CAREER SUCCESS OF HOSPITALITY FEMALE MIDDLE
MANAGERS IN MAINLAND CHINA

A thesis submitted to the
Kent State University College and Graduate School
of Education, Health and Human Services
in partial fulfillment of the requirements
for the degree of Master of Science

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December 2016

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Yang, Shiyi, M.S., December 2016   Hospitality Management

CAREER ADVANCEMENT OF HOSPITALITY FEMALE MIDDLE
MANAGERS IN MAINLAND CHINA (199 pp.)

Director of Thesis: Ning-Kuang Chuang, Ph.D.

Women managers always occupied an important position in the hospitality industry. However, the career path to working women is never smooth. In china, hotel women managers have their own specific barriers on their career path. To date, little research has specifically focus on China hotel women managers working situation. This research examined the factors that influent women managers' career success of mainland China hotel. The goals of this study are: (1) understanding the importance of women's career success; (2) understand how to achieve success as a hospitality female; (3) provide behavior tactics to females within the hospitality industry; and (4) increase female employees' confidence and problem-solving abilities. The interplay of career variables including: self-awareness, career ambition, ICM-career goal, ICM-career management, OCM, gender stereotype, public opinion and career motivation were investigated. Regression and ANOVA were selected to investigate career variables' influence on participants' career success and examine the difference among career variables with these women managers' age, education, working positions, working years, education, feminism or not and hotel type (international hotel and domestic hotel). Results showed that the variables of ICM had the most significant relationship with career success. Career ambition and OCM are irreplaceable on hotel women managers' career success.

ACKNOWLEDGEMENTS

I would like to express my great appreciation to my committee members, Barbara M. Scheule and Suzanne Holt. Their detailed comments and on time support helped me a lot on my thesis. They also gave me valuable advice and suggestions during my proposal meeting and oral defense. They made my defense enjoyable and full with pleasure.

Dr. Ning-Kuang Chuang, my thesis committee director, is the most important person to my thesis study process. Without her continuous encouragement, guidance, patience, and motivation, this thesis had no possibility to finish. I express my deep gratitude to her. Her encouragement helped me realize "who I am" and my strengths (e.g., independent thinking). Her dedication and professional expertise enabled me to focus on the research topic and make sure this thesis was perfect as it could be.

I also want to express my thanks to my friends and all respondents in this project. They provided the vital data information, which made this study finally complete. Finally, I want to say "thanks" and "sorry" to my family, especially to my parents. Although sometimes they do not understand what I did, they still decided to trust me encourage me. Their encouragement and trust drove me to achieve my study and life goals.

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CHAPTER I

INTRODUCTION

Cleveland, O'Neill, Himelrigh, Harrison, Crouter, and Drago (2007); Stroh, Brettand Reilly (1996) state that, for those females who choose career success and economic independence as a life goal, it is important to build an effective career promotion channel and a supportive work environment. This insight is based upon previous career development studies about a female's career success. Such studies have also been used to describe work place hostility, poor working conditions, sexual harassment, and racial differences (Cook et al., 2002; Lucas, 1997; Murrell, Olson, & Frieze, 1995; Richie *et al*, 1997).

However, few studies have examined what factors influence the career success of female middle managers, specifically within the China's hospitality industry. Furthermore, these studies rarely provide reliable and suitable suggestions to support a women's goal of achieving career success and economic independence within their specific work field (Elmuti, Lehman, Harmon, Lu, Pape, Zhang & Zimmerle, 2013; Shen & Jiang, 2015).

It is important to note that managers, supervisors, and the directors of companies should understand the impact these factors have on a woman's career. In addition, as a result of a detailed and accurate analysis, a working female could identify her challenge(s) within a cutthroat workplace. Therefore, as a result of this awareness, women can better manage potential difficulties within their work environment.

Until 2010, women occupied 45.3% of China's total labor force. Meanwhile, 64% of all women in China occupy a full time or part-time job. In addition, more than 53% of

China's hospitality labor force is women (Tabulation on the 2010 Population Census of the People's Republic of China, 2011; The World Bank, 2015). Although females consist of nearly half of China's total labor force, the salary gap between China's women and men is 69%, which results in Chinese women earning an average of 31% less than men for doing similar work (Hausmann, Tyson, & Zahidi, 2011).

Also, there were 2.2% of China's working women hold in management positions; compared to about half the ratio of men. Chinese men are more likely to be employed as government officials, state-owned enterprises, and public institutions (Wang, 2011).

A group of Chinese females working in middle management positions has recently required special attention. This recent attention reflects the achievements females have achieved through a sometimes difficult career progression. Furthermore, this progression has led to a recent disrespect of female leaders within China's Hospitality Industry (Cao, 2015).

The underrepresentation of female managers throughout China's employment fields continues to be a problem. In comparison, (Warner 2014) reported that 61% of Norway's labor force are females. Furthermore, in Norway, 32% of its legislative positions, such as senior officials or managers are held by women. However, the top female earners still make an average of 17% less than their male counterpart (OECD, 2012; Warner, 2014; World Economic Forum, 2015). Based on those statistics, China is not the only country that underpaying its female employees and employ a low percentage of women in management.

In today's economic and business environments, previous research demonstrates the lack of female leaders is a common global and social issue. China and other western

countries continue to display inequity towards women. However, the situation in China has its own unique characteristics. These statistics show that even though China's female labor force is similar to Norway, the pay and management positions held by China's women are much worse.

These statistics also show that China has one of the highest female work participation rates in the world (Zeng & Thornema, 2014). Studies also show that working women in China face more difficulties than women in western countries, especially if their goal is to reach to a management position. This unprecedented lack of women leaders in China illustrates that Chinese women must confront a more challenging pathway to managerial positions.

In today's China, more than 60% of Chinese women enter the labor force (The World Bank, 2013), of which over 50% of these women participate in China's hospitality industry (China Labor Statistical Yearbook, 2014; Tabulation on the 2010 Population Census of The People's Republic of China, 2011).   Promoting Chinese women to high management positions, especially senior executive positions has become increasingly important in today's Chinese society. With an increase of Chinese women holding management positions, their voices can be heard; and therefore, their different perspectives and strategic approaches may be realized by working through gender-related problems. Furthermore, different opinions and problem solving processes coming from female employees could help strengthen the diversity of Chinese corporate culture (Harrison, Leitch, & McAdam, 2015). With this noted, organizations that are perceived as being respectful toward female opinions could attract more middle-level and senior-

level females for employment opportunities (Helgesen, 2011; Kinoshita & Guo, 2015; Ryan *et al*, 2011).

Career success is attributed to society, organization, and people themselves (Arthur, Khapova, & Wilderom, 2005; Chang, Feng, & Shyu, 2014; Sandberg, 2013). Social and personal factors also hold powerful influences on a female's career successes. In Asia, societal promotion opportunities, supervisor support, training programs, determination and willingness, and career planning also influence a woman's success (Gao & Wu, 2014; Huang, Yu, & Ma, 2014; Rowley, Kang, & Lim, 2015).

Thus, the proposed research will explore if the personal factors (e.g., self-awareness, career ambition); organizational factors (individual career management, organizational career management); and social factors (gender stereotype, public opinion) influence a females career motivation and success in China's society.

As a female dominated industry (Yang & Li, 2015; Zou, 2008), hospitality has its unique hindrance to female employees. Women working in hotels and restaurants are symbolized by being isolated in work fields, less professional, discontinuing careers, receiving less respect and low-wage jobs, and experiencing more unconventional job changes (Fischer, 2014; Liao, Schensul, & Wolffers, 2003; Nicholson & West, 1988; Shaffer *et al*., 2000). Barriers to career promotion faced by China's female employees within its hospitality industry differ from those career routes experienced by men. Therefore, it becomes necessary to conduct a thorough investigation of the fundamental factors that influence women and their career promotions.

The determinants and influences of a career progression can be divided into two groups: External Variables and Internal Variables. Examples of external variables

include gender stereotypes, organizational career management (OCM), and public opinions; which describe the factors of an outer environment that can affect female careers. Internal variables include self-awareness, career ambition, and individual career management (ICM); all of which are factors that can be managed by female managers.

Empirical studies have examined the factors that influence career success, such as human capital (Ballout, 2007; Harris, Pattie, & McMahan, 2015), motivation (Meijers, Kuijpers, & Gundy, 2013; Stamm, & Buddeberg-Fischer, 2011), employees' demographics (Baruch, Grimland, & Vigoda-Gadot, 2014; Hüttges & Fay, 2015), and access to mentors (Holtbrügge & Ambrosius, 2015; Yu-jie, Jun, & Miao-miao, 2014). These factors are viewed as the virtual factors affecting China's female hospitality middle managers' career development and promotion (Fan, 2011; Yang, 2013). These studies are also important because they provide a significant empirical foundation for further research on career success. However, how the general public influences female managers and how female managers define career success for themselves needs to be further examined.

Poole, Langan-Fox, and Omodei (1993) stated that "the observed progress of an individual progressing through an organization or occupation" refers to *objective* career and external measures (p. 39); while the *subjective* career means "a more individual (or phenomenological) perspective and involves intrinsic measures, such as satisfaction in the job, interests and feelings about occupational environments, *etc.*" (p.39). Although the reasons that result from society and organizations are considered external variables, individual reasons are viewed as internal variables. Because these variables stem from

different settings, external variables are considered to be objective while internal variables are considered subjective variables.

