, the research purpose could be better understood with the

assistance of a qualitative method through primary data and other similar studies about women who have ever experienced challenges as they work in the hotel sector.

3.2 PILOT STUDY

The pilot study, which comprised three female employees from different hotels who were both enlisted by the researcher's work bulletin board, was conducted around November 2022 for one month prior to the primary study. The researcher conducted a pilot study to assess the suitability of the research questions for generating accurate data for the investigation. During the pilot study, certain presumptions were made based on the initial research questions. These questions were formulated using pre-existing data tools and the researcher's professional experience.

Additionally, the use of English as the medium of instruction during interviews posed a challenge for the participants, as many of the hotel employees had limited or zero English language proficiency. This approach inadvertently led to misunderstandings and misinterpretations, which was not the intention of the study. This language barrier issue became apparent as participants struggled to comprehend the questions, despite the researcher's explanations. Therefore, the pilot study played a crucial role in revealing the paradoxical perspective and the need for adjustments in the main study. It highlighted the limitations of the initial approach and validated the importance of addressing the language barrier and ensuring effective communication with the participants.

3.3 RESEARCH DESIGN

Female workers and the hotel sector are social phenomena that are basically discussed in the instinctive elucidations of many studies. Therefore, with the intricacy of the phenomenon, methods and designs must be developed that allow to access data that reviews the perspectives of female workers in the hospitality industry. A qualitative technique assists in exploring and understanding the female situation at workplace together with how they handle everyday challenges. Hence, the current study, which is mostly based on female workers and the hotel sector as a specific phenomenon, tends to investigate challenges experienced by female workers in the hospitality industry. Thus, the exploratory qualitative method was considered as the suitable method for this study. To determine which structure is the most significant and complex, an effective constructionist perspective was applied (Guba and Lincoln, 1989).

This study followed an exploratory qualitative design. A solid argument for selecting an exploratory study design is due to the prospectively intuitive nature that exploratory social science has over confirmatory thesis, which utilize dialectical thinking (Swaraj 2019). As Adorno (1973) asserted, dialect refers to accomplishing something constructive through negotiations. The main subject of this research is focused on investigating challenges facing female workers in the hotel industry. The purpose of this research is to contribute to the body of knowledge by pursuing to enlighten on the obstacles that female employees encounter that setback their career development and to examine the attained data and evaluate them in the context of the Zanzibar community and the tourism industry.

3.3.1 Data Collection

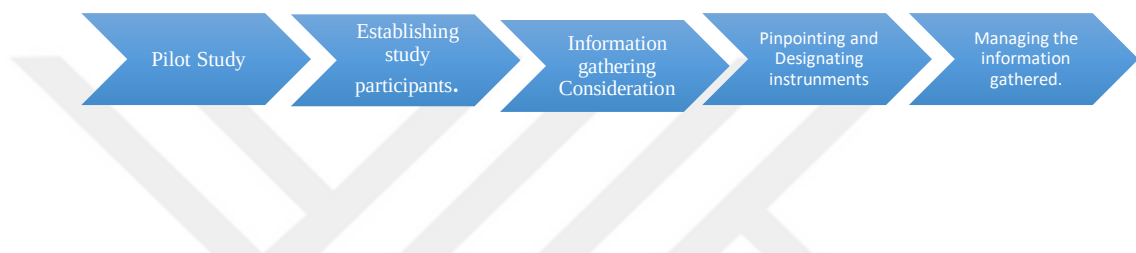
The data of the research were collected via the online method through a semi-structured interview. Semi-structured interview is a qualitative approach that is regarded as having more prospective compared to other interview methods since it obtains in-depth data, evidence, flexibility, and adaptability during the interview process from participants on consideration of the study as enabling a researcher to modify her study questions while at the same time sustaining her course (Ruslin et al. 2022). Basically, a semi-structured interview is referred as an investigative and exploratory interview technique that literarily focuses on guiding the researcher to the main subject, in which extensive patterns are acquired (Magaldi and Berler, 2020). Typically, in a semi-structured interview, an interviewer undergo list of issues required to be addressed during the interview. As proposed, the existing balance between specific questions, follow-ups, and probe questions creates an effective interview (Rubin and Rubin, 2005).

However, open-ended questions and general guides consisting of essential questions on demographics like age, education, work position and experience, marital status, and other challenges hindering women in the workplace were prepared in advance by the English language, in which a specific topic of the study was identified. Followed by follow-ups and probe questions since the interviewees were going deeper as they responded to the questions. Basically, during the interview, the researcher had to use Swahili for some interviewees so that she could go deeper with the interviewee and meet the research objectives since some of the participants were not good in English.

According to the distance, the interviews were conducted online through WhatsApp calls and Google Meet, depending on the interviewee's flexibility. The researcher asked for interviewees consent to be recorded for the academic uses ethically. The data collection flow was regarded by the researcher to give study logic (see **Fig. 2**) below;

Figure 2.

Data Collection Flow



3.3.2 Research Sample

The researcher selected women employees in various sections of hotels in Zanzibar, including those with 3, 4, and 5-star ratings, as the research sample. In an attempt to discover challenges facing women employees in the hotel industry, having many women as participants was the most viable approach for the researcher. Since the organizational culture and structure are mostly dominated by male personnel compared to female personnel, the involvement of male workers would anticipate a different view with regards to the study questions. Thus, the research applied a purposive sampling approach, wherein a few participants were selected purposively from researcher's network which contend study objectives (Obilor, 2023). In order to obtain 20 female hotel employees as participants for the study interview, the researcher decided to use the snowball sampling technique by asking participants to help recommend others so as to reach the targeted sample.

According to Parker et. al (2019), snowball sampling is a qualitative research method sampling method that relies on networking and endorsement principles. The researchers typically start with a few initial contacts (seeds) who meet the study requirements and then ask them to refer other potential participants who also meet the criteria, who, in turn, suggest additional potential participants, creating a chain-like

process. The researchers leverage their networking to establish connections and sampling momentum, ultimately capturing a larger pool of participants (Parker et al., 2019). Because of its networking and flexibility features, snowball sampling has become a widely used approach for selecting study participants, especially when targeting hard-to-reach populations (Parker et al., 2019).

In this study, a total of 20 people with hotel industry experience of 3 to 14 years and knowledge were interviewed from 6 hotels. Majority of interviewee were Muslim and half of them were married with children. The interview was done through WhatsApp Call and Google meet that lasted about 40 to 90 minutes. Majority were comfortably at home whilst other participants were at Office. The researcher took initiatives ways and exceptional effort to ensure the estimated target was reached. As there was interaction between the researcher and respondents, accurate feedback was gained during the interview. Voice recording, a notepad, and a pen were applied to quote notes of natural discussions during the interview. Multifaceted qualitative data has been attained regarding the experiences, opinions, attitudes, and emotions of the participants towards women employees and society in general. Interview questions are depicted in Annex 1. The interviews were interpreted by the researcher and manuscript them in the automated environment and modified for the data analysis. **Tab. 1** shows the participants' information.

Table 1.*Profile of Participants*

Info rma nts	Age	Education	Marital Status	Position	Income (TZs)
P1	24	Certificate	Married	Receptionist	396,440/=
P2	22	Certificate	Single	Receptionist	300,000/=
P3	40	Diploma	Married	Hotel Representative Head therapist & Spa Office Boutique Attendant	600,000/=
P4	30	Certificate	Single	Hotel Representative	400,000/=
P5	29	Diploma	Married	Senior Reservation, Front Office Manager, Wedding Planner.	500,000/=
P6	27	Bachelor Degree	Single	Reservation and Marketing Manager	700,000/=
P7	34	Certificate	Married	Receptionist	360,000/=
P8	33	Certificate	Married	Food and Beverage Waitress	300,000/=
P9	22	Certificate	Single	Waitress	250,000/=
P10	38	Diploma	Married	Assistant Manager	600,000/=
P11	36	Certificate	Single	Guest Relation	300,000/=
P12	28	Diploma	Single	Restaurant Cashier	370,000/=
P13	34	Certificate	Married	Receptionist	360,000/=
P14	29	Diploma	Married	Front Office Manager and Wedding Planner	450,000/=
P15	30	Form four	Single	Housekeeping	250,000/=
P16	27	Bachelor Degree	Single	Reservation Manager	700,000/=
P17	25	Form Four	Single	Housekeeping	250,000/=
P18	28	Certificate	Married	Waitress	385,000/=
P19	23	Certificate	Single	Receptionist	320,000/=
P20	25	Certificate	Single	Food and Beverage	300/000/=

3.4 THE STUDY CONTEXT

3.4.1 Zanzibar Location

The study was conducted Zanzibar Island. The Island of Zanzibar is a semi-autonomous part of the archipelago that forms part of the United Republic of Tanzania. It is found in the western Indian Ocean region, off the coast of eastern Africa, and comprises two islands, Unguja (1670 km²) and Pemba (990 km²). The island also includes about fifty small isles around the coastal areas of the Indian Ocean, 25–50 km (16–31) off the continental mainland (Khamis et al., 2017). The predominant language is Swahili, and the main religion is Islam, in which about 95% of people are typically Muslims. The study, however, focused particularly on the largest island, Unguja's (Fig. 3) hotels. The participants were chosen from a snowball sampling, but all of them were from Unguja hotels since, in the Pemba Islands, there is a scarcity of women in the hotel industry because, between the two islands, Unguja and Pemba, the majority of women who participate directly in the tourism industry are from Unguja compared to Pemba. Thus, the researcher found the Unguja Island context to be an appropriate area for obtaining reliable and accurate data from participants with ease.

3.4.2 History of Tourism in Zanzibar

The economy of Zanzibar mostly relies on the services sector (UNICEF, 2018), which is primarily contributed by the hospitality industry, including accommodations that consist of meal services, traded goods, maintenance, and transportation (BoT, 2019). Zanzibar's economy is heavily reliant on the tourism industry, which accounts for 82% of the nation's foreign exchange revenues and contributes to 28% of the country's GDP (World Bank, 2019). This sector, being labor-intensive, presents significant job opportunities, particularly for women and youths, thus playing a role in minimizing poverty in Zanzibar (Sharpley and Ussi, 2012). The influence of historical colonial invasions via the Germans, Portuguese, French, Omanis, and British has contributed to the formulation of certain political and social systems that currently exist (Wilson 2013). Zanzibar served as a significant pivot for the East African slave trade before transitioning into a British Protectorate from 1890 to 1963 (Ayany, 1970). During the period of British rule, Britain had a notable influence on the island's present economic conditions through the implementation of government-led development initiatives that focused on enhancing "educational, medical, and agricultural services" (Ayany, 1970: 22).

These efforts contributed to an increased reliance on exports as a key driver of Zanzibar's economy, particularly in the production of cloves and coconuts. In fact, cloves account for over 25% of the island's merchandise exports, significantly bolstering its export-driven economy (World Trade Organization, 2012). Although, the production of cloves and exports have been declining and subsidy small amount of the Island's overall economy (Wilson, 2013). Thus, the Tourism Industry began to lead the Island, and wholly depend on it since its contribution to the overall economy is higher compared to other industries as World Trade Organization reports assert *"Tourism is the leading sector of Zanzibar's economy, contributing twenty percent to GDP and accounting for eighty percent of foreign exchange"* (World Trade Organization, 2012). Thus, Zanzibar's agricultural sector and its picturesque white-sand beaches have played a crucial role in attracting thousands of tourists annually (Yussuf, 2015), further providing a number of job opportunities to women such as housekeeping, waitress, customer care, tour guiding, receptionists, and entrepreneurs.

Figure 3.

Map of Zanzibar



3.5 DATA ANALYSIS

The data collected for the study were analyzed using the thematic analysis method and interpreted within the theoretical framework proposed by Acker (2012). Thematic analysis (TA) can be employed in both inductive, data-driven approaches and deductive, theory-driven approaches to capture both manifest and latent underlying concepts (Braun and Clarke, 2016). In this study, the researcher applied Acker's theoretical framework, which focuses on gendered organizations, to interpret women's experiences within these organizations. Acker (2012) identified four main areas that contribute to gender inequalities: organizing processes, organizational culture, workplace interactions, and gendered identities. However, rather than applying the existing theoretical framework directly, the researcher adopted an abductive analysis approach based on Acker's theory. According to Kennedy and Thornberg (2018: 54), abduction, as opposed to deduction or induction, includes *“modifying, elaborating upon, or rejecting theory if needed, or putting old ideas together in new ways to examine, understand, and explain the data”*.

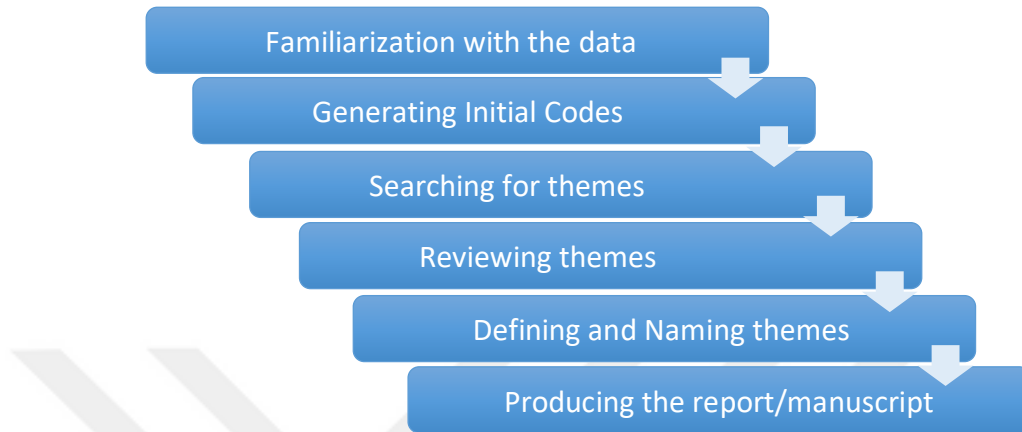
Additionally, a researcher applied thematic analysis (TA), which is a qualitative research technique, to methodically arrange and examine large and complicated data sets. Aims at finding themes that can roll up the narratives present in the account of data sets (Dawadi, 2020). Thematic analysis is a common approach applied mostly in qualitative research and is regarded as the key foundation approach for qualitative analysis (Braun and Clarke, 2006). Further to that, Braun and Clarke (2006) added that thematic analysis is theoretically adaptable for locating, outlining, and thoroughly analyzing patterns (themes) within a data collection. It effectively works with almost any qualitative study that endeavors to investigate difficult research matters. In fact, it can “be embodied with any epistemological paradigm” due to its flexibility (Chamberlain, 2015).