Self-awareness is usually described as a knowledge or perception about one's own personality or characters (Duval & Wicklund, 1973). It could be used to evaluate one's ability to recognize ones advantage, disadvantage, strength and weakness. No matter in what working field, having a clear understanding of oneself is the foundation of one's career success (Church, 1997).

Church (1997) concluded that self-awareness provides significant contribution that separates the excellent managers from mediocre managers. Usually, compared to ordinary managers, managers with a high performance rate have an increased self-awareness. The greater ones self-awareness results in a stronger ability to assess one's own workplace interactive capacities.

It is difficult for women take leadership positions, because the leadership role and required behaviors often conflict with feminine characteristics and expectations. An increased self-awareness could help women modify their behavior to accommodate various working environments (Morrison & Glinow, 1990). Self-awareness could also assist people to improve interpersonal relationships. As for hospitality employed women, self-awareness could be that factor that solves work and family issues (Cleveland, O'Neill, Himelright, Harrison, Crouter, & Drago, 2007).

Based on the Cambridge dictionary, *ambition* is defined as "a strong wish to achieve something", or "a strong wish to be successful, powerful, rich, *etc*" (Cambridge, 2016). Compared to, "career aspiration;" which refers to a person's eagerness to achieve

career success, whereas career aspiration refers to people that is inspired to achieve advanced positions.

Some researchers hold negative opinions about ambition because fierce ambition may lead to unrealistic expectations. In that the amount of "time and effort needed to attach mobility goals can be harmful to career development" (Judge, Cable, Boudreau, & Bretz, 1995; Wayne, Liden, Kraimer, & Graf, 1999, p. 590). However, to women, career ambition is usually seen as a powerful pushing force to break the glass ceiling in an effort to achieve career success. Sandberg (2013) and Marcus (2015) call on young females to embrace their ambition. Moreover, Marcus (2015) provides detailed methods (political skills) to become a female (political) leader. Compared to an older generation (age＞45), young females have increased career ambition. Despite this research, the female still experience a lower success rate and poses less career ambitions than their male counterparts.

Judge et al. (1995, 2002) treat ambition as one of the most important career motivational variables. London (1983) put career resilience, career insight, and career identity into a career motivational model. Although ambition may not be popular in people's mind, it can have a unique influence on females' career success. This is a result of women having a limited career path. Therefore, ambition could help women break through sexual restrictions and explore new career paths. This study will treat career ambition as an internal variable and examine how career ambition affects female managers' career motivation and career success.

Based on Cambridge dictionary, ambition is defined as "a strong wish to achieve something" or "a strong wish to be successful, powerful, rich, etc." (Cambridge, 2016).

Compare to another word "career aspiration," career ambition refers more to a person's eagerness to career success whereas career aspiration means people are aspired to achieve advanced positions (Rainey & Borders, 1997).

Some researchers hold negative opinion about ambition because fierce ambition may lead unrealistic expectations of the amount of "time and effort needed to attach mobility goals then finally harmful to the career development" (Judge, Cable, Boudreau, & Bretz, 1995; Wayne, Liden, Kraimer, & Graf, 1999, p.590). However, to women, career ambition is usually seen as a powerful pushing force to break glass ceiling and achieve their career success (Liu, 2013). Sandberg (2013) and Marcus (2015) call on young females to embrace their ambition in their remarkable books. Moreover, Marcus (2015) provides detailed method (political skills) to become a female (political) leader. Compare to old generation (age＞45), young female have much more career ambition (Alter, 2015; Dukes, 2011). Despite all of that, female still experience lower success and have less career ambitions than male (Eith, Stummer, & Schusterschitz, 2011). Individual career management (ICM) also called career self-management implies that employees who focus on occupational goals (both long- and short-term), and career development, who want to be successful in their careers (Nie, Lian, & Huang, 2012; Wesarat, Sharif, & Majid, 2014). Compare to organizational career management many researchers pay less attention to ICM (Chiaburu, Baker, & Pitariu, 2006). It is believed that external factors such as the environment and the organization usually have immeasurable influence on people. However, recent studies argued that ICM is especially important for people's career success because ICM guides individuals' career plans, gathers more work information, has more methods to work out career difficulties,

has passion to keep learning, enhances environmental and self-awareness, and clarifies employees' career objectives (De Vos & Soens, 2008; Orpen, 1994). Each of these functions could lead to a better career decision (Converse, Pathak, DePaul-Haddock, Gotlib, & Merbedone, 2012; Weng & McElroy, 2010).

Although 64% of women enter the China workplace and many of them hold high education degree like U.S. women, Chinese women are largely remained stuck in lower- or middle-level of management (Mainiero & Sullivan, 2005). Sandberg (2011) and Sturm et al. (2014) suggest that ICM has direct relationship with women's career motivation. Researchers state that females are more cautious than male counterparts in applying promotions, which influence their long-term career goals' designation and realization (Sandberg, 2013; Sturm, Taylor, Atwater, & Braddy, 2014). This paper will discuss ICM and its influence on female middle managers' career success in China hospitality field as well as how self-awareness influences career goals and planning, then how both affect career motivation and career success.

Stereotypes are generalizations about groups that are applied to individual group members simply because they belong to that group. Gender stereotypes are generalizations about the attributes of men and women (Heilman, 2012; p. 114). Gender stereotypes usually believe women are more emotional. Therefore, those who agree with the gender stereotype believe men are more suitable than women within the business environment. This concept harms and places disadvantages to women, especially women leaders (Brescoll, 2015). Gender stereotypes are often treated as a primary barrier to prevent women from advancing to leadership positions (Koenig et al., 2011). During the past three decades when talking about the good manager, people and societal

expectations tended to relate to the male image (Rudman & Glick, 2001). Previous studies claimed that there are differences in behavior and management styles between male and female leaders (Del Boca & Ashmore, 1980). Male leaders think it is easy to succeed and be accepted. This thinking is based upon the belief that male leaders have masculine characteristics which often relate to dominant, rational, and instrumentally, or task-oriented personalities (Gherardi & Murgia, 2014; Willemsen, 2002). On the contrary, female leaders are usually thought to excel at interpersonal skills, promoting and supporting their employees, and collaboration rather than engaging in a hierarchical leadership style (Eagly & Johnson, 1990; Mintzberg, 1989; Moore et al, 2011). In China, gender stereotype has been considered as one of the great factors impeding female managers from obtaining executive positions (Yang, 2011). In part, this is a result of Chinese traditional values like masculine culture and gender discrimination. These values can influence women's perception of their job title, organization, and workforce (Lee & Xiao, 2014). Based on Chinese values and perceptions men are viewed as the stronger gender. As a result, being a strong sex men are expected to take on a larger share of physically demanding work, or manage the workload of their female colleagues when they are busy. As a "weaker" sex, women just need to enjoy their "luck" and "appreciate" the "help", or "protection" from their male colleagues (Bulger, 2000; Kuhn & Shen, 2013). The influence of this obsolete concept causes some Chinese working female to believe that "there are differences between men and women in handling power and politics at work" (Lee & Xiao, 2014, p. 35).

Female career development has been researched in Europe and North America, however, little research effort has been seen in China, or specifically in China's hotel

industry. This study will examine the influence of gender stereotypes on China's hospitality female middle managers' and the career paths of female middle managers and possible solutions to reduce negative influence of gender stereotypes on female hospitality middle managers.

Organizational career management (OCM) also called "organizational support for career development" or "organizational sponsorship" is defined as "organizations support and improve their employees' career development in organizations through programs, processes, and other forms of assistance" (Ng, Eby, Sorensen, & Feldman, 2005, p. 371). De Vos, Dewettinck, and Buyens (2008) stated that careers are usually made within the organizations and career dynamics are influenced to a significant degree by organizational factors, such as the internal labor market structure, the type of career system, organizational type, size, structure and the career development opportunities an individual can have (p. 157). All these organizational factors have influence on an employee's career development. Among these factors, career system and organizational structure offer an external perspective to analyze both the traditional and the contemporary organization.

As the high percentage of women working in China's hospitality industry, the service sector is usually seen as the female field (Lee & Xiao, 2014).However, earning a management position could be problematic which could be embedded within the organization. Empirical career studies usually offer a macro perspective to analyze both the traditional organization and the contemporary organization. Similar to the individual role in a general career management system it is necessary to examine how OCM affects

women within China's emerging hospitality industry. Specifically how OCM influences hospitality female managers' career and/or promotions and to what degree.

Research indicates that women experience fewer management promotions and lower hierarchical levels (Cox & Harquai, 1991; LaPierre & Zimmerman, 2012). With respect to development opportunities of female middle managers, it is important to answer two questions: (a) why in a female-dominated industry do males occupy the majority of executive positions? and (b) how to create promotional opportunities for female middle leaders?

Throughout a females' career, promotion opportunities have strong implications on their career path, progress, and success (Davi Dson & Burke, 2012). Opportunities for advancement in an organization can influence all employees' career motivation (Herzberg, Mausner, & Snyderman, 2011). However, different organizations have different structures. For example, in order to reduce the labor cost many economic hotels and restaurants eliminate some middle-level management positions and give control to the frontline workers (Zhan & Huang, 2013). On the contrary, considering the quality of service and the hotel atmosphere, luxury hotels commonly implement a tall organizational structure (Kensbock, Jennings, Bailey, & Patiar, 2013). Today, protean career (Hall, 1996) and boundaryless careers (Arthur, Khapova, & Wilderom, 2005) are well known by people. However, in China vertical career development is still valued more than horizontal career paths (Gu, Ryan, & Yu, 2012).

Huge promotion space means more opportunities are provided to employees and therefore can make promotions easier to achieve. Impartial career advice not only could help people solve emergency problems but could help an employee build a good

relationship with their colleagues and supervisors, which in turn could create a healthy work environment. Organizations often build networks to help employee's establish good interpersonal relationships and career planning. As a result of China's current work situation, an examination of China's organizational support, career promotion space, career advice and training program will be examined.

Social and people's opinion change from time to time and from one country to another country (Denemark, Ward, & Bean, 2012; Clayton, 2014). Female leaders may have more freedom to present professional ability and wisdom in many western countries; however, this is not the same case in other countries. For example, in India female workers would receive less respect than housewives. India's general public sees women working outside the household as being inglorious and thus think they are "easy." In China, 64% female have a full time job (World Development Indicators: Labor force structure 2013, The World Bank); however, public opinions toward female leaders are still negative. Many people think women have no leadership qualities and skills, especially in male-dominated fields like: politics and mining for example (Karpowitz & Mendelberg, 2014; Sturm, Taylor, Atwater, & Braddy, 2014).

Like the western people's attitudes towards female leaders, China females always face underestimate from others (Sturm, Taylor, Atwater, & Braddy, 2014). If a woman is lucky to become head (or senior) of her field in China, many people will naturally assume she must use many disgraceful ways to earn her position. In China this is called "qian guize," which means using unspoken roles, power, or more directly to say the exchange of sex services (Guo, 2007). It is definitely true that in a male dominated society the most important resource for a woman is not knowledge, wisdom, capability or even

money, but the beautiful face and body figure (Lu, 2009; Kuhn & Shen, 2013). The malicious surmises towards female leaders are never stopping in China. This is because of recognizable patriarchy cultural tradition and long power distance of society and organizations in China (Hofstede & Dimensions, 2012). Patriarchy cultural tradition makes male leaders become more accessible; that means in the case of China, because of the long time patriarchy traditional cultural and concept influence, people are more likely to accept male supervisors and orders normally come from men (Korabik, 1993; Woodhams, Xian, & Lupton, 2015). Unlike short power distance organizations that emphasize on collaborative and empowering leadership styles, which has advantage to women leaders, long power distance organization members rely more on command-and-control behaviors and the authoritativeness from males (Paustian-Underdahl, Walker, & Woehr, 2014; Smith, 2009; Williams, 2012).

People's attitudes affecting women's career not only come from the general public, parental expectation and ideas also have powerful influence. In the past, male usually placed high hopes on career whereas female were expected to found a matched marriage (Moffitt, 2000). However, with the development of society, attitudes towards women tend to be positive, especially for college-educated women (Rosen, 2013). Researchers found that parents who complete higher education degree had higher work and career expectations of their daughters, which have a positive impact on females' career motivation (Jones & Womble, 1998; Mau & Bikos, 2000; Signer & Saldana, 2001).

This paper will examine the influence of public opinions and China's specific social environment on female managers' career motivation. It has been indicated that

public opinion has an influence on individual's attitudes towards women leaders (including attitudes towards women themselves). To date, many researches about public opinion place their attention on political female leaders (Dolan, 2014; Masuoka & Junn，2013; Reilly, 2013; Thomas & Wilcox, 2014). However, public opinions on female leaders working in the service industry such as the hospitality industry have not been widely studied. Based on empirical studies, this study aims to investigate to what extent public opinion would affect female decision-making during their work? Did people's negative judgment and parental influences make them change their career motivation?

Based on London's career motivation theory, career motivation (CM) is defined as "the set of individual characteristics and associated career decisions and behaviors that reflect the person's career identity, insight into factors affecting his or her career, and resilience in the face of unfavorable career conditions". It has been acknowledged that women do not have as much success in various professional fields as men (Dreher & Ash, 1990; Maccoby & Jacklin, 1974; Schmader, 2002). Researchers believe that career motivation plays an important role in the path of women's success.

Famer (1976) stated that self-confidence and fear of success are two main factors that impede a women's academic success. Thomas (2012) emphasized this idea in her report, stating that women not only fear success, but also are afraid of failure. Sandberg (2013) points out that when presented with opportunities, women express their "cautious" and "worry" attitudes. This over-cautious attitude to avoid making mistakes or even career failure, can result in missing a career promotion or other success opportunities. However, today's business environment is dramatically changing.

Compared to men, women do have some psychological weaknesses which influence their career and academic outcomes (Ibarra, Ely, & Kolb, 2013). However, these weaknesses are not impossible to overcome; instead, researchers suggest that career motivation could help women overcome weakness. Famer (1976) stated that strong career motivation could help women strengthen self-confidence and reduce their fear. Sandberg (2013) explains that career identity and resilience could assist female employees to grasp opportunities and in turn earn promotions or begin new careers.

This study aims to investigate the challenges of China's female hospitality managers, and thus provide insights to help them better navigate their career path. Both internal and external factors that affect a female hospitality employees' career motivation and career success are investigated in current research. Considering that all participants poses managerial titles and different cities have different salary standards, this study focuses on the participants' subjective feelings and views about career success, so the perceived career success was used to examine career success.

Findings of this research should contribute the following items; (1) understanding the importance of women's career success; (2) understand how to achieve success as a hospitality female; (3) provide behavior tactics to females within the hospitality industry; and (4) increase female employees' confidence and problem-solving abilities.

To guide hospitality females along their career path, help them overcome challenges, and encourage women to obtain leadership roles; suggestions are put forward for all female practitioners and students within the hospitality industry.

CHAPTER II

LITERATURE REVIEW

This chapter first introduces women issues such as gender and sex roles, feminism, and women's struggle in China business world. The underlying theories and concepts that have guided this research will also be introduced. The following sections of literature review contain past women studies in the workplace, female middle managers' career, internal factors (e.g., self-awareness, ambition, and ICM), external factors (e.g., organization career management, public opinions, and gender stereotype), and related career outcomes. The study's conceptual framework and research objectives are proposed, in addition to the current situation of Chinese middle female.

Background information about Women Issues

Sex is defined as "organisms of many species are specialized into male and female varieties" (Collins English Dictionary, 2012). However, gender is referred as "the range of characteristics pertaining to, and differentiating between, masculinity and femininity" (Udry, 1994, p.561). Based on the context, these characteristics include but not limited "biological sex" (i.e. the state of being male, female or intersex), "sex-based social structures" (including gender roles and other social roles), or "gender identity" (Haig, 2004; Udry, 1994, p. 570; World Health Organization, 2010).

Feminism has deep roots in the concept that women should have equal political, economic, cultural, personal, and social rights, which means women deserve to have a voice and a presence outside of the home (Tong, 2013). However, the debates about feminism, women leaders, housewives, and working women never stop.

Brown (2015) argues that feminism only puts its attention on well-educated

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professional women and ignores those women who prefer to stay at home and raise a family. Although Brown fiercely rebukes feminism and "powerful" feminists lack of sympathy to women suffering poverty and powerless, it is undeniable that women career success (women education level, professional women workers and women leaders) are crucial to gender balance (feminism) (The Gender Gap Report, 2015). Actually, the condemnation that the argument on feminist and feminism lack of sympathy to housewives is a common bias to women. Feminism put a lot attention on housewives' daily life and keep reminding people the value of housework, like: anti-domestic violence law, housework wages payment, set public lactation room and paternity leave (Johnson & Lloyd, 2004; Spheres, 1990; Zhang, 2010). Additionally, work-family conflict to working women and female leaders is a hot topic to many feminism-focused researchers' attention for long decades (Aryee, 1992; Carter, 2016; Williams, 2001).

Reinharz comments (1992) "Feminism is a perspective not a method" (p. 240). In Women in Law, Feminist Epstein (1993) expresses her perception that numerous demands in society, family and work are exciting and dramatic rather than drained. However, in Gillian's interviews, some women clearly show their ambivalent feelings for career success and family life. On one side, those women believe that success at work is their birthright; on the other side, they feel it is indeed difficult for them to balance work and family life, especially satisfy children's daily needs. Because different women hold different opinions about their job and family, it is necessary to study how the cause and agenda of feminism affect women managers and how ordinary women managers view their career and family life.

Historical Background of Feminism

The words "feminism" and "feminist" originated from French words "féminisme" and "feminist" in the eighteenth century (Grever, 1994). Modern western feminism experienced three "waves." The first waves focus on women's suffrage in the early nineteenth century; the mission of the first wave is to promote women's right to vote. The second wave fought for legal and social equality for women after 1960. The third wave is the continuance of the second "wave," which beginning in the year of 1990 (Krolokke & Sorensen, 2005).

It is no doubt that feminism mainly focus on women issues, but women issues including every aspects of women's daily life, not only limited to feminism theory, cause, and agenda. In other words, women's issues relate to all human being rights, not just feminists or female rights (Okin, 1998). As a male-feminist, Landesman (2015) claims that feminists are not just feminists; instead, they are humanists because gender equality issues are not only belonging to women but also related with men.