Thematic analysis presents a well-ordered, organized, and systematic design for analyzing data. This systematic design is implemented in six phases, as proposed by Braun and Clarke (2006) for applying this adaptable approach to the study. By applying a thematic approach, the data analysis process was conducted comparatively with familiarization with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the report or manuscript. Therefore, these six phases were considered appropriate guidance suited

to the qualitative method applied in the current study (Braun and Clarke, 2006). The phases of the thematic analysis approach are depicted below in **Fig. 4**.

Figure 4.

Data Analysis Phases of Thematic Analysis Method



3.5.1 Familiarization with the Data

As the first step in the analytic step in the process, the researcher becomes familiar with the whole data set, which involves active reading by repeating through the collected data and familiarizing themselves with the content details (Braun and Clarke, 2006). Basically, researchers require immersive reading as they seek meaning and patterns from the gathered information provided by participants to deepen their understanding. Rereading and transcribing data has the advantage of fostering a full comprehension of the gathered data (Lapadat and Lindsay, 1999). In this study, all 20 participants' transcripts were re-read, and the main data were gathered from them as the researcher read them carefully.

3.5.2 Generating Initial Codes

After data familiarization, the following step is initial coding. Coding assists in arranging data at a granular, particular level (Kiger and Varpio, 2020). The phase consists of the generation of initial codes from collected data (Braun and Clarke, 2006). A code is a key part, or component, of the raw data or information that may be evaluated meaningfully in relation to the phenomenon (Boyatzis, 1998). In this stage, the researcher starts to take notes on interested and potential data items, queries, links between data items, and other introductory ideas. In this step of analysis, work only generates codes and not themes. Normally, a code should be adequately precise and delimited so that it does not overlap with other codes, as well as fit logically in the

broader coding framework or template (coding manuals), which guides the process of coding through defining and demarcating the codes to be used (Attride-Stirling, 2001; Crabtree, 1999; King, 2004; Nowell et al., 2017). During coding, the researcher can choose whether to do it manually or using a computer program. In this study, the data was coded manually through Microsoft Word. The researcher coded the collected data and extracted it, labeling it with multiple relevant codes manually using Microsoft Word. When she finished coding the entire data set, various codes were identified and constructed, and then she collated the data through codes for the next step, which was searching for the themes.

3.5.3 Searching for Themes

Basically, this third phase consists of the evaluation of the coded and collated data extracts to seek out potential themes of extensive significance (Braun and Clarke, 2006) through manual coding as the original data were efficiently analyzed. Normally, the process of identifying themes in how those walls and roofs are constructed is effective and informative. Thus, themes do not simply appear from the collected data (Kiger and Varpio, 2020); instead, a researcher creates them by incorporating, analyzing, comparing, and explicitly mapping how codes connect to one another. As they search for the themes, the researcher has to make sure that all identified themes are interdependently meaningful and also work together to create a logical whole analytic story (Braun and Clarke, 2014). The researcher of this study made note of every potential significance theme, regardless of the relation to the current study questions. For example, those themes were: “sexual harassment and corruption”, “male-dominated structure”, “negative perceptions from society”, “gender issues”, “image of women in the hotel”, and “nature of the job itself and women”.

3.5.4 Reviewing Themes

Step 4 of analysis is regarded as the process of clarifying the themes with the aim of ensuring all themes fit properly with the subject study. Some themes are miscellaneous and lack sufficient data to support them; thus, Braun and Clarke, (2006) suggested examining the themes and developing a thematic map of analysis to illustrate relationships and how they represent the question or assemblage of interest. This step involves two levels, in which the researcher needs to check the coded data thoroughly, reviewing all collated extracts under each theme, and see if they emerge to create a coherent pattern. When the applicant themes work in relation to coded

extracts and the entire data set seems to create a coherent pattern, the next level starts Braun and Clarke, (2006). In this second level, the researcher decides whether individual themes suit the validity of the data set and if the thematic map correctly reflects the exact implication of the whole data body. Finally, all themes were reviewed and looked at carefully by researchers and consultants to ensure they all delivered proper and compatible interpretations.

3.5.5 Defining and Naming Themes

After all the themes were refined, in step five, each mapped theme was given a definition and narrative description by a researcher, which specified its significance to the broader study question (Braun and Clarke, 2006). They also added that the names of the themes that were to be incorporated in the final manuscript were evaluated to make sure they were precise and descriptive enough. While identifying that, the researcher searches for zones of overrun between themes, recognizes emerging sub-themes (that can be applied in both ways to deliver detailed theme descriptions and narrate levels in the data), and precisely defines the boundaries of what each theme encompasses (Braun and Clarke, 2006). In the current study, all dominant themes were re-evaluated. For example, those themes are: “Challenges of Women Employees” (sexual harassment, gender issues, negative perceptions, and attitudes from society were secondary themes); “Career Advancement” (work-life balance, family issues, difficulty in promotion, image of women employees were secondary themes); and “Cultural and Traditions Perspective” (patriarchal culture, image of women were secondary themes).

3.5.6 Producing the Report/Manuscript

As the final stage based on summarizing by writing the final analysis and findings (Braun and Clarke, 2006). After the saturation point had been reached, all themes main and sub-themes were recorded and properly worked out, and the final production began through the processes of taking notes, writing theme descriptions, and pinpointing data extracts in preliminary steps. In order to convince the reader of the worth and validity of the analysis, the researcher should tell the complex story of the data that has been collected. Moreover, the narrative in the manuscript should explain in an accurate, precise, and logical manner how the researcher elucidates the data as well as why the elected themes and the elucidation of the data are significant and accurate (Braun and Clarke, 2006; 2002). The discussion should be constructed to

broaden the analysis by connecting themes to more general issues, discussing the findings' consequences, and questioning the underlying assumptions of the themes (Braun and Clarke, 2006). In the present study, the researcher illustrates the findings and makes an analytical statement through specific examples and compelling data.

3.6 ETHICAL CONSIDERATIONS

Prior to conducting this study, ethical considerations were taken into account by requesting approval from the participants. The consent of participants was a requisite since this was done to assure the ethical principles for the study were upheld (Kothari, 2004). Therefore, they were asked for their consent and promised to ensure that the information attained would be anonymous and highly confidential for academic use only. Also, before conducting data collection, ethical approval was requested and obtained from the Eskisehir Osmangazi University Research Ethics Committee. Given the problematic internet connectivity in Zanzibar, participants were asked about their accessibility and taken into consideration for their flexibility since the interview was undertaken online. However, this research subject and the questions were not menacing. The researcher informed the participants about the main aim and summary of the study and informed them that every question would be transcribed according to what they said to avoid alterations.

3.7 ROLE OF RESEARCHER

The researcher talked about her familiarity with the tourism industry and culture of Zanzibar because she is Zanzibari and has worked in the tourism industry for almost 5 years. She also worked in the hotel industry for a few months; thus, she knows the situation in this industry. Many of her friends are working in the tourism industry and a few in hotels, which makes her feel like an insider in this research. Basically, in order to create introspection in this situation, the researcher had to overcome her overly close participation and initiate a learning gap with participants.

3.8 TRUSTWORTHINESS

To ensure the accuracy of the codes and concepts that emerged from the coding process, an extensive comparison was conducted with existing literature and validated by the supervisor randomly. Through the identification of conceptual relationships, new insights and ideas were generated and integrated into the existing literature. Moreover, the primary and sub-concepts were identified based on the conceptual connections observed among the concepts, which were further validated by

referring to the existing literature. As the participants were thoughtfully selected, allowing for some degree of transferability as they shared common characteristics, such as being married and experience. To enhance the credibility of the participants' experiences, the data findings were presented using direct quotations, thick descriptions, and detailed explanations. This technique was employed to provide a comprehensive and authentic representation of the participants' perspectives and to lend credibility to the research findings. All of the interviews were transcribed by the researcher, and the manuscripts were entered into an automated environment for data analysis, where they were further modified and interpreted. To contribute to the validity of the study (Wallendorf and Brucks, 1993), the researcher took introspection notes during the interviews. Another researcher (Creswell, 2013) was consulted during the data analysis process. This researcher was knowledgeable about the subject and the relevant method, providing critical analysis at regular intervals throughout the research process and at the conclusion. The data collection and analysis processes are described in detail to facilitate transferability to similar contexts. To maintain the originality of the research, direct quotations were used without disclosing the identities of the participants (Creswell, 2013). The narratives of the participants in the interviews were left unchanged (Lewis, 2009). Participant confirmation was employed in the study (Wallendorf and Belk, 1989), ensuring that the researcher sought clarification whenever there were expressions that posed difficulties in interpretation.

3.9 SUMMARY

This chapter has detailed information about the methodological study applied in this study. Also, data collection methods and the design of the study have been presented, and the thematic analysis method has been introduced and justified as per the processes. The pilot study, study context, ethical consideration together with trustworthiness were depicted in this chapter. The data analysis that followed thematic analysis approach by (Braun and Clarke, 2006). The next chapter presents the results of the analyzed data.

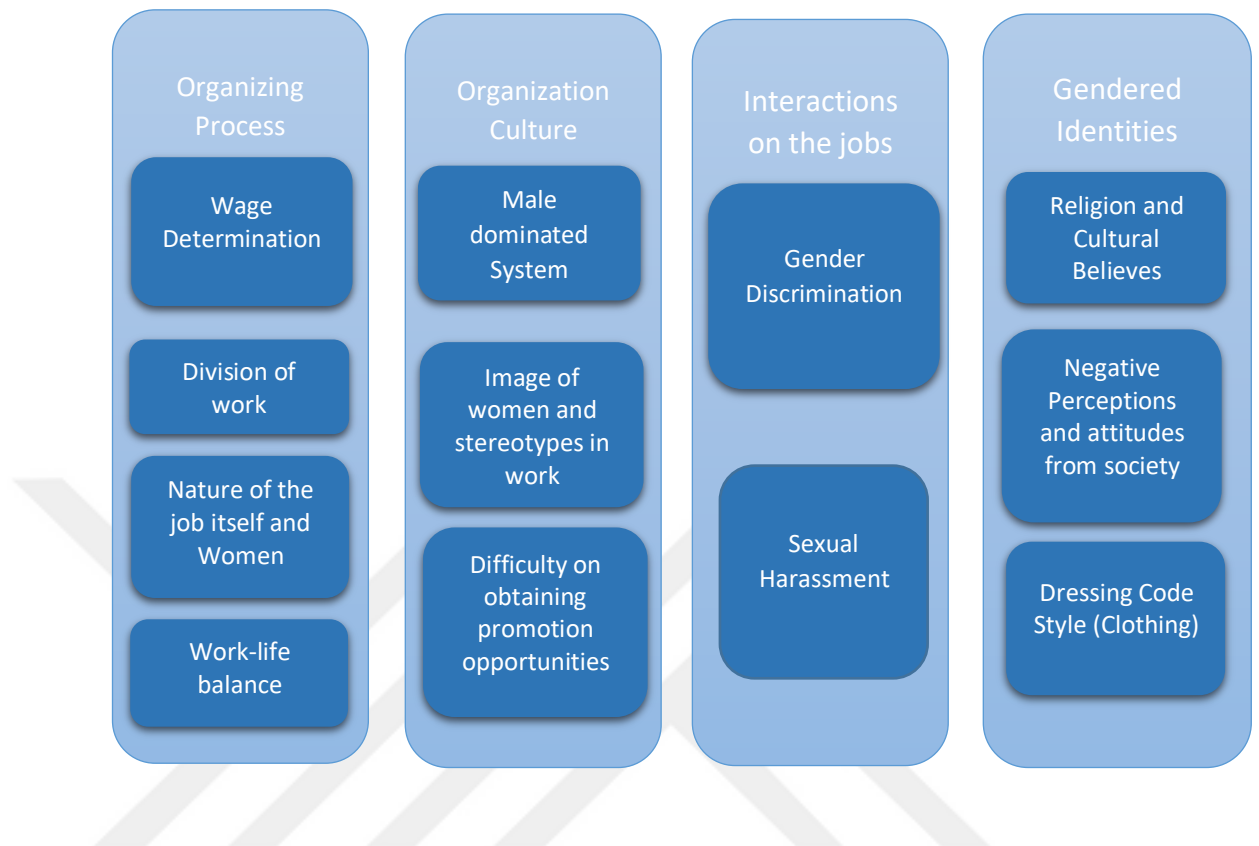
CHAPTER 4

FINDINGS AND DISCUSSION

This chapter presents the findings derived from the analysis of the data, aiming to provide comprehensive insights into the challenges facing women working in the hospitality industry, particularly within hotels. The study adopted the Acker's (2012) theoretical framework of gendered organizations, which encompasses four sets: organizing processes, organizational culture, job-related interactions, and gendered identities. According to Adom et al. (2018: 1) theoretical framework is a framework that is built upon an existing theory within a specific research field that is relevant to and/or aligns with the hypothesis or assumption being examined. Acker (1990: 139–147) assert that, a “gendered” organization is “*characterized by the presence of structured patterns of advantage and disadvantage, exploitation and control, action and emotion, and meaning and identity that are based on the differentiation between male and female, masculine and feminine*”. However, in alignment with the themes identified through thematic analysis, two additional themes emerged that were not explicitly included in Acker's framework, as summarized in **Fig. 5**. Consequently, the researcher employed an abductive analysis approach, integrating the existing theoretical framework with the newly emerged themes. The key findings are then compared and contrasted with each other as well as with relevant theories presented in the academic literature.

Figure 5.

Gendering Processes Analyzed



4.1 ORGANIZING PROCESSES

According to Acker's (1990, 2012), gendered forms were created in the organizing process to discourse matters of inequalities in distribution, wage determination, job divisions, work design, attitudes at the workplace, and gendered organizational practices. The aim of work categorization is to help with salary grouping to avoid gender segregation. Thus, in the relation of the theory, the following themes are analyzed in accordance: division of work, wage determination, nature of the job itself, and women and work-life balance (Acker, 2012).

4.1.1 Division of Work

Basically, hotels are more likely to be gender-mixed, and being huge sector makes segregation tendencies to be clearly recognized. Normally, the division of work in hotels between female and male jobs is mostly considered gendered, especially the maintenance and housekeeping sections. As they all were allocated to the male and female departments accordingly, which was apparently regarded as an obstacle for female employees as horizontal segregation was found to be more evident. As male

employees seem to be too segregated to be visible, it is unusual for males to be assigned to advantageous positions compared to females. As P19 pinpointed;

“Very few women in hotels are in good positions. The majority are employed as housekeeping, spa, and boutique attendants and waitresses. Maybe sometimes in the reception or desk because they believe that a woman has a good impression on customers, but in other departments like the operational department and HR, it’s rare” (P19).

However, some participants did not consider horizontal segregation a problem for women employees in their workplace; instead, they agreed on the condition that the organization allocate employees for a certain job that suits them. Women are being recruited as reservation managers simply because it suits them as well as men in the operational department. Thus, some hotels, when recruiting people, prefer men to women for reasons of availability and flexibility. As explained further by P15;

“The operational department is a pillar of the company that runs the whole organization, and it really needs the availability of a worker 24/7 and carefulness, and truly, for us women, we can’t be available that much compared to men. That’s why when they recruit people, they normally consider the fact that men are more attentive than us women” (P15).

4.1.2 Wage Determination

In the Acker (2012) theory, the wage determination category was established to assist the job classification in the organizing processes (Alobaid et al., 2020). However, discrimination on the pay gap still seems to constrain women in the industry in Zanzibar, although not as much as it did years ago. The system in which men and women are paid differently despite being in the same position is explained as pay discrimination against women. Participants identified the situation, especially caused by salary negotiation with the management during the recruitment process. P7 states;

“Normally, salary depends on the agreement you signed before being recruited and the negotiation you made with the HR or owner during your interview, although it is not that much compared to the work we do” (P7).

Although many of the participants did not mention the existence of a pay gap between men and women in their workplace, they believe that it is no longer practiced as it was previously evident. P11 elaborates on this;

“There is not any pay gap, none of which I can personally recall, between male and female employees in this industry. They used to pay differently, but now, with my experience, all are getting what they deserve” (P11).

The results presented differently from Carvalho et al., (2019) findings on salary determination showed pay discrimination caused by individual salary negotiation in management as a result of chauvinist cultural tradition on paying females less. This

explains the concern about the organization's structure, which is based on gendered discrimination.

4.1.3 Nature of the Job Itself and Women

The career progression of female workers in hotel sector has been perceived as being hampered by the so-called character of women and the nature of the work itself. As Mwando et al. (2014) found in their study about the nature of the work that was protested by 70% of the female managers, they found it to be unsocial and demanding. As the organizing practices analyzed might strengthen gendered divisions, working hours, flexibility, and availability demands were found to be intense for female workers, especially married women and those with children. Only a few participants found their work arrangements flexible, particularly single women. Some of these had no children but spouses. In Acker's (1990) division of work into flexibility, particularly in the working hours allocation, it is explained as giving women a working environment that could balance their work and family duties and also make sure they pursue their career as a significant element in career advancement (Mate et al., 2018). However, in the findings of this study, to balance work and life with and personal responsibility such as family found to be as a constraint for female working in hotels as it leads inflexibility of work-life hence, it hampers married women and mothers from being able to balance their job with family duties such as taking care of their children and husband, as a P5 clarifies;

“It's really hard to balance work-life and family issues when you work in this industry...So to me, it's not flexible at all...It's really tiresome and causes fatigue and stress due to overwork...Once you finish your work at work-place, back home, family duties are waiting for you, which is really exhausting even to think about” (P5).

The working hours are not exactly friendly to female workers because once they finish their work, which is most probably around 5 p.m. in the evening for those with morning shifts, and by the time she gets home, it is late at night, and she is very weary and unproductive to her family. This situation makes them negligent caregivers and good wives in a house, which sometimes leads to family conflict. This notion is found by Zhong et al. (2011), who note that despite the fact that the hospitality industry basically needs womanly traits, it can still be hampering to manage work and family obligations due to the visible gender-coded value method that prioritizes men such as occupational achievement, overtime, and visibility. Some informants claimed that they had a flexible timetable as they tended to work on a permanent schedule to allow

excessive time for work. The majority of these women were single with no children, and a few were married and in low positions. As a result, availability seems to be implied for them. As flexibility was provided to them, they attempted to be as possibly available as they required to be. Costa et al (2017) noted the same pattern of ‘availability-related flexibility’ in their study.

The hotel sector is 24/7 service-oriented and requires intense availability. As an employee in this sector, you have to be available emotionally and physically for people in their time zones. For instance, if there is a group of customers checking in around 4 a.m., you are expected to be at work around that time as the person in charge of that group, which is typically hard for women, particularly with families. According to Carvalho et al. (2019), four forms of availability were observed: overtime availability (long working hours), emotional availability (avoiding family matters interfering with work), travel availability (spending nights out of home), and constant availability (responding to work demands anytime required). In this study, overtime availability seems to be a major problem for Zanzibari women. Many informants were complaining about working endlessly beyond their working hours, which affected their relationships with their families. As Zanzibar women, they are so intensely focused on taking care of their husbands that failing to do so can lead to marriage conflict. Resulted in emotional availability since they were experiencing a family conflict as P9 and P13 showed;

“The problem is long working hours, which basically include all random shifts, night shifts, and overtime. It’s enough that working hours are too much for us as women to handle, but random shifts and overtime with no payment have become a big challenge, especially for the family home, that results in family pressures and leads to conflict” (P9).

“Sometimes you are off duty, but you might receive a call from work that needs to be done. This is an emergence, and you have to be there to solve it. As for us with double roles as reservation and marketing managers, maybe there’s an email from a customer with different time zones that needs a quick response” (P13).

Another participant (P18) adds this;

“For married women like me with a child, it’s really challenging, especially when I’m having a night shift or sometimes working overtime, leaving my family, especially a child, at night and my husband, whom I’m supposed to be with after a long day of work at least to get a massage and other stuff” (P18).

However, a few participants seem to not be affected by the availability since they understand the industry situation. Besides, they were basically not experiencing the working hours’ obstacle because they couldn’t find it in their organization. The working arrangement is flexible; no availability is required for female employees as

the organization understands women's situations. Plus, as the tourism industry, they did understand the system of the hotel sector before applying, which is why they couldn't find it to be inflexible at all as P17 explains;

“Women should know that as long as you decide to be in this hotel industry, you should put your mind into flexibility for everything” (17).

The organization needed to prioritize work-life balance for women employees (Lyness and Judiesch, 2014) because it provides a chance for working mothers to manage their family duties effectively. Inflexibility and availability in the working situation more often put women in an uncertain position as they have to choose between their career and family, which most women decide to abandon (Calinaud et al., 2021).

4.2 ORGANIZATION CULTURE

Organization culture is formed through the substructure of the organization, which consists of gender inequalities and differences in beliefs. Basically, ideas, views, behaviors, and values are elements of an organizational culture. The connection between organizations and society is mostly apparent in organizational culture. In the present study, three themes are analyzed in line with Acker's framework: male dominance, the image of women and stereotypes, and difficulty obtaining promotion opportunities.

4.2.1 Male Dominated

Historically, the organizational culture in hotels was viewed as male-dominated due to the largely absent presence of women in top positions. Many participants claimed that this industry is a men's world because of the attitude and obvious culture that basically hamper women's career progression despite being a supportive industry for them. As participants explained how hard it is for them to advance in their careers and how they are being traumatized by the existence of the male-dominated culture in the hotels, they also complained about being educated the same as their male counterparts and still not being recognized as them; instead, they will be in mid-management positions such as reservations and sales managers, as P7 mentioned this;

“It's rare to find a woman in the hotel at top management positions; actually, women are assigned to lower positions like housekeeping...I myself am a receptionist, and many of my female colleagues here are housekeepers and waitresses.... fewer are in the mid-level positions...like my friend, she is a reservation manager.... but as a General Manager (GM), I have never seen one...” (P7).

Clearly shows that the number of female employees in the top management positions is countable. The majority are assigned to low positions despite the knowledge and education one possesses. Knowledge seems to be worthless for women when it comes to management. The hotel industry culture is still stuck in the notion that women should not be decision-makers, either at home or in business. P1 explains this with surprising face;

“...I still cannot believe they still think we women cannot be entrusted in the top management positions because we are women while we are capable enough as men. With all this empowerment and gender stuffs that has been raised for women to see, why are there still people stuck in there? I wonder!” (P1).

The organizational culture of many Zanzibar hotels is perceived as a barrier to female employees. The practice of a patriarchal figure and recognizing men instead of women in prestigious positions hampers women, demotivates them, and lowers their self-esteem. Apparently, some of the organizations mostly with the masculine dominant are supporting the notion of the “old boys” network (Kestwal, 2017), although there are many social impediments and other constraints that women have been fighting with to accomplish prestigious things in their careers (Babaria and Chheda, 2010). Some participants seem optimistic and determined. When the researcher asked them about their anticipation of their future career in this industry, they were positive as they see the culture of the industry changing presently, with high hopes believing that someday they will be recognized, and some were pessimistic as they did anticipate worse. Baum (2013) found in his study that in this industry, women are practically responding to the circumstance where they view an impossible future for their career similarly to what found in the current study. P14 explains;

“I know myself and many women employees in this industry, how hardworking and determined they are, so I do believe that I will attain that top position as I work hard for it despite all those challenges that I face. I look at them as stepping stones to cross the other side. And I don’t know about other organizations, but my workplace has been trying to formulate the organization’s culture so women employees cannot feel the feeling of being women anymore” (P14).

In Calinaud et al. (2021) study, it was revealed that it’s necessary for women to be valiant and approach employers and ask for managerial positions and promotion opportunities. That they need to be proactive themselves and hold on to the positions towards “do-it-yourself” career advancement (Cast, 2018) to manage the high rank despite the obstacles they face. As Stainback et al. (2016) assert, with self-belief and proactive power in acquiring job experience and skills to take advantage of

opportunities as they arise, it is feasible to reverse gendered organizations. Apparently, that idea of changing might take some time as females are forced to keep on to male-dominated models as they are the victims of inducing inequality rules in the hospitality industry, which still regard male features as an “idealized employee” (Acker, 2012; Costa et al., 2017).

However, the researcher found that, they not only lack the opportunities to be in the top positions as they are potential female staff towards male employees, but even the administrative positions seem to be assigned to foreigners instead of them. According to the interviewees, the majority of Zanzibar hotels are owned and managed by foreigners instead of locals, and they complain that Zanzibar lacks experts. Out of the thousands of hotels available in Zanzibar, only a few are managed by locals. Although the tourism industry has inspired many women to even endeavor to advance their tourism knowledge, the organization’s culture seems to undermine their knowledge. In addition to the lack of support from the government, women seem discouraged as they cannot find a place to lean on, P3 claims;

“You know what hurts the most? I finished my Diploma of Hospitality Management at one of the best universities in South Africa. I also did my training for months; again, I have been working in this industry for almost 15 years now, so I am more than experienced staff...with that CV of mine, yet I couldn’t manage even once to be considered to be positioned as “Manager” of any department in any of those hotels I worked for. Here is our Assistant Operation Manager; she is Polish (a foreigner), while we locals are here. And believe it or not, she doesn’t know anything about that post; she always seeks help from us” (P3).

4.2.2 Image of Women and Stereotype in Work

The effect of the career chart for females was upturned by the previous years of her profession as she was under parental pressure of a young marriage in order to start family duties, assuming to raise her child as a subsequent obligation in the future (Kestwal, 2017). Women still struggle with the social and family hurdles that hamper their careers in the hospitality industry. Cultural values and beliefs regarding attitudes toward women in the hotel industry that differ from various societies also play a significant role in this perspective. For instance, there are different stereotypes of female roles that might be employed in organizational life, such as women being more preferable and attractive to the work that requires an impression on male customers, and women’s place is home, taking care of her family and husband as depicted by P3;

“They think that we are not capable of managing a company; the only thing we are good at is managing a house. That’s why, when you look at the housekeeping department and

kitchen, in the low positions, the majority are women, as they are good at handling house chores” (P3).

In the hotel industry, stereotyping situations have been visibly experienced by treating female and male workers in a gendered manner, whether intentionally or accidentally, with the expectation of the organizational position of someone (Kestwal, 2017), which initiates a serious setback to females’ career progression. Further, in analyses of informants’ discourses, some participants commented that they had not experienced that situation and that their organization seemed to be fine. However, some participants commented on being stereotyped as women and seeming to not be as capable of climbing the ladder to the top managerial position since it’s considered a male job to rule women, not women. The proactive system (Calinaud et al., 2021) that insists on gender equality is not considered, as highlighted in (Acker, 2012) instead, the patriarchal culture system in Zanzibar plays a big role in hindering women employees and naturally discriminating against women. The gender inter-sectionality and constitutional features acts as obstacles in the organizations towards gender equality (Acker, 2012) as revealed by P19.

“Women’s capability of doing something productive is not shown anywhere beside men. Also, we are men’s puppets; we need men to decide and provide for us, so seeking positions and work is obviously not something women can achieve in their lifetime. Plus, the majority of Zanzibar men are still primitive, and they still follow the patriarchal culture as women subordinate themselves to men with everything” (P19).

This is typically regarded as a gender barrier because it only affects female workers. Women are not match to Acker’s (1990) concept of the “ideal worker” since they have not influence from society and even organization. Carvalho et al. (2019) note that often females’ biology was considered a harm for the organization, as they were feared to get pregnant, which caused a shortage of staff due to unavailability or maternity leaves. Thus, men attain the advantage of being available 24/7, regardless of what circumstances they are in. Moreover, females were not just disadvantageous in their work because they couldn’t fit the stereotype of the “ideal worker”, but family obligations also put them in difficult situations in their organization. Wherein the assumption of males being more competent than females diminishes the self-esteem of women in the organization, as they put in their effort and work hard to be recognized, in the end men can be easily recognized, as some participants (P1) explained;

“They normally judge us as women, bullying us claiming that we cannot do proper work as we are not competent enough to defeat them, and when we being assigned with them as

partners, they refuse and say that we are just a burden to them especially when someone is pregnant or gave birth and has a child” (P1).

Another participant (P8) added;

“We are working hard because we do believe that is the only way for us to survive in this industry. I put in my effort just to see that I got recognition, but it’s really disappointing that they can’t see my effort at all. I think this is the organizational structure of many organizations: men should be heads of women” (P8).

The practice of male culture in some organizations still causes challenges for women, especially in top management positions, and makes women feel isolated and like they do not belong to that organization. Basically, it diminishes women’s self-esteem, as some participants explained in the study findings. As Carvalho et al. (2019) findings indicate, the existence of male cultures in some companies constituted barriers to female managers, particularly those with more masculine dominance in top management, which was accounted for by female managers’ resistance.

4.2.3 Difficulty on Obtaining Promotion Opportunities

Generally, there is immense competition in the hospitality industry, especially in 5-star hotel management. The desire to maintain their products and services at their peak to ensure the satisfaction of the customers creates intensive pressure within the hotels. Thus, acquiring promotions in such hotels becomes more difficult, particularly for women, as they carry the stereotype image of not being competent enough to handle top positions. As Said (2016) observes in her study, mostly women in the workplace have been denied promotions and 56 development opportunities, which legitimizes occupational segregation by arguing that certain jobs are naturally suited for women. This notion visibly explains the patriarchal and gender systems that broadly discriminate against women. Simultaneously, participants of this study were complaining about not being recognized by their managers in term of promotions as they work hard to deserve as P8 states;

“Promotion opportunities come, and mostly male staff are the ones who benefit from them; for females, unless you can bribe the manager on what he wants from you, you will have more chances to survive on that” (P8).