Sexism is another term that needs to be distinguished with from feminism. Sexism is defined as "the unfair treatment of people because of their sex" (Webster's Dictionary, 2014). On the contrary, feminism is believed as "the belief that men and women should have equal rights and opportunities" (Webster's Dictionary, 2016). Feminists are fighting for women to "receive equal compensation, opportunities and treatment" (Schemmer, 2014, cite from blog).

China Feminism and Social Issue about Women

In the ancient China (before 20th century), gender roles are believed to be different. Women's duty was to take care of family trifles (in China family trifles are

called "internal affairs") and carried on their husband's family heredity, whereas men are expected to take responsibility for social public affairs (in China social public affairs are called "external affairs") (Croll, 1978). Even some people hold different opinions against this cause in the early 20th century, their proclamation was not well received.

Feminism in China began in the early 20th century associated with Chinese Cultural Revolution, socialism, and class issues (Barlow, 2004; Croll, 1978). Because of the Communist Revolution, women's rights groups became increasingly active in China. One example is in the year of 1954, the constitution of PRC government declare that "women enjoy equal rights with men in all areas of political, economic, cultural, social, and domestic life" (P.R.C Const. art. 48, § 1, 1954, cited from Burnett, 2010). However, between the years of 1970 and 1980, many Chinese feminists began arguing that the Communist government had "consistently treated women's liberation as something to be achieved later, after class inequalities had been taken care of" (Lin, 2002, p.66). As a matter of fact, it was only in 2001 that physical abuse became acceptable ground for divorce and until the year of 2015, China government finally drafted its first national law against domestic violence. China traditional culture believes that domestic violence belongs to family affairs (internal) or private matter and state law is for social issues (external); it is unreasonable that state law "infringe" internal affairs (Rauhala, 2014).

Many other examples in China ordinary people's daily life could indicate feminists' statements in 1970 that women's right "is not necessary to the development of whole country and it be achieved later, after class inequalities had been taken care of" (Lin, 2002, p.66). One notorious example is the selected abortion and female infanticide in China. Because of the selected abortion and female infanticide, the sex ratio is

extreme imbalanced in China. In 2014, China's sex ratio at birth (boy vs. girl) was 115.88 (National Bureau of Statistics of the People's Republic of China, 2015) much exceeded the normal rate of 107. This sex ratio imbalance has a significant impact on women's employment and a female's career progression. Sexism in modern China society is still tangible and malevolent (Bauer, Feng, Riley, & Xiaohua, 1992; Das Gupta, Zhenghua, Bohua, Zhenming, Chung, & Hwa-Ok, 2003). In fact, the traditional concept of valuing sons over daughters is the primary reason of the sex-based birth rate disparity. When this outdated and stubborn concept applies to the labor workplace, it creates problems such as employers giving preference to male applicants. This preference causes the need for women to prove to the potential employer that she is more capable, qualified, or possess special skills required for the position (Woodhams, Lupton, & Xian, 2009).

In 2015, based on the statistic shows that there will be 30 million more men than women will reach adulthood and enter China's mating market by 2020 (Brooks, 2013). As the result of sex imbalance, China is facing many social problems. One big problem is the crime of trafficking in women for marriage. During recent two decades, the crime of trafficking in women in mainland China growths rapidly (Zhao, 2003).

As the study mentioned before, in Chinese traditional concept, a woman's value mainly depends on how many children she had and taking care whole family's daily life. Because of this, the pressure coming from family is in fact extremely heavy to women. For a long time, the suicide rate of China women, especially among young rural Chinese women, remain at a high level (Phillips, Li, & Zhang, 2002; Zhang, Conwell, Zhou &Jiang, 2004). Zhang *et al.* (2004) reported that high suicide rate of China's young rural women has close relationship with arranged marriage, big family pressure, and low status.

The Impact of Historical Background and Political Policy on Women in Mainland China

China has one of the highest women labor market participation rates in the world (Cooke, 2013, p.287). In 2013, the China female labor force participation rate occupied 64% (The World Bank, 2013), a 3.69 % drop compared to that in 2000 (Tabulation on the 2000 Population Census of The People's Republic of China, 2001). It is clear to see China has a high female participation rate; however, their labor force participation rate does not keep increasing. In fact during the last ten years the Chinese female work rate decreased.

Experts and researchers indicate that Chinese society and political factors had great effects on the female labor force participation rate (Matsui, 1995). The high rate of female labor force participation in China before 2010 is closely related to the whole macro society, particularly to the public opinion environment. Public opinion in China is expressed by several ways: in the early age between 1950 and 1970, political slogans and advertisements were printed on big-character posters; today political bills and proposals are advertised on television and websites which can reach a broader audience in less time.

To increase its labor force from 1949 to 2000 the Chinese government initiated a political campaign to encourage women to participate in labor force market. Some of the most famous proclamations were: "Women hold up half the sky" proposed by Mao Zedong and "Women not inferior to men". The goal was to build a social environment that encouraged and supported women to enter the workplace, therefore, supplementing the shortage of labor in China's workforce.

In 1980 the Chinese government established a one-child policy. The intent of this

policy was to alleviate overpopulation and combat the economy's decline which included employment and resource shortage, and environmental challenges. This policy is controversial. While some people supported the policy because it did reduce the birthrate and protected a part of women's rights, especially their right of inheritance; others were against the policy because it is believed to infringe upon human rights. However, no matter how people view this policy one social phenomenon is obvious, since the one-child policy was put into practice the sex-based birth rate disparity is becoming more serious.

Gender Issues in the Tourism Study

For a long time, tourism academia has focused on mainstream or "male stream" knowledge. Tourism researchers explain the reason is that the influential tourism institutions are dominated by male and few female professors take place in them. For example male member occupied 90% in International Academy for the Study of Tourism (Pritchard & Morgan, 2007a).

Feminist (or women) research in tourism study began to appear in the late 1970s and increased during the 1980s, which aim to explore women's behavior, psychology factors, and constraints in leisure activities (Deem, 1986; Henderson, Bialeschki, Shaw, & Freysinger, 1989; Talbot, 1979). After 1990s, increasing researches legitimately use feminist and gender perspective in tourism studies (Aitchison, 2005; Heimtun, 2012; Kinnaird & Hall, 1994; Pritchard, 2014; Purcell, 1997; Swain, 1995). The popular gender topics in tourism researches include: women employment and empowerment, global sex trade, and sexual harassment (Pritchard, 2014).

Women Topic Review and Trends in Hospitality Academic Journal

Women's study is a new topic in the hospitality field. Therefore, to identify what contributions this paper can add to women study's it is necessary to review content and trends within academic hospitality journals. Most empirical articles regarding women issues in hospitality academic journals are limited to the US and Europe. Only a few articles examine the hospitality female situation from the non-European and non-US perspectives (Buick & Thomas, 2001; Doherty & Manfredi, 2001; Marco, 2012; Schaap, Stedham, & Yamamura, 2008). It should be noted that one of the important characteristics of hospitality industry is that hospitality is a global industry. Therefore, by gaining a further understanding of female workers within the global hospitality industry, a better understanding of inner customers (employee) and work conditions within this industry could be realized.

Four of the most widely used academic journals within the hospitality industry have been chosen for the purpose of this study; they are the *International Journal of Contemporary Hospitality Management (IJCHM), International Journal of Hospitality Management (IJHM), Cornell Hospitality Quarterly (CQ),* and *Journal of Hospitality & Tourism Research (JHTR)*. Using "female" and "women" as keywords, referenced articles were retrieved from 1970 to 2015. Table 1 represents the result of research by subject classification.

In summary, these four journals published a total of 92 articles relating women's issues. It is worth noting that the topic of females within management positions received the most attention in hospitality journals, 26.59%.

Table 1. *Overview of the empirical studies based on Women in four hospitality academic journals*

Subject journal (women issue)	IJHM	IJCH	CQ	JHTR	Total number of articles	Percent
Women management	10	4	9	2	25	26.59
Career issue	0	3	0	4	7	7.45
Women travelers	0	1	3	1	5	5.32
Sexual harassment	1	2	4	1	8	8.51
Economic problems	3	0	3	0	6	6.38
Education	1	1	1	0	3	3.19
Employment	3	0	0	0	3	3.19
Dressing			1	1	2	2.13
Others					35	37.23

The study of females holding managerial positions within hospitality industry is a popular topic. Challenges cited with regard to women in management and career issues include poor remuneration, unsuitable working hours, relationships at work, and mentor support (Kattara, 2005; MacVicar, Graham, Ogden, & Scott, 2000; O'Leary & Deegan, 2005). Within the hospitality and tourism industries, women also face challenges that include sexual crimes and harassment. In fact, 8.51% of reviewed articles were about these issues (Kibicho, 2012; McMahon, 2000; Sherwyn, Kaufman, & Klausner, 2000).

Gilbert, Guerrier, and Guy (1998) believe that low status in the workplace, being of a young age, and a feeling of being powerless is the main factors of women becoming victims of sexual crimes and harassment. Sexual crimes and harassment should be taken as serious problems because of their negative results which include a negative organizational image, lower employee productivity and morale, a high labor turnover rate, and extra economic lost (compensation to victims, legal costs and costs of recruiting and training new employees) (Poulston, 2008).