However, many of the participants explained that their organizations try their level best to ensure their female employees obtain the same promotion opportunities as their male counterparts. As one participant explained, to be lucky enough to be able to work in a hotel where the managers are too considerable for each employee regardless of gender or ethnicity, she (P3) asserts;

“I started working as a receptionist in our hotel a few years later, and my boss assigned me another position as assistant operation manager. I worked for a few years and again became Operation Manager, until now I ended up as Assistant Manager. I am so lucky for that and that my organization does consider each employee regardless of gender” (P3).

Although other participants claimed that women need to work hard in order to prove to themselves that they really deserve the promotion and outperform men, on the other hand, women are required to put more effort and energy into their work to be recognized and get those opportunities for their career development. In particular, the same study (Foschi, 1996, 2000; Ridgeway and Foschi, 1992) found that women must work hard to express themselves and perform better than men, as found in this study as evidenced by P20;

“There are women with many years of working experience, a high level of education, and more intelligence; with all of these characteristics, they do deserve to be considered for the promotion. Although it does not work like that in many hotels, because ‘hardworking’ for women is also combined with all of those characters, you couldn’t just achieve it if you weren’t hardworking, even though people believe in ‘lucky’ too. If the nature of the industry’s structure regards ‘hardworking, then we follow the rules” (P20).

Promotion opportunities can be measured through a number of management aspects at work, particularly payment (salary) process, remuneration, and promotion. It is thus key for women to realize the extent of the system. Also, the provision of training programs that help boost the knowledge and skills of women employees is regarded as exceptional for women workers. Acker’s (2012) inter-sectionality of gender inequality specifies that generally female’s perceptions towards their status in the workplace are frequently influenced by the prevalent societal and cultural stereotypes connected to gender. Thus, it is crucial for gender equality to be practiced visibly for women to benefit and avoid glass ceilings that give them negative perceptions.

4.3 INTERACTIONS ON THE JOBS

According to Acker (2012), interactions between colleagues in the workplace at different levels of power have more chances of causing exploitative and belittling behavior for female employees while at the same time being the root of respect and equality. Gendered interactions were reinforced by the macho culture that permeated some organizations. The study found two themes related to the interactions on the job: gender discrimination and sexual harassment.

4.3.1 Gender Discrimination

One of the primary concerns in the hospitality industry is gender. According to Morgan and Pritchard (2019: 38), gender is *“neither homogeneous nor binary but a dynamic concept encompassing multiple overlapping factors that generate various forms of inequality, barriers, and oppression”* Female employees in hotels often experience inequality, stereotyping, bullying, and discrimination compared to their male counterparts. Discrimination can manifest in interactions among workers at different levels of power. The majority of participants reported instances of invisible discrimination, which refers to subtle remarks or attitudes which mostly unintended however they convey a pessimistic memo to the subsidiary group (Carvalho et al., 2019). Sexist humor and jokes containing hidden meanings infused with prejudices, stereotypes, sexual comments, or gender role expectations were also prevalent, as expressed by participants P1, P2, P9, and P11;

“...male colleagues normally judge us for being women, bullying us and claiming that we can't do a proper job when we are assigned as partners; they refuse and say that 'I don't need a burden here. I know women can't do a job and finish in time if you work with them'...Can't you women just go home and do family matters and house choir? What are you truly doing in here anyway...? 'you are so cute to be exposing yourself in this place; you should be home by now and not here; Your family needs you, not while you are just here whoring yourself; it's not like you can do anything more spectacular here than us.' Frankly speaking, it's really annoying” (P1, P2, P9 and P11).

The participants emphasize that not many individuals may directly express such words; their behavior and language carry implicit meanings. Some engage in gossip and talk behind women's backs, but the underlying intention remains evident. Interactions among employees in the hotel industry distinctly reveal gender discrimination among colleagues. Despite their positions, women employees are often denied the right to voice their opinions and contribute their ideas. In general, the power dynamics between men and women, boys and girls, within the industry reflect gender disparities. This situation is further substantiated by the account provided by P7;

“Sometimes when I attend meetings, I get scared to contribute, even if I have ideas to share. Knowing that the majority will look down on me for whatever I say gives me no confidence to contribute, especially when I find myself to be the only woman in that meeting” (P7).

Seemingly, gender discrimination in the hospitality industry is often perceived as an unavoidable issue due to the industry's predominantly opposite-gender occupation. Li and Leung (2001) discovered in their studies that cultural and societal norms, rather than corporate practices or policies, were the underlying causes of

gender-related challenges. Despite women demonstrating their abilities and skills in various fields traditionally dominated by men, the issue of sex discrimination continues to persist (Shrestha, 2016).

Moreover, the issue of gender inequality appears to be perpetuated not only by male colleagues and superiors but also by female employees in higher positions who engage in demeaning behavior towards their coworkers. Surprisingly, female experts, particularly those from outside Zanzibar, have been identified as major obstacles for Zanzibari women. While it is commonly acknowledged that women face challenges of gender inequality from their male counterparts in the workplace, the study uncovered a distinct dynamic among the participants. This observation was highlighted by P2, who expressed dissatisfaction with their foreign assistant manager.

“Some women who are in managerial level, especially those who are coming from mainland or some white people from outside Tanzania like Italy, Polish. They are treating us rudely and despise us because they manage to be in a high position that we, who are from Zanzibar, could not...It’s really hurt because this is really unfair” (P2).

Furthermore, networking has a positive potential towards female’s career progression within organizations, although gendered nature of networking often has negative implications. Typically, women are excluded from informal networking activities that take place outside of working hours. This poses a challenge for women, particularly Zanzibari women, to establish connections with their male colleagues outside of the workplace. For example, attending evening work events or parties is extremely difficult for married women, as their husbands’ jealousy prevents them from going out at night. Similarly, even single women face the same problem, as their parents are reluctant to allow them to attend such events. Consequently, they are excluded from networking opportunities, making it harder for them to build professional connections due to their limited availability. The interaction of nighttime work events poses complex challenges for Zanzibari women.

4.3.2 Sexual Harassment

Sexual harassment is a complex and multifaceted phenomenon that involves numerous forms of expression. However, the main form of sexual harassment that currently exists violates people’s rights and has detrimental effects. As Ram (2018) noted in his research, the intent of sexual harassment is to violate a person’s sense of dignity by indulging in any unwelcome verbal, nonverbal, demeaning, humiliating, or offensive physical, verbal, or nonverbal sexual conduct. To highlight features of the

hotel sector as a social interactive industry, which sometimes gives privacy, dazzling nature, uncommon and uncertain working hours, undeniably the industry is subjected to sexual harassment and related stuff. Harte (2017) highlighted in his research that sexual harassment occurs more often in places where the number of men and women is significantly different. Women working in the hospitality industry are more suitable as sex tools and targets of harassment by men, especially those working in dominant masculine industries (Harte, 2017). Men see women working in hotels as amusing objects in an industry surrounded by men, as P18 explains;

“To men’s eyes, they think that we are just their amusement tool and sex object that they can play with whenever they feel their desires are up. They believe that we were created to please their desires. Seeing us working alongside them, especially in this industry, they underline the idea that we are nothing but filthy creatures” (P18).

In this regard, participants were questioned about their personal experiences with sexual harassment or if they had heard about such incidents from their female colleagues in the hotel industry. The majority of participants denied personally experiencing sexual harassment. However, they acknowledged hearing accounts from their female colleagues who had encountered such incidents in the workplace and also claimed that for female employees of this industry, experiencing sexual harassment is normal, particularly from managers who leverage their authority. According to Jennings and Palacios (2017), it is common for individuals in positions of power to exploit their subordinates by leveraging their authority. This finding is consistent with the statement provided by participant P11.

“The idea that we women working in a hotel are just whores and easy to get stuck in the majority male’s head. They think that we can easily sleep or do nasty stuff for money with whoever is available at the moment, which is not true...Many bosses are taking advantage of us for their positions. To be honest, I never experienced any sexual harassment, but I had one of my friends, who was working in the same hotel, who used to be sexually harassed by our boss and had nowhere to report it as he was the boss. He used to seduce her to get in bed with her unwillingly by threatening to fire her if she refused. For her, coming to work was an endless nightmare because of him, but there was nothing she could do as she had to work for her family” (P11).

However, some participants acknowledged that they had experienced sexual harassment from their superiors on numerous occasions. Initially, due to their limited awareness and understanding of sexual harassment as women, they perceived the situation as normal. However, as time passed, they gradually realized that the situation was escalating and becoming increasingly problematic. This perspective is exemplified by the account provided by participant P20.

“When I was working at my first workplace (hotel) my superior used to sexually harass me continuously. At first, I found it so controllable that I did not take it seriously because I thought it was normal for women to have this stuff happen, so I was just rejecting him as I do other males when they tend to seduce me. The fact that he was my senior and supervisor was worrying me, so I decided to be more careful with him, but he did not stop. He used to call and text me out of work, and his behavior was too intimidating and unpleasant towards me until I threatened to report him to our boss” (P20).

The issue of sexual harassment was identified by the majority of participants as a significant barrier for female employees in the hotel industry. They reported experiencing sexual harassment not only while employed but also during the job search and recruitment process. According to their accounts, Human Resource Managers (HRM) were often the cause of many instances of sexual harassment within hotels. It was rare for women to go through the job application process without encountering sexual harassment. Nassor and Yussuf’s (2020) research found to support these findings and emphasizes the need to address the problem of sexual harassment. Similarly, Said (2016) found that sexual harassment is a pervasive issue faced by women across various work sectors. Participant P2’s statement aligns with these observations;

“This challenge is mostly caused by Human Resource Managers (HRM) in many hotels. When you apply for the job, they always ask for sex in exchange for women being recruited. They will ask you to sleep with them if you want to be employed, and if you refuse, you miss your chance of getting a post. Sometimes they are using trainees for their own benefit (embezzlement); they assign their names (trainees) to the list of employees and receive the salary on their behalf and end up sleeping with them, and if you refuse, you will be framed with anything that you never did to terminate your contract” (P2).

As the P2 kept affirming the sexual harassment, she also mentioned being harassed by customers;

“Sometimes, when you serve customers, especially waitresses, they give you such an intimidating stare that you might even fall down if you are a shy person. They will also ask for your phone number so you can keep in touch with them or even ask to sleep with you in exchange for money (dollars), and if you refuse some of them, they are creating a false accusation against you to your boss...There was one customer I recall, and he was in his 50s. He asked for my number and if we could meet after work so we could spend time together. I refused, but he kept insisting for the whole period he stayed in our hotel. Thank God he didn’t report me with a false accusation because I tried my best to make him understand that I’m not who he thinks I am” (P2).

According to this context, the interviewees revealed that “customers” are involved in hindering women in the hospitality industry, as found in Zhang’s (2020) research on the exploration of sexual harassment of hospitality interns. The findings show that customers are consistently harassers and seem to be the prime demonstration of sexual harassment in the hospitality industry. However, administrative positions

such as supervisory roles also appear to be more associated with women's harassment (Yie and Ping, 2021). For instance, in the previous comments, it was stated that the HR department and supervisor are harassing their subordinates and trainees (interns). Further, Zhang (2020) found that a major structural aspect impacting the sexual harassment of the hospitality industry is the power imbalance. Manuel (2017) asserts that demographics such as age, marital status, gender, and education levels might as well lead to sexual harassment.

As participants were asked why this problem seemed to be intense when Zanzibar is known as an Islamic region and the majority are Muslims, many were surprised because they believed that just because they are Muslims, it does not mean they are not human beings. Although they also mention immigrants that are entering from different places, such as Kenya, Uganda, Dar- es-Salaam, etc. Most of the top managers are from those countries, not Zanzibar. The hotel owner believes that they are experts compared to Zanzibaris, which is why they hold those passions and we end up in a lower position. They further explain that they are the ones causing sexual harassment because they believe that all women working in the hotel sector are cheap. The points added by P4 are as follow;

“...people are coming from different countries as immigrants find jobs. In Zanzibar, there are a lot of immigrants who are apparently working in the tourism industry, as they find it the easiest sector to get a job in as long as you know English, you are good to go...those are the ones being positioned in top management instead of us believing that they are more experts than us, unfortunately” (P4).

Generally, sexual harassment is extensive in dominant masculine organizations (Taylor and Hardin, 2017), as Taylor et al.'s (2018) research found that the higher risk of sexual harassment in dominant masculine organizations, such as hotels, is facing student interns (trainees), as reported in La Lopa and Gong's (2020) research. The results of this study show that sexual harassment towards female employees is highly intensive. Although the majority denied experiencing this challenge rather than hearing from colleagues, the tension of the problem was higher.

4.4 GENDERED IDENTITIES

According to Acker (1990), people should work on establishing oneself "*appropriately*" and identified as "*gendered members*" within certain organization and become conscious with and react to the circumstances. Dye and Mills (2006) suggest that the navigation of people in gender identities is affected by the assumptions

of how an individual should look and behave in the line of gendering process phase. Presumptions towards women's place, image in society, incompetence, and credibility often influenced women's own internal gender constructions. In this study, gender identities were formed by three themes that did not conform to Acker's (2012) framework. Dress code, negative perceptions from society, and patriarchal culture.

4.4.1 Dressing Code Style (Clothing)

The clothing, behavior, and language expression of female managers have to be balanced as feminine and masculine in order to sustain their credibility as managers (Carvalho et al., 2018; Wahl, 1998). Basically, it seems wrong for a woman to be too macho. The dressing code intends to disclose the significance of keeping an exquisite balance of masculine and feminine validation while also managing the specific type of femininity they wish to personify. However, the present study observes that the dress code of the hotel industry reveals the identity of women on their behalf. They consider wearing trousers for women and a mini skirt as smart, which typically hampers Zanzibar women because it is far from their culture and tradition, as claimed by P14;

“There is a certain dress code we are supposed to put on that normally doesn't match with what we normally wear as Zanzibari women; we adhere in respect to the cultural outfit that typically a woman from Zanzibar would wear; the uniforms of the hotel industry, some of them make a woman exposed, and this thing is already considered to be immoral culturally but also religiously” (P14).

The majority of participants kept claiming that the dressing code, in order to look stunning in this hotel industry, requires women to wear men's clothing (trousers), and that for them, they don't find it relevant since it does not identify their gender. However, wearing shorts in Zanzibari society and religion will be identified as immoral. Thus, they don't find the reason for them to wear clothes that basically deprive their reputation along with their religion instead of their work.