Women studies is a general topic and can include every aspect of daily life; however, in the hospitality industry which women are the main workforce, the amount of

articles about the female situation is not in accordance with the percentage of working

females within this industry.

With a goal of increasing awareness of female-related topics within academic

studies, this study analyzes China's hospitality industry with a special focus on the

occupational situation and the factors that affect female success. When searching for

"women management" and "female management," the results are shown in Table 2.

Both IJCH and IJHM show that the topic of women management gains attention after

2000. There are only two articles published in JHTR during 1990-1999 concerning

women management issue while CQ has published nine articles focusing on women

management issue's since 1990.

Table 2. *Women management research by selection*

Journal Year	1970-1979	1980-1989	1990-1999	2000-2009	2010-2015	Total Number	Percent (%)
IJCH			1	3	0	4	33.33
IJHM		2	2	4	2	10	38.46
JHTR			2	0		2	22.22
CQ			4	2	3	9	19.57

Table 3 shows the detailed information of women-related articles in four

hospitality academic journals including article authors, investigation methods, sub-theme,

and variables. Most studies in Table 3 examine external variables within the organization

and society (Maxwell, 1997; Iverson, 2000; Buick & Thomas, 2001; Kattara, 2005;

Marco, 2012). A few studies focus on internal variables (Cichy & Schmidgall, 1997;

Magnini, Baker, & Karande, 2013; Tabacchi, 1990).   However, a few studies examine

both external and internal variables and analyze their connection (McKenna & Larmour,

1984; Petrick, 1998). People's career success relies on both external and internal

variables. Relying only on external or internal variables is not sufficient to make career

achievement decisions (Petrick, 1998).

Table 3. *Overview of the empirical studies based on women studies in four hospitality academic journals*

Authors	Investigate	Sub-theme	Variables
Kattara, H. (2005)	Career challenges for female managers	Hospitality	Stereotypes Females' status Managerial styles Glass ceiling
Maxwell, G. A. (1997)	Glass ceiling for female general managers	Hospitality	Women managers' number Age
Soehanovic, J *et al*(2000)	Women managers' characteristics	Hospitality Hospitality and Marketing	Background information Delegation of authority and responsibility
Buick, I., & Thomas, M. (2001)	Managers burn-out degree	Hospitality industry	Gender Marital status Organizational and familial support
Marco, R. (2012)	Economic performance based on gender	Hotel management	Total sales Assets Profitability
McKenna, M., & Larmour, R. (1984)	The reasons of female under-representation in management	Hospitality management	Women's attitudes and behavior Personal procedures and career paths Organizational climate
Schaap, J.I., *et al* (2008)	Gender difference in strategy implementation	Casino Management	Gender stereotypes Male dominated management environment Gender-based different perception of managerial work

Table 3 Continued

Ng, C. W., & Pine, R. (2003)	Career development	Hotel management	Glass ceiling Perceptions of career success factors and obstacles Sex discrimination
Doherty, L., & Manfredi, S. (2001)	Legislation Equality Family-friendly	Hotel women Employment	Women's role in the family and workplace Occupational segregation
Purcell, K. (1993)	Women's employment Graduate employment	Hotel and Catering Management	Working image Training
Iverson, K. (2000)	Pay expectation	Hospitality management	Career path factors Job facet importance Social comparison Factors
Tanton, M. (1994)	Women's experiences in senior management position	Hospitality management	Fair pay standards Perceived empowerment
Brownell, J. (1994)	Career development	Hospitality management	Glass ceiling
Weber, K. (1998)	Career development	Casino management	
Weber, K. (1998)	Career development	Casino management	Work-family conflict The old-boy network Career strategy Educate credentials
Tabacchi, M. (1990)	Workplace and social support	Food and Beverage Industry	Emotional exhaustion (EE) Depersonalizing
Madera, J. M. (2013)	Human resource	Hospitality management	Leadership Initiatives Diversity Training Recruitment and selection Mentoring and networking Supplier Diversity Self-imposed barriers Work–life balance Counterproductive behavior Career planning Mentoring
Boone, J. et al (2013)	Glass ceiling	Hospitality management	

Table 3 Continued

Cichy, R. F., & Schmidgall, R. S. (1997)	Essential leadership qualities of private club financial executives	Club Management	Trust in their employees developing a vision, being consistent and firm in decision making.
Coffey, B. S., & Anderson, S. E. (1998)	Career issues	Women executives	Interviews: (1) The importance of career development and mentors, (2) The prevalence of pay inequity, and (3) The challenges of developing working relationships with board members.
Brownell, J. (1994)	Career development	Hospitality management	Interview managers about what personality can make managers become success.

Table 3 shows the work situation of women within the hospitality industry. Problems faced by these women include a glass ceiling (Brownell, 1994; Maxwell, 1997; Weber, 1998; Ng & Pine, 2003), underrepresentation of females in top executive positions (Soehanovic, Zougaj, Krizoman, & Bojanic, 2000) and gender stereotype (Kattara, 2005; Purcell, 1993; Schaap, Stedham, & Yamamura, 2008). Researched articles and theoretical models did not successfully identify factors that could assist Chinese female middle managers with their hospitality career development. It is this gap between men and women holding middle management hospitality positions the current research aims to fill.

Theoretical Models

success was assumed to be comprised of objective (e.g., payment and ascendancy) and subjective elements (e.g., job satisfaction and career satisfaction) (Judge & Bretz,

1994).The term career success suggests that career success is not only about current salary and career satisfaction, but also includes promotions of an entire career path (Ference, Stoner, & Warren, 1977). Based on this concept, Judge, Cable, Boudreau and Bretz (1994) defined career success as "the positive psychological or work-related outcomes or achievements one has accumulated as a result of one's work experiences" (p. 3). In 1980 and prior, salary and job positions were the normal standard to gauge one's career success (e.g., Kotter, 1982) and researchers placed their attention on employee's career satisfaction (e.g., Cox & Cooper, 1989; Gattiker & Larwood, 1989). After 1990 a career success model was created (Judge *et al*., 1994) which analyzed executive managers' career success from both objective and subjective elements (see Figure 1)
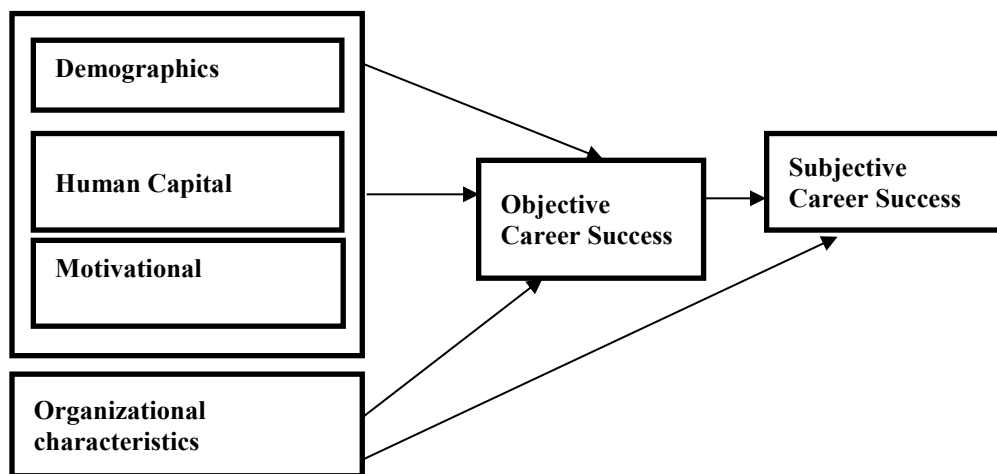
Figure 1. Judge *et al* (1994) Conceptual Model of Career Success (p. 5)

Judge *et al* (1994) discussed five variables (i.e., demographic, human capital, motivational, organizational, and industry/region) that can predict career success. Demographic variables have influence on individual behavioral patterns, of which age and marital status are two key variables. They both could positively predict career success (Cox & Nkomo, 1991; Judge & Bretz, 1994) because the elder and married

employee implies stability, responsibility, and maturity to employers (Bloch & Kuskin, 1978). However, according to Cox and Nkomo (1991), females and minorities are the exception; they receive less benefit than elder age and married status.

Human capital includes the variables of cumulative educational, personal, and professional experiences in the career success model of Judge (1994). Education is one of the human capital variables in Judge's career success model. Judge et al. (1994), believe education quality plays an important role in objective career success (e.g., compensation and numbers of promotions), because the quality of the school in terms of research, instruction, academic resources, quality of students, etc., would seem to offer a future employee with scholastic capital (the amount of knowledge acquired). Other human capital variables such as job tenure and total work experience are positively related to career achievement (Judge & Bretz, 1994).

Both work hours and work centrality can predict motivational variables and career success. Employees that work long hours and take their work seriously are typically viewed as having more determination and willingness to devote themselves to their work. Therefore, should give positive impressions to their colleagues and superiors (Judge & Bretz, 1994). Furthermore, studies state that higher work centrality and longer work hours resulted in higher salaries (England & Whitely, 1990).

Brown and Medoff (1989) examined the influence of industry and organizational structure variables such as organization size. They indicated that employees have higher salaries and more promotion opportunities in larger organizations. Judge *et al.'s* (1994) career success model (Figure 1) shows the positive relationship between objective and subjective career success because empirical studies showed that income and promotion

opportunities had positive influence on career attitudes (Gattiker & Larwood, 1988; Locke, 1976). In this case, promotion opportunities which also refer to objective career success, leads to individual's career attitudes or subjective career success.

Demographic, human capital, and motivation are more about employees themselves. Organizational and industry/region represent more from the outside environment. The variables of Chinese female hotel managers' career success processes are in line with these internal (demographic variables) and external categories (organizational career management variables) of Judge's model (1994). Thus, these two categories are the focus of this study.

Empirical studies analyze career development from different sides. Some researchers define "career development" from a life-span perspective. For example, Hughes (1937) defined a career as "the moving perspective in which persons orient themselves with reference to the social order, and of the typical sequences and concatenation of office" (p. 409 - 410). Another widely-accepted definition of career by Arthur, Hall, and Lawrence (1989) is, "the evolving sequence of a person's work experience overtime" (p.8). Based on these conceptualizations, career development is defined as "a process of development of the employee along a path of experience and jobs in one or more organizations" (Baruch & Rosenstein, 1992, p. 478).

Due to increased competition in the modern China workforce more people hope to understand factors that affect career development. This increase in understanding is due in part of China's dynamic environment, which was the result of economic reform and its open-door policy (Ngo & Li, 2015).

Female managers' career development variables consist of gender stereotype,

career-move decisions, and economic state (Melamed, 1995; Melamed, 1996; Shaffer, Kraimer, Chen & Bolino, 2012). Compared to general "career development" studies, female career development has its own characteristics as fewer females hold professional and managerial positions, e.g., vice-chancellor and general surgeons; which unto itself makes this topic worthy of further investigation. Females therefore concentrate on general employment positions and part-time jobs (e.g., contract researchers, nurse and babysitters), and work-family conflicts (Evetts, 2014). These characteristics of female career development show that women face special difficulty in their career paths. Studies show that women have fewer chances to "advance past mid-level management and even those who do achieve higher ranking positions found that they cannot get all the way to the top" (Evetts, 2014, p. 6; Walsh & Fleming, 2014).

Melamed (1996) conducted a study based on Arthur, Hall, and Lawrence's (1989) gender-specific model of career success. Melamed provided insight on how three predictors (i.e., human capital, career options, and opportunity structures) affect employees' career success. Figure 2 shows that "job-relevant attributes, career-move decisions, and organizational opportunities are more indicative of a women's career success" (Melamed, 1996, p. 237). The term career success suggests that career success is not only about current salary and career satisfaction. Career success also includes promotions of an entire career path (Seibert, Kraimer, & Liden, 2001).

Human Capital
Job-relevant attributes
Job-relevant attributes
Job-irrelevant attributes

CAREER SUCCESS

CAREER OPTIONS
Occupational choices
Career move decisions

OPPORTUNITY
Macro societal level
Intermediate
Micro-occupational level

M=men
W=women
(+) positive
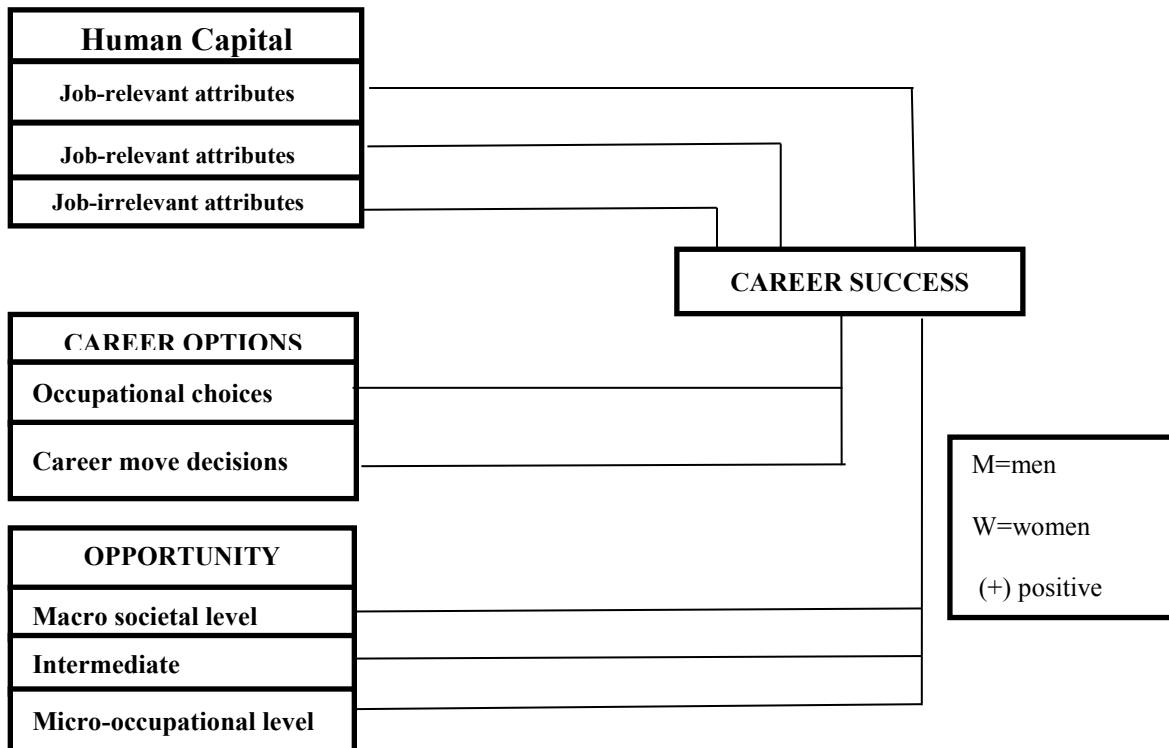
Figure2. Melamed's (1996) model of a gender-specific model of career success (p. 224)

Melamed (1996) used a gender-specific model (Figure 2) to explore and explain career development and success while measuring human capital variables. The result displays four main themes; (1) respondents indicated mental ability (ability to learn or retain knowledge). Female respondents stated they felt a connection between successful managers with masculine personalities (i.e. Tough-mindedness). (2) Female participants indicated career-move decisions are very important to female career development, especially when changing an employer or work experience. Usually when a woman has more employers and job titles throughout her career, it means she can get more opportunities and in turn acquire higher salaries (Melamed, 1996; p.230). (3) Respondents indicated organizational structure and occupational opportunities were more indicative of female's development than a male's career development.

In this study, the macro societal level focuses on social perceptions about female

managers, how social public opinions influence female's career development, and career success. Because societal cultural values have powerful influence on individual social beliefs and perceptions based on interpersonal network (Fu *et al.,* 2014); it was also found that activities used by Chinese mangers such as "coalition formation, upward appeal, giving gifts/favors, and personal appeals" are effective strategies to improve a woman's self-image in her supervisor and in public praise (Fu et al., 2014, p. 285).

Conceptual Framework

Judge *et al.* model (1994) summarizes executive managers' career success through four stages: demographic, human capital, motivation, and organizations. China hospitality female managers fall into the last two stages and their career success process has its own characteristics. Judge *et al.* model (1994) analyzed career success of executive managers, however, the stage model is too broad to describe the details of China female managers in the hospitality field.

Melamed's (1996) framework describes female vs. male managers' career success with three variables: human capital, career options and opportunity structure. Melamed kept the human capital variables and inserted an organizational factor into the opportunity structure. Melamed wanted to compare managers' successes within different genders. Career choice and personality factors were included in his model but motivation factor is weak to some degree. For Chinese hotel female managers, career success identity reflects their intention and motivation to work in the tourism industry.

The present study follows Melamed's (1996) and Judge *et al* (1994) assertion but instead of comparing male and female career success variables or analyzing executives' job outcomes, this framework will focus on factors that contribute to China's hospitality female managers' career success. However, since variables of occupational choice and