4.4.2 Religion and Cultural Beliefs

Zanzibar society, the majority are Muslims and very conservative, as they still live in primitive times. Religious beliefs and cultural practices still exist, as women are expected to behave appropriately. The participants explained that, culturally, women are considered to be at home as housewives and not allowed to be employed because their duties and obligations are to take good care of their families. This goes the same religiously: some husbands in Islam and Christianity do not allow their wives to work because they believe men are supposed to provide for the family and not

women (Nassor and Yussuf, 2021) similar to the current study as P4 explains;

“...I saw the need to ask about his wife, ‘What is she doing?’ And he replied, ‘she is a housewife; she can’t work; I am supposed to fully provide for her, so she has to stay home.’ I asked him again, ‘why don’t you teach her so you can run the company with your wife?’ He replied with a big NO, totally. He said it’s impossible; she has to stay home and take care of our family. If she wants to establish a cooking business at home, I can support her, but not working in this industry, NO.’ So, this is how Zanzibar husbands think towards their wives; imagine the family, parents to their daughters; it’s even harder” (P4).

Typically, this context reveals that the patriarchal cultural system in Zanzibari society is still hindering women’s careers. As Mutch (2012) revealed in his study on working women in Zanzibar, women are considered to be submissive to men as they are not supposed to work but rather obey their husbands’ wishes and desires. Also, participants were stressed about how Muslim women are supposed to be and behave towards men, which in a hotel environment seems difficult. P8 supports this claim;

“As a woman in Islamic religion, we are obligated to cover our hair, and it’s haram for a Muslim woman to uncover her head, but in the hotel industry, it’s not allowed for a woman to cover her head. This is the most challenging situation, and no manager can understand you because it’s the rule. I asked my manager a thousand times, but he refused” (P8).

Nassor and Yussuf (2020) in their study of challenges facing women securing employment in Zanzibar, found religion and cultural beliefs as barriers to women in Zanzibar in the work aspect. The organization thinks that being uncovered for women attracts customers easily, particularly for receptionists, front officers, and waitresses, and wearing trousers for managers is considered an identification of the truth and is not appropriate for women.

4.4.3 Negative Perceptions and Attitudes from Society

In the end, various factors such as morality or integrity preservation, social status, reputation, and gossip management can determine whether or not a Zanzibar woman works. Women tend to maintain their reputations and avoid gossip. Although women’s views and reputations are affected by society’s gossip that is enforced through cultural and value beliefs, their cultural values and beliefs regarding attitudes towards women play a big part in this notion. Informants explain how hard it can be if society finds out that you are a female hotelier; their attitudes towards women hoteliers are unbearable. Culturally, working in a hotel is perceived as inappropriate for women. This was supported by P10;

“For Zanzibar women, engaging themselves in the hotel industry is considered unethical, as they used to think about me. People, especially ‘*watu wazamani*’ elders and men, were

always perceiving me as immoral because I work in hotels, and they were actually saying that I have no direction in life nor values as a woman” (P10).

As she continues:

“Surprisingly, we might be even better than those who you think are worth trusting just because of their working environment” (P10).

However, her comments disclose that discussions regarding sex in Zanzibar are nearly absorbed into what it means to be a moral person. As various expressions represent immorality and many have sexual implications, they are applied to women as a way of describing them as hoteliers, such as prostitution, which refers to sexual immorality. As revealed in the study by P5 and P9, they were being called some nuisance names:

“The majority of people, especially elders and men, see us as immoral women, and to their eyes, we are just prostitutes. Some even call us whores, sluts, indecency women, no family, manner-less, cheap, not wife material, bad examples to the other women in their society” (P5 and P9).

Furthermore, P3 added this situation;

“I live in Stone Town, the center city of Zanzibar. I normally go to work around 7 a.m. and come back in the evening. The majority of people are sitting at their *‘baraza’* outside their home chatting. I usually wear trousers or skirts without my *‘Baibui’* black robe when I go to work and am not covering my hair, as every day I will hear people talking about me, saying bad words, calling me a prostitute while pointing a finger at me, etc. Honestly, it was bothering me that I hardly had to come back late from work so they could not see me, and sometimes even changing the way to avoid them” (P3).

In Zanzibar, as an Islamic society, women have to go through a lot if they are to be in the tourism industry because nothing seems to be appropriate in this industry, especially for women and hotels. Due to society’s negative perceptions, many female employees are affected by their families, especially their husbands and parents. They have been complaining that society and in-laws have been badmouthing their husbands about them having a bad reputation, as a wife claimed (P18);

“My husband used to hate me too and keep telling me to quit because of people’s talking. I remember my sister-in-law used to convince my husband that I was not good for him because of my work; I might bring AIDS to him and destroy his future...because she believes that I’m just *‘Mzinzi’* and sex-free for women like us because we are just prostitutes in their eyes... So, I had to take the initiative to influence them all. I started giving them insights about our work, what and how we normally do at the workplace, how we behave, interact with customers and bosses, and the rules that exist for those customers who transcend the boundaries of employees” (P18).

While another participant (20) claims about her family believe that all hoteliers are similar as prostitute, they are likely primitive. They fear what society will think

about her if she keeps working there, as they are tarnishing her reputation by talking badly about her, this is a serious matter. As a Zanzibari woman working in a hotel that is surrounded by men and people of different ethnicities and behaviors, this is utterly wrong in Zanzibar. As she elaborates;

“As a woman hotelier, people perceive me as a prostitute. And having primitive parents as mine, they think that any woman working in a hotel is cursed. Zanzibar is 95% Muslim, and some of its traditions, cultures, and beliefs are based on Islamic views, as Islam doesn't allow a woman to interact with men '**Maharim**'. And most women working in hotels deal with those kinds of people, starting from bosses and colleagues to customers in all sections such as spas, restaurants as waitresses, and so forth...The fact that the dress code of the hotel is not allowed in our Islamic religion gives the idea that we are prostitutes, which is wrong, I'm not a whore. They should know that you cannot judge a book by its cover” (P20).

Against a background of striving to be independent women economically and attain prestigious status, not to be sexually associative, and avoiding malicious complaints from family and society in general about the bad reputation of being branded as a prostitute, still greater concerns are there for some female employees (Mutch, 2012). Zanzibar's identities are not as static as others. In (Cameron, 2004; Larsen, 2008; Nassor and Yussuf, 2020) studies, it was found that identity is firmly connected with sexual and political affairs, resulting in the assertion that people, to justify themselves, apply different labels. As the current study found, Zanzibar is in extreme transformation, considering the greater connectivity and the increasing number of female workers in the hospitality industry.

4.5 SUMMARY

This chapter is describe the analysis of the data and presented the results and findings of the study by modifying Acker's (1990; 2012) theoretical framework that addresses organizational process, organizational culture, interaction on the job, and the construction of gendered identities. The analysis is presented according to the main aim and research problem. The research tends to investigate challenges encounter female employees in the hospitality industry case of Zanzibar and finding the exact investigation of the findings. The study reveals that there are many challenges that hamper women's careers, such as gender issues, difficulty obtaining promotion opportunities, sexual harassment, religion and cultural beliefs, negative perceptions and attitudes from society, etc.

The study also found that the nature of female workers in the hospitality industry was the first objective of this research. The analysis demonstrates that women

are employed in hotels because of the nature of the industry, which requires women to satisfy customers. The hotel is considered the customer's second home, and there is no home without a woman, as they are perfect at taking care of the house chores. Thus, they basically end up in low positions like housekeeping waitress since they are certain suited for women. Apart from that, the study found that there are many factors that limit women's career advancement, such as difficulties in obtaining promotion opportunities, prejudices, the image of women and stereotyping, and male-dominated organizational culture. It has been proven that, despite the organizational structure, the culture of Zanzibar also gives more priority to men than women. It is assigned to cultural practices wherein females are submissive to males as they are inferior.

Moreover, evidence from this study suggests that gender and the glass ceiling in the hospitality industry are significant organizational factors affecting women employees in the industry. The existence of interactions on the job influencing gender inequality towards women is considered an inevitable obstacle. The study found the immersive gender gap that still exist in top leadership positions, despite the fact that women are capable enough to handle those positions. And with the last objective, which is exploring the challenges as the main subject, many challenges were found in this study, as mentioned above. The researcher found sexual harassment and gender issues to be the core challenges mentioned by almost all participants. Interaction on the job influences sexual harassment, which is considered a key setback for women's careers. Surprisingly, this is not only done by colleagues and bosses as we used to, but even customers seem to be abusing their position as priors to the organization and harassing female employees, as evidenced in the study findings.

Finally, the study findings illustrated that most participants agreed on facing more obstacles that influence their career progressions as they work in a highly demanding industry, which is mostly considered a 'greedy industry'. The fact that the industry requires the 'availability' of 24/7 employees, and women always work in inflexible working arrangements that consist of overtime jobs, multitasking, and low positions with low payment, makes it really challenging for them. Thus, the majority of organizations ask women during hiring process if they are single or married to ensure their commitment to work.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

The research aimed on investigating the challenges facing women working within the hospitality industry of Zanzibar. Thus, this chapter give out the conclusion regarding the research reviews along with findings presented in this study. Also, the chapter will provide recommendations for Zanzibar in general, including women working, the government, the hospitality industries, particularly hotels, and the researchers to explore more studies about women in Zanzibar for future studies, as until now, there has been a scarcity.

5.1 RESEARCH OBJECTIVES

By applying a qualitative research method, the research brought together and showed different studies from different countries as well as Zanzibar as the case study with the relevant literature. Upon analyzing the data collected in the study, the research was able to respond to the research questions and fill the knowledge gap existing in the literature relating to female employees' experiences of challenges in the hospitality industry in the tourism sector of Zanzibar. This research concludes that gender discrimination and sexual harassment are the core challenges faced by female workers in the hospitality industry Zanzibar. However, there is also some trivial challenges that still seem to oppression women working, particularly in Zanzibar, including negative perceptions and attitudes from society, religious and cultural beliefs, work-life balance, the image of women and stereotypes, difficulty obtaining promotion opportunities, etc.

5.1.1 Nature of Women Employees in the Hospitality Industry in Zanzibar

As a first objective, the data analysis results showed that, given the nature of the hospitality industry, men and women are seemingly alike. Women are mostly employed in hotels sector, because this sector mostly requires women since they are considered to be more qualified for housekeeping, including house chores and customer care. Literally, a hotel is a second home for the guest, and there is no home without a woman, as they are perfect for taking care of the house chores. Hence, for this reason, many women get the opportunity to be employed in hospitality, but in low-level positions like waitress or housekeeping, because they are the most suitable for the post.

5.1.2 Determine What Limiting Women Employees to Career Advancement and Progression in the Hospitality Industry

The findings show that what limits women employees' career progression with hospitality industry has two viewpoints: the organizational culture and the interactions of the job. Firstly, the organizational culture of the hospitality industry in the tourism sector is highly based on male rather than female employees. In fact, the structure of the majority of the hospitality industry is so male-dominated that almost all top positions are occupied by male staff, along with foreigners in Zanzibar. Besides, the image of women, stereotypes, and difficulty obtaining promotion opportunities act as factors in organizational cultures that suppress women's career advancement. Secondly, gender discrimination and sexual harassment were considered elements of interactions on the job that hindered further the career advancement and progression of women employees in the hospitality industry.

5.1.3 Understanding the Challenges Facing Women Employees in the Hospitality Industry

As the main objective of the study, the key findings in relation to the last and main objective were that the study managed to explore different challenges that directly and indirectly encounter Zanzibar women working in the hospitality industry, particularly hotels, such as wage determination (low salary), division of work, nature of the job itself and women, work-life balance, a male-dominated system, the image of women and stereotypes, the difficulty of obtaining promotion opportunities, gender discrimination, sexual harassment, religion and cultural beliefs, negative perceptions and attitudes towards women working from society and male colleagues, and dressing code style in the hotel industry.

5.2 THEORETICAL IMPLICATIONS

The research focused on investigating challenges encountered by female employees in the hospitality industry case of Zanzibar. Previous studies have mostly focused on women working in the tourism industry, the labor market in general, and some in the hospitality industry, but not many have focused on Zanzibar women (Clarke, 2018; Hateftabar et al., 2020; Said and Tanova, 2021; Sediqi, 2019 and Zhang, 2020). The current study applied Acker's (2012) theory in the light of feminist theory to demonstrate gender equality, as argued in the theory by Ropers-Huilman (2002), which states that men and women should have equal political, economic, and social standing. Apart from that, the study also abducted Acker's (1990; 2012) theoretical

framework of gendered organization to highlight themes that were obtained in the data analysis through four sets of the modified framework, including organizing processes, organizational cultures, interactions on the job, and gendered identities, as factors that highly contribute to challenges facing female employees in the hospitality industry in Zanzibar.

Theory excavated the hidden discrimination through the gendering process analysis and brought it to light; however, it provided better knowledge of gender in the organization. The study found that female employees in Zanzibar, apart from the common challenges facing them, still need knowledge and awareness about their rights, knowing exactly how they are supposed to stand up for themselves, in order to avoid discrimination and harassment that the majority of them face, which they normally consider a normal habit for a woman to go through. Plus, the patriarchal system and male-dominated structure need to be eliminated completely so that women can have the same power as men, such as making decisions on significant matters. Although, further empirical research is needed to adopt an abductive approach to Acker's framework, as the role of sexuality within Acker's paradigm remains unclear. In response to the absence of explicit mention of sexual harassment, the researcher chose to include it within the third set of the framework, aligning with Benschop and Doorewaard (1998), who categorized sexuality under the third group of interactions, but a more comprehensive exploration is required to fully understand its implications within Acker's framework.

5.3 PRACTICAL IMPLICATIONS

The results of this research demonstrate that the hospitality industry plays a big part in challenging women working at the workplace, starting with the nature and cultures of the industry itself. The organizational structure of many Zanzibar hotels is perceived as a barrier to female employees. The practice of a patriarchal figure and recognizing men instead of women in prestigious positions vividly suppresses women, demotivates them, and lowers their self-esteem. Above all, their ability diminishes as they are mostly positioned in accordance with their gender and stereotypes. The findings also show the practical implications for women employees in the hospitality industry in Zanzibar society in terms of religious and cultural beliefs. Cultural values and beliefs regarding attitudes toward women employees in the hotel industry that differ from those of various societies also play a significant role in this perspective.

For instance, there are different stereotypes of female roles that might be employed in organizational life, such as women being more preferable and attractive to the work that requires an impression on male customers and women's place being at home taking care of their families.

5.4 GENERAL CONCLUSION

The main purpose of the research is to investigate the challenges facing women working in the hospitality industry of Zanzibar'. Apparently, women play a crucial role as the backbone of the tourism sector, contributing significantly to the development of the country. Presently, more women are entering the workforce, seeking economic independence and the ability to provide for their families, rather than solely being homemakers.

However, the research uncovers that some Zanzibar women are unable or refuse to participate in work activities, particularly those related to the tourism sector. There is a prevailing belief that working in the tourism industry, specifically in hotels, is morally inappropriate. Traditionally, women working in hotels were stigmatized as prostitutes or having loose morals. Consequently, to maintain their reputation and social standing as Zanzibar women, they may choose to forgo employment in the hospitality industry. In the Islamic society of Zanzibar, women face additional challenges in pursuing careers in tourism, as many aspects of the industry are viewed unfavourably by women within the cultural context.

Furthermore, the study highlights the presence of gender inequality, discrimination, gender-based bullying, and stereotypes in Zanzibar. These issues arise from interactions within the workplace, combined with inherited effects, and are influenced by the organizational structure and social background. Despite the capabilities of women to handle high-level positions, there persists a significant gender gap at the top levels of organizations. This exacerbates the challenges faced by female employees and makes finding solutions more difficult. It is essential to create an environment where women have equal opportunities to participate in any work without facing judgement or discrimination. Biological differences should not be used as an excuse to deny women access to their basic needs and prevent them from achieving their full potential (Said, 2016). Efforts must be made to challenge and change these harmful practices to ensure gender equality and fair treatment for women in the workplace.

Moreover, the study delves into the issue of sexual harassment as a significant barrier faced by women working in the hospitality industry in Zanzibar. The findings reveal that sexual harassment and gender discrimination are consistently mentioned as core challenges by nearly all participants. The nature of interactions on the jobs plays a substantial role in the occurrence of sexual harassment. Additionally, the personal characteristics of women and the positions they hold within the organization contribute significantly to their vulnerability to sexual harassment. Surprisingly, it is not only colleagues and supervisors who engage in sexual harassment, as commonly believed, but also customers. These customers take advantage of their status and the power dynamics within the organization to subject female employees to sexual harassment. This highlights the need for comprehensive measures to address sexual harassment, not only within internal organizational structures but also in interactions with external stakeholders such as customers.

Additionally, the study findings highlight the presence of occupational segregation faced by Zanzibar women within the hospitality industry. It is evident that female employees often experience limited opportunities for promotions and career advancement, primarily in the hotel sector. This disparity can be attributed to the fact that the majority of women in hotel employment have limited or low levels of education. Unfortunately, organizations exploit this situation by denying them opportunities for growth and development in the workplace. This phenomenon reinforces the division of work within the organization, perpetuating the stereotype that certain jobs are inherently suited to women due to their supposed “female nature.”

In conclusion, the study findings reveal that, most of the participants reported facing numerous barriers that impact their career advancement as they work in highly demanding industries that are regarded as greedy. Despite women being highly talented, their skills and knowledge are often underutilized in positions that do not fully leverage their capabilities. This highlights the need for social, cultural, traditional, and economic changes that can empower women to contribute effectively to the country’s economic growth. By addressing these barriers, the government and the tourism sector can create a stable future while ensuring that the voices and contributions of Zanzibar women are heard and acknowledged.

5.5 RECOMMENDATIONS

Based on the above results, the study recommendation has been classified in to four parts including government of Zanzibar, future studies, women working and hospitality industry professionals.

5.5.1 Recommendations for Zanzibar Government

Government must guarantee that rights of women are enforced so as to alleviate the barriers hindering female working within the hospitality industry in the tourism sector, particularly Zanzibar women, by considering good policies, accelerating women's empowerment, and committing to helping them as they bring their complaints from their workplace. Also, it is essential for the government to prioritize the issue of gender discrimination and sexual harassment by incorporating it into employment policies and strategies. This can be achieved by actively highlighting and addressing these issues through the relevant authorities in the Zanzibar government. Such actions will contribute to the acceleration of gender balance policies and the reduction of sexual harassment cases in the workplace, ultimately fostering a safer and more inclusive environment for women employees.

The government needs to build a body of policies on gender equality, violence, and harassment against women employees. Existing specific policies that protect women against gender issues and harassment prioritize gender equality, ensure their security and safety, guarantee that they are not exposed to any harm in their lives, and reduce gender disparity in the workplace.

The government should clarify their announcement of the minimum salary to the private sector, especially the hotel industry, to avoid confusion on wage determination for women employees and provide special procedures that can help to eliminate the gender issues so that female employees can access the existing opportunities, including high managerial positions. Finally, religious and cultural challenges faced by women employees in the hospitality industry need to be effectively addressed in national and governmental policies and strategies. By acknowledging and mitigating these challenges, the government can create an inclusive environment that supports the advancement and well-being of women in the workplace.

5.5.2 Recommendation for Women Employees and Experts

As women managers, it is important to prioritize supporting fellow women and building networks that can help elevate them to higher positions in the workplace. This

can contribute to reducing gender disparities, overcoming barriers, and addressing experiences that hinder women's progress. It is crucial to seek solutions and take proactive measures to prevent further instances of discrimination.

Additionally, women employees should strive to actively participate and demonstrate their capabilities, proving to society, leaders, and male colleagues that they are equally capable if given the same opportunities as their male counterparts. By doing so, it will challenge and break down stereotypes that perpetuate the belief that only men are suitable for top positions.

Furthermore, women should be aware of their rights to prevent gender disparities and bullying in the workplace. Establishing clear boundaries between work and personal matters, maintaining professionalism, and setting strict standards can help reduce instances of direct and indirect sexual harassment. Women should assertively pursue their rights, such as promotion opportunities and fair compensation, ensuring they receive the recognition and rewards they deserve.

5.5.3 Recommendation for Hospitality Industry Professionals

The management team should prioritize the awareness and protection of the rights of all staff members, regardless of gender, ensuring that they receive fair treatment and compensation. It is essential to eliminate practices such as dismissals without notice and contract terminations without proper payment, as these are unlawful actions that result in injustice towards female employees. Additionally, the organizational culture should be cultivated to cater to the specific needs of women, particularly those with children. This can include providing convenient schedules that allow for personal and family responsibilities, reducing workloads to prevent health issues stemming from exhaustion and fatigue, and arranging healthcare facilities within the hotel for employees with health concerns. By implementing these measures, we can foster a positive work environment that boosts the morale of female staff members.

Furthermore, it is crucial to consider the culture and traditions of Zanzibar. The dress code for female employees should align with the cultural and religious norms of Zanzibar, ensuring modest attire that respects women's bodies and reflects their gender identity. This approach will help combat societal mindsets and perceptions towards the tourism sector, particularly within hotels. Moreover, the organization should recognize and harness the potential of female employees, focusing on their individual capabilities

rather than comparing them to their male colleagues. This can be achieved by implementing projects aimed at advancing women's leadership positions. At all levels, transparent compensation practices should be in place, providing equal opportunities for promotion and selection of managerial positions.

Additionally, legal approaches should be established to address and rectify the complications and practices in the industry that relieve women of low rank, inadequate income, and job insecurity. Implementing programs and courses on gender matters and harassment within the organization's tourism departments can enhance awareness among female employees. Lastly, the organization should ensure fair compensation for women employees based on their positions and education. They should also allocate them to appropriate positions that align with their educational qualifications, thereby eliminating gender pay gaps and disparities that hinder many female workers in the hospitality industry.

5.5.4 Recommendation for Men and Society

Men should remove the ideology or notion that women are merely tools meant to be treated as spouses and that their contribution is not required for the government to take action. Women should be valued for their individual qualities and recognized for their significant contributions to the country's development, particularly within the tourism industry. In today's globalized world, where tourism plays a vital role in the economy and provides extensive employment opportunities, Zanzibar should acknowledge that women's participation in the industry is not about being exploited or engaging in unethical behavior. Rather, it represents their pursuit of economic independence from traditional and male-dominated systems. It is crucial to dispel negative perceptions and ideas towards women and instead treat them with the same respect as men, as they contribute equally to supporting their families through their earnings from the tourism sector.

5.5.5 Recommendation for Future Studies

The present study investigated challenges facing female working in hospitality industry in Zanzibar and found gender discrimination and sexual harassment to be the main challenges that Zanzibar women face as they work in the hotel sector. Thus, it is recommended that further research be conducted in Zanzibar to investigate the specific factors contributing to gender and sexual harassment against women, particularly considering its status as an Islamic country.

Moreover, the current study only provided the construction of an abductive analysis of Acker's theoretical framework; future studies may further regard different analytical methods. While this study only focused on the abduction of four sets of Acker's (2012) theoretical framework, there are five sets of Acker's (1990) theoretical framework and other different analytical methodologies. However, studies are required to explore beyond the knowledge base to find different situations for women employees in the hospitality industry. Also, more studies may be investigated on the effects of sexual harassment and negative perceptions from society towards Zanzibar women since the cultural system of Zanzibar seems to be more intensive towards female workers in Tourism Industry.

5.6 CLOSING STATEMENT

Following the situation of the hospitality industry in the tourism sector and the nature of women in Zanzibar, it appears that there is a high possibility that women working in the hospitality industry will be deprived, demotivated, and negatively treated by Zanzibar society. Apart from that, the organization itself seems to contribute to a large extent to discriminating against and humiliating women in respect of their gender, which is apparently regarded as unfair treatment. Hence, the researcher was motivated by the desire to highlight and address the hidden discriminations and challenges facing female workers in the hospitality industry in Zanzibar.

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ANNEXES

ANNEX 1

INTERVIEW CONSENT

“A STUDY OF CHALLENGES FACING WOMEN WORKING IN THE HOSPITALITY INDUSTRY IN TOURISM”

Place:

Date and Time:

Participant Name and Surname:

Organization Name:

Participant Age:

Position of Work:

Introduction:

Thank you for accepting to be interviewed for the aforementioned research study. The main purpose of this study is to address your thoughts and opinions in response to the questions that will be asked to investigate Zanzibar women employees' challenges in the context of the 'hospitality industry'. Your response to the questions will be kept confidential and used for the research; in fact, you will be contributing to academic matters.

Again, thank you for your interest and assistance.

Mgeni Juma KHAMIS

Student of Tourism Management Master Program

Eskisehir Osmangazi University

ANNEX 2

INTERVIEW GUIDELINE

TOPIC: Challenges encounter women working in accommodation sectors in tourism industry: Case of Zanzibar.

GENERAL QUESTIONS:

- ✓ Would you briefly introduce yourself please?
- ✓ How did you get in to tourism industry?
- ✓ What interested you to be in this industry especially hotel?
- ✓ What is your level of education?
- ✓ How does your level of education affect your given position?
- ✓ What are the specific criteria that hotel consider while employing people?

SPECIFIC QUESTIONS:

1. Understanding the challenges encountering women employees in accommodation sectors in tourism industry.
 - ✓ What is your opinion about women working in tourism industry? Is there anything you would like to say?
 - ✓ Did you ever experience any kind of problem since you started engaging yourself in tourism industry or heard any woman ever experienced it?
 - ✓ Could you please tell me how it did exactly happen?
 - ✓ If we consider the nature of Zanzibar's cultural and traditional values towards women, what how do you think the image of woman working in hotel will be?
2. Determine what limiting women employees to career advancement and progression in hospitality sectors in tourism industry.
 - ✓ What are the career growth opportunities for women in the hospitality industry of Zanzibar?
 - ✓ How do you see/anticipate your future career in this industry?
 - ✓ What is your opinion of gender equality in hospitality industry in tourism sector for Zanzibar? (what do you think about this)
 - ✓ Has gender equality been considered in your workplace by managers and fellow workers (men)?

3. Understanding the nature of women employees in the accommodation sectors in tourism industry.

- ✓ Are there any flexible working arrangements available in your workplace? (Need for flexible timetables between work and personal obligations; work life balance should be a priority for organizations).
- ✓ Are you satisfied with your work-life balance? Segregation of family roles; difficulties for women to balance private life and work duties.
- ✓ How do you handle the situation work and family?



ANNEX 3

Konaklama Sektöründe Çalışan Kadınların Karşılaştığı Zorluklar: Zanzibar Örneği

GENİŞLETİLMİŞ ÖZET

GİRİŞ

Zanzibar'daki kültürel, geleneksel ve sosyal inançların doğası gereği, turizm ve konaklama sektörlerindeki kadın çalışanların karşılaştıkları engelleri aşmalarına ve kariyerlerinde başarıya ulaşmalarına yardımcı olmak önemlidir. Zanzibar'ın tarihi boyunca kadınlar erkeklerden aşağı görülmüştür. Kadınların toplumdaki geleneksel rolleri evde kalmak, yemek pişirmek, temizlik yapmak ve çocuk yetiştirmektir. Zanzibar Vizyon 2020, kadınların ailelerine, özellikle de çocuklarına bakan ev hanımları olarak görüldüğünü belirtmektedir. Cinsiyet Eşitliği Komisyonu'nun (CGE) açıkladığı gibi, yüzyıllardan beri kadınların dünyanın her yerinde toplumun eşit bir parçası olarak görevlerini yerine getirmelerine izin verilmemişti. (Boezak, 1999). Benzer şekilde kadınları erkeklere boyun eğdiren Zanzibar toplumunun ataerkil kültürü de, ekonomik bağımsızlığa ulaşmada kadınlara ciddi zorluklar yaşatmaktadır.

Büyük oranda kadınların katkıda bulunduğu anlaşılan gayri safi yurtiçi hasıladaki (GSYİH) artışa ve turizm ve konaklama sektörlerinde hızla artan kadın işçi sayısına rağmen, Zanzibar toplumu kadınların çalışması veya çalışması gerektiği konusunda hemfikir görünmemektedir. Sosyal ve kültürel faktörler tarihsel olarak çoğu kadının iş piyasasına girmesini engellemiştir. Ancak artan ekonomik baskıların neden olduğu toplumdaki son değişiklikler, eğitim tesislerinin genişlemesi ve öğrenmeye erişimin artmasıyla birlikte, kadınların ekonomik ve politik konumlarını yenileyecek bir konuma getirme arzusunu savunan feminist hareketlerle birlikte giderek daha fazla kadın çalışma yaşamına girmiştir.

Kadınların çalışma dünyasına kitlesel girişi, kadınların çalışma alanlarında karşılaştıkları zorlukları da gündeme getirmiştir. Zanzibar'da kadınlar her geçen gün daha fazla konaklama sektöründe yer almaktadır ve sektörün bu doğası göz önüne alındığında, Zanzibarlı kadınların gelişmesi pek mümkün görünmektedir. Zanzibar'da otelcilik sektörü, rutin operasyonları yürüten kadın çalışanların baskınlığı ile karakterize edilmesine rağmen varolan örgüt kültürü kadın çalışanların performanslarını ve kariyer gelişimlerini engellemektedir (Sharma ve diğerleri, 2020).