job-irrelevant attributes have stronger influence to male managers, they will not take into account in this study. The micro-occupational level is not an intuitive factor affecting motivation so this too is excluded from the present study. Macro-societal attributes will be replaced by public attitudes towards female hospitality managers in China. Job-relevant attributes will be used in background information. The combination and modifications of the two models create the framework for the present study to research career success of hospitality female managers, especially in China. Framework developed for this research is proposed in Figure 3.
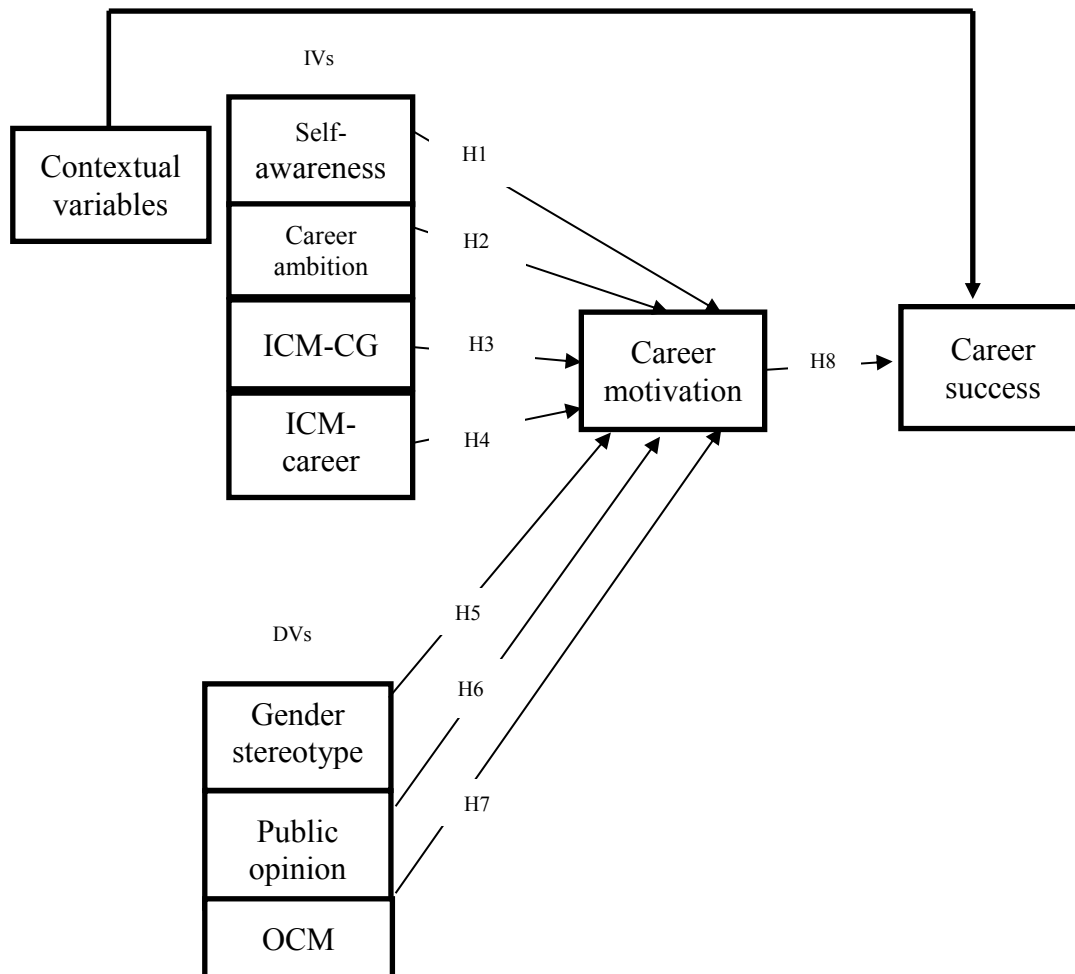
Figure 3. Conceptual relationship proposed for this study

Career Variables (IVs)

There are many factors that could influent people's career success. Some of them are from people's motivation (Day & Allen, 2004; Wayne, Liden, Kraimer, &Graf, 1999), self-concept (Ibarra & Petriglieri, 2016), and behavior (Arthur, Khapova, & Wilderom, 2005); these variables can be controlled by people themselves and therefore are categorized as internal variables (IVs). In this study, internal variables, self-awareness, career ambition, and individual career management will be included for analysis. Empirical research shows that internal variables have a powerful influence on subjective career success (Hoeve, Jansen, & Roodbol, 2014; Turban & Dougherty, 1994). Subjective career success is usually described as "variables capture individuals' subjective judgments about their career attainments, such as job and career satisfaction" (Ng, Eby, Sorensen & Feldman, 2005, p. 368-369). Researchers reported that an increasing percentage of attention has focused on the influence of the internal factors (Ashby, & Schoon, 2010; Church, 1997; Sturges, Guest, Conway, & Davey, 2002). Church (1997) states that self-awareness is the main factor that differentiates outstanding managers and ordinary managers; he found that high-performance managers with high self-awareness could describe themselves more accurate which could help them understand their career behavior. Asbly and Schoon (2010) found that career ambition has great effects on people's future career path; people with great ambition usually predict they could earn more money and get higher positions than less ambitious people. Sturges *et al.* (2002) tested the relationship between individual career management, organizational career management, and career success; as expected, both individual and organizational career management have powerful influence on employees' career

outcomes; furthermore, ICM and OCM depend on each other.

Self-Awareness

Self-awareness describes "the capacity for introspection and the ability to recognize oneself as an individual from the environment and other individuals" (Webster, 2016). It is a "conscious knowledge of one's own character, feelings, motives, and desires" (Oxford, 2016). Self-awareness is widely used as an influential predictor of certain outcomes, like career success (Boehm & Lyubomirsky, 2008), career performance (Bratton, Dodd, & Brown, 2011), career satisfaction (Boyatzis, 2008), career achievement and happiness (Arthur, Inkson, & Pringle, 1999). It is a useful tool to analyze employees' strengths, weaknesses, desire and current situation (Rath & Conchie, 2008).

Duval and Wicklund (1972) originally categorize self-awareness as objective self-awareness and subjective self-awareness (Moskalenko & Heine, 2003). Based on Duval-Wicklund's theory in the year of 1972, objective self-awareness means "attention focused on the self as a socially evaluable object" (Duval & Wicklund, 1972, p. 4), whereas subjective self-awareness defined as "ability to turn away attention from one's self to the social and physical environment" (Moskalenko & Heine, 2003, p. 77). Researchers point out Duval and Wicklund's theory totally separate one's self-awareness and pay self-awareness is widely used as an influential predictor of certain outcomes, like career success (Boehm & Lyubomirsky, 2008), career performance (Bratton, Dodd, & Brown, 2011), career satisfaction (Boyatzis, 2008), career achievement and happiness (Arthur, Inkson, & Pringle, 1999). It is a useful tool to analyze employees' strengths, weaknesses, desire and current situation (Rath & Conchie, too much attention on objective self-

awareness, which cause people to decrease their personal feelings (Critchley & Seth, 2012; Joinson, 2001; Moskalenko & Heine, 2003; Nagata, 1989).

Although objective self-awareness attracts many researche'rs attention, the value of subjective self-awareness is constant confirmed (Csikszentmihalyi & Figurski, 1982; Moskalenko, & Heine, 2003). Researcher indicated that subjective self-awareness has contributed to enhance people's positive feelings (Csikszentmihalyi & Figurski, 1982; Moskalenko, & Heine, 2003). Objective self-awareness relies on sober assessment of people themselves. Objective self-awareness does indicatedhaving negative affects on people's self-esteem and subjective feelings; however, it is indispensable for people to have a precise self-evaluation if they want to achieve their goal (Davis, & Brock, 1975; Duval, &Silvia, 2002). Before people want to do something, at least they should know who they are and understand what things they can/cannot do (D'Intino, Goldsby, Houghton, & Neck, 2007; Duval, & Silvia, 2002).

Self-Awareness for Women

Nowadays, self-awareness is becoming more and more important in the ever-changing work environment at any level. Because women face more challenging in working environment, it requires them to have more understanding about themselves (O'Neil, 2016). Women with strong self-awareness know exactly they need to modify their behavior authentically in order to suit different environments (Ruderman, Ohlott, Panzer, & King, 2002). For example, they might need to be tough in the work and soft in personal relationships. Self-awareness is crucial in effective leadership (Goleman, 2003; Van, Taylor, & Leslie, 1993). A leader must make sure herself — her strengths, her shortcomings, and opportunities for growth in order to be able to provide direction,

guidance, and inspiration to other people (Butler, Kwantes, & Boglarsky, 2014; Morrison & Glinow, 1990; Showry & Manasa, 2014).

Researchers stated although gender difference was eliminated to a large extent in modern China society, self-awareness among Chinese women seems no improvement (West, 1999; Houghton, Carnes, & Ellison, 2013). It is because in China, men's behavior is still treated as a standard. In the late 1970, women's self-awareness began to emerge among writers' works in China. These writings talked about all women's issues, such as: working women's right (e.g., maternity leave and public lactation room); and housewives' right (anti-domestic law).

Self-awareness promotes to arouse modern Chinese women's female consciousness and accept their gender identity, which is a profound change of ideology (Leung, 2003). In the year of 1960-1970, "Iron Girls" was the China female models. They usually presented image as dark, strong, wearing blue work pants, loud voice and seeing personal relationship as a taboo. Dress, lipstick, and well-developed breast were despised; people in that time believe they belong to dissipated and depraved women (Ngai, 1999; Yihong, 2006). This political propaganda makes women feel shame on their feminine physical characteristics and even deny "female" themselves (Honig, 2000).

Self-Awareness for Women Leaders' Career

For business women, self-awareness are not only let them recognize "who they are" and admit their feminine characteristics, but also become the start of getting power and inspire them to make change (Buttner & Moore, 1997). Researchers found that women's entrepreneur with strong self-awareness often lead the higher entrepreneurial career motivation. Strong self-awareness and higher career motivation encourage them to

make change, lean in and get success (Buttner & Moore, 1997; Galloway, Kapasi, & Sang, 2015).

Schlosser (2001) investigated the eminent Finnish women in various fields (e.g., science, business, finance, politics, and the arts) and hope to find common characteristics to make them outstanding. He found that most of these women described themselves accurately. In other words, they expressed a high level of self-awareness, which has direct relationship with career success. Women with high level self-awareness know "their own personality, their responsibilities and how to overcome difficulties in their life" (Schlosser, 2001, p. 69). Researchers indicated that self-awareness could assist women play leader role successfully (Buttner & Moore 1997; Morrison, & Glinow, 1990; Schlosser, 2001; Sturm, Taylor, Atwater, & Braddy, 2014).