Bu nedenle, konaklama endüstrisindeki kadın işçilerin karşılaştığı zorlukları incelemek, sorunlara ilişkin anlayışımızı geliştirmekte ve kadın çalışanları savunmak için kuruluşlara ve hükümete önerilerde bulunmaya olanak tanımaktadır. Zanzibar’da konaklama sektöründe kadınların karşılaştığı zorluklarla ilgili varolan az sayıda çalışma, sektörü ve kadınların sorunlarını anlamak ve ele almak için uygun araçlardan bahsetmemektedir. Mevcut çalışma, Acker’ın (1990, 2012) cinsiyetlendirme süreçleri teorisini uygulayarak turizm alayazınındaki bir boşluğu doldurmaya çalışmaktadır. Çalışma bağlamı olarak Zanzibar seçilmiştir. Zanzibar geliştirmekte olan ülkeler arasında özellikle konaklama sektöründe kadın istihdamının en yüksek olduğu ülkelerden biridir ve cinsiyet eşitsizlikleri devam etmektedir (Carvalho, 2017).

Bu çalışmanın ana amacı “Zanzibar’da konaklama endüstrisinde çalışan kadınların karşılaştığı zorlukları anlamak” tır. Çalışmanın alt amaçları şu şekildedir:

- iv. Turizm sektöründe konaklama sektöründe kadın çalışanların doğasını anlamak.
- v. Turizm sektöründe konaklama sektöründe kadın çalışanların kariyer ilerlemesini ve ilerlemelerini sınırlayanların ne olduğunu belirlemek.
- vi. Turizm sektöründe konaklama sektöründe çalışan kadın çalışanların karşılaştığı zorlukları belirlemek.

TEORİK ARKA PLAN VE LİTERATÜR TARAMASI

Feminist Teori

Feminist teori, erkeklerin ve kadınların eşit siyasi, ekonomik ve sosyal konuma sahip olması gerektiğini savunur (Ropers-Huilman, 2002). “*Feminist politik ekonomi perspektifi, Marksist fikirlerden türetilen bir politik ekonomi teorisidir*” (Bradley ve Healy, 2008: 56). Dünyadaki piyasa ekonomisi 16. yüzyılda gelişmeye devam etmiştir ve kapitalizm genelindeki eşitsiz büyüme kalıplarını ve bunların ekonomik ve sosyal sonuçlarını ön planda tutmuştur (Merchant, 2012). Şu anda, birkaç politik iktisatçı, makroekonomik stratejilerin ve sosyal yapıların karşılıklı bağımlılığına odaklanmaktadır. Schoepf’in (2002) çalışması, kadınların iş yerinde her düzeyde cinsiyet ayrımcılığına yol açan bu dinamiklerden erkeklerden daha fazla etkilendiğini göstermektedir. Genel olarak teori, konaklama endüstrisinde kadınların önemini, kadınların refahına giden potansiyel bir yol olduğunu doğrulamaktadır (Tong, 2009). Kadınların işgücüne katılımını artırmak, daha hızlı ekonomik büyümeyi teşvik

etmektedir (Bank, 2012). Delmar ve arkadaşlarına göre (1986), kavram, temel çıkarlar ve sosyal sınıflar açısından sınırlı bir anlama sahiptir. Birincisi, kadınlar topluma önemli ölçüde katkıda bulunan (uzak ve yakın) benzersiz bireylerdir. İkinci olarak, kadınların topluma katılımı, karşılaştıkları damgalama ve ayrımcılığın bir sonucu olarak pasif kaldı, potansiyelleri bastırıldı ve teşvik kazanma yetenekleri engellendi. Son olarak, feminist çalışmalar eleştirinin ötesine geçmelidir (Bradley ve Healy, 2008).

Cinsiyete Dayalı Örgütler Teorik Çerçevesi

Cinsiyete Dayalı Örgüt, Acker (1990, 2012) tarafından öncülük edilen teorik bir çerçevedir. Çerçeve, görev ve sorumlulukların hala büyük ölçüde örgütlerde kadın ve erkek arasındaki fark tarafından belirlendiğini açıklamaktadır (Acker, 1990). Bu teori, toplumsal cinsiyet eşitsizliğinin nasıl kurumsallaştığını incelemek ve anlamak için geliştirilmiştir (Acker, 1990). Ayrıca, cinsiyetlendirme süreçlerinin organizasyonlardaki cinsiyet eşitsizliğini nasıl nasıl büyüttüğünü açıklamaktadır. Buna göre, kadınlar her zaman dezavantajlı durumdadır ve organizasyonlar erkekler tarafından ve erkekler için tasarlandığından cinsiyet eşitsizlikleri mevcuttur (Acker, 2012). İster hegemonik ister ekonomik dünyada olsun, erkekliğin ana biçimleri, toplumsal cinsiyet eşitsizliği ve egemen erkek sosyal otoritesiyle de bağlantılıdır (Connell ve Messerschmidt, 2005; Connell ve Wood, 2005). Teori ayrıca, eşitsizlikleri destekleyen örgütsel uygulamaların kurumsallaştığını ve toplumsal cinsiyet eşitsizliğinin örgütlerin yapılarına dahil edildiğini iddia etmektedir (Acker, 1990).

Alanyazın Taraması

Konaklama endüstrisi terimi, oteller, restoranlar, oyun ve turizm gibi çeşitli hizmet sektörlerini kapsamak için yaygın olarak kullanılmaktadır (Brotherton ve Wood, 2008). Konaklama sektöründeki iş pozisyonlarında kadınsı davranış beklentisine rağmen, geç saatlere vurgu, ayırt edilebilirlik ve iş başarısı gibi erkek odaklı ahlaki yapılar mevcuttur (Blomme v.d., 2010). Konaklama endüstrisi, uzun iş günleri, uzun çalışma saatleri, sınırlı iş güvenliği, başkalarıyla yakın işbirliği ihtiyacı ve vardiyalı çalışma saatleri ile karakterize olmuştur (Mwando v.d., 2014). Organizasyonların bu belirli yapısal özelliklerinden dolayı otel endüstrisinin kadınlar için özel zorluklar oluşturduğu Baum (2013) tarafından desteklenmektedir. Hutchings ve arkadaşları (2020) araştırmalarında, konaklama sektöründeki kadınların, diğer sektörlerdeki kadınlarla ortak sorunlar, zorluklar ve ayrımcılıkla karşı karşıya

kaldıklarını iddia etmektedir. Kadınların turizm endüstrisindeki katılımının daha yüksek olmasına (Carvalho ve diğerleri, 2019) ve kadınların katkısının erkeklere kıyasla bir istisna olmaya devam etmesine rağmen, kadınlar konaklama endüstrisinde hala düşük pozisyonlarda görev almaktadır (Hutchings v.d., 2020). UNWTO (2019) verileri konaklama endüstrisindeki kadın işçilerin, eğitim düzeyleri veya nitelikleri ne olursa olsun erkeklerden %14,7 daha az kazandığını doğrulamaktadır.

González-Serrano ve arkadaşları (2018) araştırmalarında, giriş seviyesi pozisyonların yaklaşık %50'sini ve otel genel müdürü pozisyonlarının %47'sini oluşturmalarına rağmen, kadın çalışanların konaklama endüstrisinde üst düzey yönetici pozisyonlarının yalnızca yaklaşık %20'sini oluşturduğunu tespit etmiştir. Bu nedenle, yönetim sistemindeki erkek egemenliği ve belirli rollerin dikey ve yatay cinsiyet ayrımcılığı nedeniyle hala bir cam tavan mevcuttur (Santero-Sanchez v.d., 2015). Kadınların büyük kurumsal işletmelere göre küçük, bağımsız konaklama işletmelerini yönetme olasılığı daha yüksektir (González-Serrano v.d., 2018). Obadić (2016) çalışmasında, konaklama ve yiyecek hizmetleri faaliyetlerindeki cinsiyete dayalı ücret farkının 2008 ve 2014 yılları arasında tüm Avrupa Birliği (AB) ülkelerinde azaldığını ve mali krizin başlangıcından bu yana cinsiyete dayalı ücret farklarının arttığına dair kayıt tutan tek ülkelerin Hırvatistan ve Bulgaristan olduğunu tespit etmiştir.

İbrahim (2015), turizm sektöründe özellikle terfilerle ilgili olarak, erkekler ve kadınlar arasında %20'lik bir cinsiyete dayalı ücret farkının altını çizmektedir. Temizkan ve Uslu (2023) gerçekleştirdikleri çalışmada, eskiye göre daha fazla çalışan kadın olmasına rağmen, erkeklerin doğuştan ve fiziksel farklılıkları nedeniyle hala zorluklarla karşılaştıklarını belirtmektedir. Kadınların işe alım ve terfilerde ayrımcılık ve kariyer engelleriyle karşılaştığı hizmet sektöründe cinsiyet eşitsizliği olduğunu belirtmektedirler. Said ve Tanova (2021), işyerinde zorbalığı kadınların çoğunluğunun yaşadığı yaygın bir sorun olarak tanımlamış ve bunun da çalışanların işyerinde duygusal tükenmesine yol açtığından bahsetmiştir. Kennedy ve arkadaşları (2016), cinsiyet önyargısı ve cinsel tacizin işyerinde, özellikle konaklama endüstrisinde yaygın sorunlar olduğunu tespit etmiştir.

Ayrıca, genellikle erkeksileştirilen (Acker, 1990) 'ideal çalışan' hakkında devam eden bir tartışma, özellikle anneler, eşler ve partnerler olmak üzere kadınlara yönelik geleneksel varsayımlara meydan okumaktadır. Bu durum, kadın çalışanların kariyer ilerlemelerine yönelik fırsatları kısıtlamaktadır (Costa v.d., 2017). Liderlik tarzları,

girişkenlik eksikliği, iş-yaşam dengesi, ayrımcılık, klişeler ve cinsiyet önyargısı gibi durumların kadınların konaklama endüstrisinde karar verme pozisyonlarına ilerlemesini engellediği belirtilmektedir (Calinaud, 2020; Deng, 2017; Gupta ve Peshave, 2017; Kumara, 2017; Mwando, 2014 ve Sharma, 2020). Bunun yanında, Said ve Tanova (2021); Anasori ve arkadaşları (2020) ve Mohanty ve arkadaşları (2018) çalışmalarında işyerinde zorbalık, konaklama endüstrisindeki elverişsiz çalışma koşulları, dini temelli sorunlar, ortodoks ve geleneksel zihniyetler, ücret farklılıkları ve cinsiyet kalıp yargıları gibi kadınların karşılaştığı zorluklardan bahsetmektedirler.

Yasin, Saad ve Quora'ya göre (2019) kadınlar iş, sosyal ve idari zorluklar dâhil olmak üzere üç açıdan zorluklarla karşılaşmaktadır. Benzer şekilde Pesha ve Gupta (2017), kadınların gerçekten de uzun veya öngörülemeyen çalışma programlarını yönetmelerini engelleyen bir dizi zorlukla karşılaştığını belirtmektedirler. Madsen (2010); Ng ve Pine (2003) örgütsel önyargı, ayrımcılık, basmakalıp yargılar ve yetersiz eğitim gibi konuların açıkça örgüt kültürü ile bağlantılı olduğunu ileri sürmektedirler. Kanokanga ve Felistas Chimutingiza'nın (2014) düşük ilerleme fırsatları ve işyeri kültürü eksikliğine işaret eden çalışmalarındaki iddialarının aksine, Taher ve Dodo (2011) kadınların nadiren yönetsel yetki ve liderlik uzmanlığı gerektiren işler edindiklerini tespit etmiştir. Bununla birlikte, Said (2016), kadın doktorlar, kadın yöneticiler, kadın öğretmenler, kadın memurlar olmak üzere tüm çalışma alanlarında kadınların karşılaştığı zorlukların mağduriyet, mesleki ayrımcılık, kötü altyapı, cinsel taciz ve cinsiyet eşitsizliği olduğunu belirtmektedir. Ali'ye göre (2014) işyerinde cinsel taciz, hem fiziksel saldırıyı (istenmeyen yorumlar, yaklaşımlar ve cinsel hareketler gibi) hem de fiziksel olmayan saldırıyı (uygunsuz tavırlar ve duruşlar) kapsamaktadır.

Ancak Nassor ve Yussuf (2020) Zanzibar'da yaptıkları çalışmada, kadınların istihdamının önündeki engeller olarak dini ve kültürel uygulamaları bulmuşlardır. Dolayısıyla sonuçlar, Zanzibarlı kadınların kültürel olarak evde kalmalarının ve çalışmamalarının beklendiğini göstermektedir. Ayrıca bu çalışmanın bulgularına benzer şekilde Said (2016) Zanzibar'da çalışan kadınların çoğunun karşılaştığı en yaygın sorunlardan birinin cinsel taciz olduğunu belirtmektedir. Halim ve arkadaşlarının (2011) çalışması, işyeri çatışmaları ve aile içi çatışmaların, kadınların konaklama endüstrisinde çalışmasının önündeki en büyük engeller olduğunu göstermiştir. Evli kadınların yaklaşık yüzde 52'si evlenmeden önce mali açıdan

güvende olduğundan, evlendiklerinde çalışamaz hale gelebilirler ve destek için kocalarına güvenmek zorunda kalabilirler (Halim v. d., 2011). Abbas (2015), küçük çocuk annesi olmanın kadınların işini bırakmasının en önemli nedeni olarak görüldüğünü eklemiştir.

ARAŞTIRMANIN YÖNTEMİ

Çalışma, Birleşik Tanzania Cumhuriyeti'nin bir parçasını oluşturan takımadaların yarı özerk bir parçası olan Zanzibar Adası'nda gerçekleştirilmiştir. Zanzibar, Batı Hint Okyanusu bölgesinde, Doğu Afrika kıyılarında bulunur ve Unguja (1670 km²) ve Pemba (990 km²) olmak üzere iki adadan oluşur. Ada ayrıca, kıta anakarasının 25–50km (16–31) açıklarında, Hint Okyanusu'nun kıyı bölgelerinin çevresinde yaklaşık elli küçük ada içerir (Khamis v.d., 2017). Baskın dil Svahili'dir ve insanların yaklaşık %95'i islam dinine mensuptur. Çalışma, özellikle en büyük ada olan Unguja'daki otellere odaklanmıştır. Katılımcılar, amaçlı ve kartopu örnekleme kullanılarak seçilmiştir.

Bu araştırmada, araştırma sorularına uygun olarak nitel bir yaklaşım uygulanmıştır. Ele alınan konu Acker'in (1990; 2012) çerçevesinde incelenmiştir. Araştırmanın ana amacı Zanzibar'da konaklama sektöründe çalışan kadınların karşılaştıkları zorlukları ele almak olduğundan, derinlemesine bilgiler sunmaya olanak sağlayan nitel yöntem daha uygun bulunmuştur. Bu yöntem işyerindeki kadınların durumunu ve günlük zorlukları nasıl ele aldıklarını keşfetmeye ve anlamaya yardımcı olur. Çalışma kadın çalışanlara ve belirli bir fenomen olarak otel sektörüne dayandığından keşfedici nitel tasarım bu çalışma için uygun bir yöntem olarak görülmüştür.

Araştırma sorularını cevaplamak için, açık uçlu sorulardan oluşan bir görüşme rehberi hazırlanmıştır. Görüşme rehberi yaş, eğitim, iş pozisyonu ve deneyimi ve medeni durum gibi demografik bilgilerin ardından işyerinde kadınları engelleyen diğer zorluklara odaklanan özel sorulardan oluşmaktadır. Görüşmeler İngilizce dilinde yapılmıştır. Araştırmanın verileri, WhatsApp Aramaları ve Google Meet aracılığıyla çevrimiçi yöntemle toplanmıştır. Amaçlı örnekleme ve kartopu örnekleme kullanılarak Zanzibar'daki çeşitli otellerde çalışan 20 kadın çalışanla yarı yapılandırılmış görüşmeler yapılmıştır. Çalışma, otel endüstrisindeki kadın çalışanların karşılaştığı zorlukları ortaya çıkarma amacını taşıdığı için sadece kadınlar

çalışma kapsamına alınmıştır. Görüşmeler 4 Kasım ile 28 Aralık 2022 arasında gerçekleştirilmiş ve 40 ile 90 dakika arasında değişen uzunluklarda sürmüştür.

Araştırmadan elde edilen veriler tematik analiz yöntemi kullanılarak analiz edilmiş ve Acker'ın (2012) cinsiyete dayalı örgütler kuramsal çerçevesinde yorumlanmıştır. Tematik analiz, hem açık hem de gizli temel kavramları yakalamak için hem tümevarımsal olarak veriye dayalı yaklaşımlarda hem de tümdengelimsel teoriye dayalı yaklaşımlarda kullanılabilir (Braun ve Clarke, 2016). Veri analiz süreci, verilere aşina olma, ilk kodların üretilmesi, temaların aranması, temaların gözden geçirilmesi, temaların tanımlanması ve adlandırılması şeklinde karşılaştırmalı olarak yürütülmüştür. Bu altı aşama, mevcut çalışmada uygulanan nitel analize rehber olarak kabul edilmiştir (Braun ve Clarke, 2006).

Görüşmeler katılımcıların izinleri alınarak kayıt altına alınmıştır. Katılımcıların kadın çalışanlara ve genel olarak topluma yönelik deneyimlerine, görüşlerine, tutumlarına ve duygularına ilişkin çok yönlü nitel verilere ulaşılmıştır. Görüşmeler, araştırmacı tarafından yorumlanmış ve veri analizi için word dosyasına aktarılmıştır. 20 katılımcıdan 9'u evli ve çocuklu, 11'i bekar. Katılımcıların çoğunluğu kat hizmetleri, servis ve yiyecek-içecek alanlarında alt düzey pozisyonlarda çalışmaktadır. Birkaç katılımcı resepsiyonist, misafir ilişkileri sorumlusu ve müdür yardımcısı gibi pozisyonlarda çalışmaktadır. Katılımcıların gelir düzeyleri 250.000 Tsh ile 700.000 Tsh arasında değişmekte ve bu, rakamların günümüzde makul bir yaşam standardını sürdürmek için yetersiz kabul edilen bir düzeyde olduğu görülmektedir.

Ayrıca, bu çalışmada, Acker'ın toplumsal cinsiyetçi örgütlenmelere odaklanan teorik çerçevesini doğrudan uygulamak yerine, araştırmacı, hem Acker tarafından 2012'de geliştirilen genişletilmiş çerçeveyi kullanmış hem de veri setinden gelen kategorileri değerlendirerek kaçırma yaklaşımı kullanmıştır. Dört ana başlıktan oluşan bu çerçeve konaklama endüstrisinde kadınların zorluklarını ve deneyimlerini analiz etmek için kullanılmıştır. Kennedy ve Thornberg'e göre (2018: 54) kaçırma, tümdengelim veya tümevarımın aksine, *“gerekirse teoriyi değiştirmeyi, detaylandırmayı veya reddetmeyi veya verileri incelemek, anlamak ve açıklamak için eski fikirleri yeni yollarla bir araya getirmeyi içerir”*. Sonuç olarak, mevcut teorik çerçeveyi yeni ortaya çıkan temalarla bütünleştiren bir analiz yaklaşımı kullanılmıştır.

BULGULAR

Acker'ın (2012) cinsiyete dayalı örgütlerin teorik çerçevesi aracılığıyla, çalışma, örgütlenme süreçleri, örgüt kültürü, işle ilgili etkileşimler ve cinsiyete dayalı kimlikler dahil olmak üzere dört kapsamlı küme altında 12 temaya ulaşmıştır.

Örgütlenme Süreci

Acker'a göre (1990, 2012), dağıtım, ücret belirleme, iş bölümleri, iş tasarımı, işyerindeki tutumlar ve cinsiyete dayalı örgütsel uygulamalardaki eşitsizlikleri tartışmak için örgütlenme sürecinde cinsiyete dayalı biçimler yaratılmıştır. İş sınıflandırmasının amacı, cinsiyet ayrımından kaçınmak için maaş gruplandırmasına yardımcı olmaktır. Böylece teori ve görüşmelerden elde edilen veriler incelendiğinde (i) işbölümü , (ii) ücret belirleme, (iii) işin doğası ve kadın ve (iv) iş-yaşam dengesi alt temalarına ulaşılmıştır.

Organizasyon Kültürü

Örgüt kültürü, cinsiyet eşitsizlikleri ve inanç farklılıklarından oluşan örgütün alt yapısından oluşmaktadır. Temel olarak fikirler, görüşler, davranışlar ve değerler bir örgüt kültürünün unsurlarıdır. Örgütler ve toplum arasındaki bağlantı, çoğunlukla örgüt kültüründe belirgindir. Bu tema Zanzibar'daki konaklama endüstrisinin yapısını cinsiyete göre değerlendirme eğilimindedir. Mevcut çalışmada, katılımcılar tarafından kapsamlı bir şekilde değerlendirildikten sonra Acker'ın çerçevesi doğrultusunda üç temaya ulaşılmıştır: (i) erkek egemenliği, (ii) kadın imajı ve basamaklılar ve (iii) terfi fırsatları elde etme zorluğu.

İşle İlgili Etkileşimler

Acker'a (2012) göre, işyerinde farklı güç seviyelerindeki iş arkadaşları arasındaki etkileşimler, kadın çalışanlar için sömürücü ve küçümseyici davranışlara neden olma olasılığı daha yüksekken, aynı zamanda saygı ve eşitliğin de temelini oluşturmaktadır. Cinsiyete dayalı etkileşimler, bazı kuruluşlara nüfuz eden erkek egemen kültür tarafından pekiştirilmektedir. Görüşmeden elde edilen veriler iki tema üzerine odaklanmaktadır: (i) cinsiyet ayrımcılığı ve (ii) cinsel taciz.

Cinsiyete Dayalı Kimlikler

Acker'a (1990) göre, insanlar kendilerini belirli bir organizasyon içinde uygun bir şekilde ve cinsiyetlendirilmiş üyeler olarak tanımlamak için çalışmalı, koşullara

karşı bilinçli olmalı ve tepki vermelidir. Dye ve Mills (2006), insanların cinsiyet kimliklerinde gezinmesinin, cinsiyetlendirme süreci sürecinde bireyin nasıl görünmesi ve davranması gerektiği varsayımlarından etkilendiğini öne sürmektedir. Kadınların toplumdaki yeri, imajı, beceriksizliği ve güvenilirliğine yönelik varsayımlar genellikle kadınların kendi iç cinsiyet seçimlerini etkilemiştir. Bu çalışmada cinsiyet kimlikleri, Acker'ın (2012) çerçevesine uymayan görüşmelerden elde edilen üç tema ile oluşturulmuştur: (i) Dini ve kültürel inançlar, (ii) kılık kıyafet ve (iii) toplumdan olumsuz algı ve tutumlar.

TARTIŞMA

Bu çalışmanın bulguları, örgütlenme süreci, örgüt kültürü, işle ilgili etkileşimler ve cinsiyete dayalı kimliklerin konaklama sektöründeki kadın çalışanları etkileyen önemli örgütsel faktörler olduğunu göstermektedir. Bu faktörler, bu sektördeki kadınların karşılaştığı zorlukların anlatmaya yardımcı olmaktadır. Kadınlara yönelik toplumsal cinsiyet eşitsizliğini etkileyen iş etkileşimlerinin varlığı kaçınılmaz bir engel olarak kabul edilmektedir. Çalışma, kadınların bu pozisyonların üstesinden gelebilecek yetkinlikte olmalarına rağmen, üst düzey liderlik pozisyonlarında hala var olan derin cinsiyet uçurumunu ortaya koymuştur. Kadınların cinsiyetleri nedeniyle hala baskı altında oldukları tespit edilmiştir. Bunun yanı sıra, Zanzibar toplumu, kültürel normlar, bakış açıları ve geleneksel uygulamalar da, daha önce vurgulandığı üzere, kadınların kariyer ilerlemesini engelleyen zorluklara katkıda bulunmada önemli bir rol oynamaktadır. Hala cinsiyetlerine göre baskı altında olduklarını gördüler. Bu çalışma, kadın çalışanların konaklama endüstrisinde çeşitli zorluklarla karşı karşıya kaldığını öne süren, giderek artan sayıda çalışmalarını desteklemektedir. Bu çalışma daha önce yapılan çalışmaları destekler niteliktedir.

Araştırma, geniş bir alanyazın taraması ile farklı ülkelerden farklı çalışmaları bir araya getirmiş ve Zanzibar özelinde gerçekleştirilen çalışma ile bu sonuçları karşılaştırmaktadır. Çalışmanın sonuçları yorumlandığında araştırma, araştırma sorularına yanıt verebilmiş ve Zanzibar'daki konaklama sektöründe kadın çalışanların yaşadıkları zorluklara ilişkin mevcut bilgi boşluğunu doldurabilmiştir. Bu çalışmanın bulguları, işyerinde cinsiyet eşitsizliği, gelişmekte olan ülkelerde konaklama sektöründeki kadınlar ve istihdam açısından kadınların karşılaştığı zorluklar üzerine yapılan daha geniş kapsamlı araştırmalarla tutarlıdır. Otel işletmeleri, mevcut

toplumsal cinsiyet eşitsizliklerinin çoklu biçimleri nedeniyle kadınlar için hoş ortamlar sunmayan bir yer olarak tanımlanmıştır.

SONUÇ VE ÖNERİLER

Araştırma, cinsiyet ayrımcılığı ve cinsel tacizin Zanzibar'daki konaklama endüstrisindeki kadın işçilerin karşılaştığı temel zorluklar olduğu sonucuna ulaşmıştır. Bununla birlikte, toplumdan gelen olumsuz algı ve tutumlar, dini ve kültürel inançlar, iş-yaşam dengesi, kadın imajı ve klişeler, terfi fırsatları elde etmede güçlük, erkek-egemen sistem, ücret belirleme, işbölümü, işin doğası ve kadın ve kıyafet tarzı gibi bu sorunu açıklayan farklı kategorilere ulaşılmıştır. Çalışma ayrıca, Zanzibar'daki kadın çalışanların, karşılaştıkları mevcut zorluklara ek olarak, hakları konusunda yeterli bilgi ve farkındalığa sahip olmadıklarını ortaya koymaktadır. Bu bilgi boşluğu, kendilerini etkin bir şekilde savunmalarını ve çoğunluğunun karşılaştığı ayrımcılık ve tacize karşı kendilerini korumalarını engellemektedir. Buna bağlı olarak da bu durumlar, kötü bir muamele ile yüzyüze olan, toplumsal beklentiler nedeniyle geri plana atılmış kadınlar tarafından genellikle normal bir olay olarak kabul edilmektedir. Dahası bunun normal kabul edilmesi ayrı bir sorun olarak gözükmemektedir.

Bu çalışmanın bulguları, katılımcıların çoğunun, kendilerinden çok fazla beklenti içinde olan bir sektörde çalıştıkları için kariyer ilerlemelerini etkileyen daha fazla engelle karşılaşmayı kabul ettiklerini ortaya koymuştur. Ayrıca katılımcılara göre kadınlar erkeklere göre daha yetenekli ancak sahip oldukları bilgi ve beceriler doğru pozisyonlarda kullanılamamaktadır. Bu nedenle, ülkenin ekonomik büyümesi ve kalkınması için bu durumla yüzleşmeye hazır ve Zanzibar kadınlarıyla birlikte çalışacak, turizm sektörü için istikrarlı bir gelecek inşa edecek şekilde sosyal, kültürel, geleneksel ve ekonomik olarak değişikliklere ihtiyaç vardır. Bu şekilde ancak kadınların duyulabilmesi ve bu zorlukların kabul edilmesi sağlanır. Özetlemek gerekirse, bu çalışma, turizm işletmelerinde cinsiyet eşitliğinin eksikliğini feminist teoriler ve Acker'ın cinsiyetçi teorik çerçevesiyle anlatmaya çalışmaktadır.

Yukarıdaki sonuçlara dayanarak, çalışma Zanzibar hükümeti, gelecekteki çalışmalar, çalışan kadınlar ve konaklama sektörü profesyonelleri dâhil olmak üzere dört gruba öneriler sunmaktadır. Çalışma, hükümete Zanzibar'daki zorlukları azaltmak için cinsiyet eşitliği politikalarını ve stratejilerini ele almasını tavsiye etmektedir. Çalışma ayrıca, konaklama sektörü yöneticilerine sektördeki kadınları düşük pozisyonlar, yetersiz gelir ve iş güvensizliği ile karşı karşıya bırakan karışıklık

ve uygulamaları ele almak ve ortadan kaldırmak için yasal yaklaşımlar oluşturmalarını tavsiye etmektedir. Son olarak araştırma, Zanzibarlı kadınlar için daha fazla içgörü sağlamak amacıyla gelecekteki çalışmaların Zanzibar bağlamına özgü toplumsal cinsiyet eşitsizlikleri ve cinsel tacizin temel nedenlerine daha fazla odaklanmasını da önermiştir.