Basically, self-awareness describes people's conscious knowledge of their own character, feelings, motives and desires (Asendorpf, Warkentin, & Baudonnière, 1996; Carlson, 2013). Self-awareness is believed as an essential block of career success because one's career success relies on their ability to be clearly conscious of their own characteristics and to observe them accurately and objectively (Hall, 2004). Clear self-awareness could help employees define themselves and understand their position in the organization.

Gender stereotyping is still one of the most salient challenges facing women managers today. Even within the heavily female populated hospitality industry (Boone *et al*, 2013; Kattara, 2005). The misconception is still well-ingrained into the minds of employers, employees, managers, and students who are about to enter the workforce. It is perceived that within the hospitality industry women will not be productive once they

get married. Furthermore, female managers are often valued for their "soft" skills (e.g.,

interpersonal skills, sociable, and considerate) whereas their hard skills, such as working

capability and analytical ability were often under-estimated (Kattara, 2005; Geyer-

Semple, 2011; Bark, Escartín, & Van Dick, 2014). Empirical researches emphasize

gender stereotypes as an obstacle for women as they advance their career paths.

However, researches are still undecided on how female managers can beat the gender

stereotype bias and reach their aspired positions.

Career Ambition

Based on Webster's dictionary, the word ambition means "an earnest desire for

some type of achievement or distinction, as power, honor, fame, or wealth, and the

willingness to strive for its attainment" (Dictionary.com, 2016). Because its meaning has

direct relationship with power, ambition is widely used in political field (Lawless & Fox,

2005). Ambition theory suggests that "political behaviors and careers can be understood,

if politicians' career goal can be traced" (Samuels, 2003, p.13).

Differ from ambition, aspiration is another word to describe people's "desire or

hope to achieve something" (Dictionary.com, 2016). Although their meanings are

similar, "aspiration" sounds positive than "ambition". Dhammika (2016) explains the

reason is that aspiration is more "gentle" and "noble" in people's mind. In public's

opinion, "aspiration" sometimes means what I can do for others when I get success,

whereas "ambition" is more focus on people themselves, which means what do I want

and what do I need to do in order to get success? (Dhammika, 2016).

It is no doubt that "career ambition" expresses somewhat aggressive and negative

feelings and thus, "ambitious women" are usually unpopular to general public

(Claringbould & Knoppers, 2007; Lawless, & Fox, 2010; Still, 2006). However, it is no doubt that career ambition plays a vital role in women's career success. In order to survive in a competitive business world, this variable-ambition appears to be more essential for career success (Loscocco & Bird, 2012; Walker, & Brown, 2004).

Career Ambition with Career Success

Researchers defined career ambition as "striving to develop capabilities in order to be engaged in a meaningful way, to earn a good salary, and to be able to combine work and private life" (Kuijpers, Schyns, & Scheerens, 2006 p. 171). Many empirical studies examine the relationship between career ambition and career success (Ashby & Schoon, 2010; Kuijpers, Schyns, & Scheerens, 2006; Micozzi, 2013). They believed that career ambition play an important role on people's career success, especially the objective career success.

Ashby and Schoon (2010) study the influence of teenagers' career ambition on their future social status and earnings; they found that young people with strong ambition get higher position and make much more money than less ambitious counterparts. Their findings indicate the conclusion of Henderson and Robertson (1999) about young entrepreneurs: those entrepreneurs with strong ambition are more likely to be successful, because they are less hampered by fixed stereotypes.

A lot of researchers like to compare career ambition level in different genders and trying to figure out whether the difference of career ambition between male and female is one of the factors influence women's career success (Ashby & Schoon, 2010; Francis, 2002; Johns, 2013; Kuijpers, Schyns, & Scheerens, 2006; Ng & Fosh, 2004; Singh & Vinnicombe, 2004; Sonnert, & Holton, 1996; Turner, 1964). They find that career

ambition difference widely exists in different work fields and different periods. Although the gender gap of career ambition has not been eliminated, the current situation does take a turn for the better. Turner (1964) showed the big difference of ambition of education, materials and eminence between male and female. With the growth of the ages, men have more and more ambition on education and materials, however, male's ambition about eminence always presented much higher than female in every ages (Turner, 1964). Francis (2002) presents a totally different picture; he found that teenagers in 14-16 years old girls show more career ambition on occupation. As the result, girls' career choices have present far more ambitious than previous study and boys', although boys' career ambition still remains high.

The studies of Singh and Vinnicombe, (2004), Sonnert and Holton (1996), and Johns(2013) discuss male and female's career ambition in different fields. Their results show that no matter in male dominated (e.g., healthcare) or female dominated occupations (e.g., science); the underrepresentation of female leaders is very serious (Johns, 2013; Sonnert & Holton, 1996). The situation of lack of female leaders reduces the women's career ambition further and lack of ambition impede women in promoting their careers, finally it becomes a vicious circle (Singh & Vinnicombe, 2004).

Women's Career Ambition

Career ambition means the movement determination from current position to upper professional ladder (Rosenfeld, 1992). Some researchers state that career ambition has negative influence on subjective career success because employees who have a strong desire for upward mobility may lead to unrealistic expectations of the amount of time and effort needed to achieve mobility goals (Kuijpers, Schyns, & Scheerens, 2006; Saari &

Judge, 2004). However, things are quite different when it applies to women.

Marcus (2015) inspired women to embrace their ambition in her representative book The Politics of Promotion. She believes that career ambition is a powerful boost on women's career promotion. Because ambition could urge women to get improvement and study constantly; keep learning and eagerness for success are two main factors to assist women get ahead and stay ahead. Sheryl Sandberg (2013) in her blockbuster book *Lean In* states that less ambition is one of the most important reasons impeding women come into executive administration positions.

In traditional Chinese culture, ambitious and powerful women are extremely detestable and unacceptable. The Chinese idiom "牝鸡司晨，惟家之索 (translation: women usurping men's power leads country to broken)" describes horrible results caused by female leaders; it vividly depicts publics' fear- and hate-feelings of female leaders. A common norm in state-owned business organizations (SOEs) in China, male always get more hiring opportunities and higher promotion frequency than female, whereas female have longer durations of unemployment than men (Cook & Dong, 2011; Du & Dong, 2009). However, Schneiderman and Seno (2010) reported that comparing to American women, Chinese women have more ambition because blistering speed of economic development offers new opportunities to skilled workers of both genders. The other reason is central policy planning, which China government makes the various policies in order to boost economic growth and civilians' daily life; women's full labor force participation was put a special attention. As a result, Chinese women's labor force participation rates are one of the highest countries in the world. The advancements of women in the labor market fostered a culture that valued women's economic

independence. Because of this cultural atmosphere, it is encouraging that women have ambition to achieve career success (Du & Dong, 2009).

Although modern China's economic culture encourage women to have a full time job to achieve economic independence; however, it is difficult to change traditional concept built for a long time. Many parents still believe their daughter does not need to indulge in the job; in their own words: women don't need to live so tired or women should live easily (Lan & Fong, 2015).Women self tend to internalize Chinese cultural beliefs that men should have more ambition than women and few women in China have the ambition to be promoted. These statements and concepts indicated the opinion stated by Simone de Beauvoir 60 years ago; comparing to men, women have experienced more temptation. This temptation lures women to go to decadent and depravity and finally let their life fall into mess (Beauvoir, 2014). Many Chinese women believe middle management positions are the best for women because they can provide spare time for women to take care family (Liu, 2013; Tatli, Ozturk, & Woo, 2016).

Previous research indicated that career ambition is harmful to employee's subjective career success because the gap between the expectation and the true situation would reduce employee's job and career satisfaction (Judge, Cable, Boudreau & Bretz, 1995; Kuijpers, Schyns, & Scheerens, 2006; Nabi, 1999). However, for women, especially for those women who want to achieve the highest positions, career ambition is integral to women's career success (Mavin, 2001). Career ambition may lead women managers' dissatisfactory feelings of their present status, but this insatiable psychological factor could be one that drives their career outcomes (Mavin, 2001; O'Neil, Hopkins & Bilimoria, 2008).

Individual Career Management (ICM)

Individual career management is also called career self-management within career literature (De Vos, Dewettinck, & Buyens, 2008; Orpen, 1994). The classical definition made by Hall (1986, cited in Orpen, 1994) stated that individual career management is "the personal efforts made by individuals to advance their own career goals which may or may not coincide with those their organizations have for them" (p. 28). Therefore, career goal and career management are the main factors of ICM. The former is that individual efforts are important for their personal career effectiveness and the latter emphasizes active employees achieve their personal career goals could help satisfy organizational goals.

Individual career goal and individual career management are two of the main variables to examine as part of individual career management in Orpen's study. Peer influence (social related variable) was taken into consideration while examining the students' individual career management (Chin & Shen, 2015). Individual career management is defined as "the process of identifying what one wants from one's career. Assessing one's strengths and weaknesses in relation to these goals, and deciding what steps need to be taken to realize these goals in the light of one's own strengths and weaknesses" (Orpen, 1994, p.29).

Career goal planning was a variable chosen by Orpen due to its close relationship with individual career decision-making which could contribute to career success. However, turn to the implementation aspect as appropriate tactics play an important role in career success. Chin and Shen (2015) take peer influence into ICM based on the empirical studies of DeFillippi and Arthur (1994), Harter (1999), Bandura (1997), and

Berndt (1996). All these researchers believe that peer influence have strong positive influence of ICM and career outcomes through people's daily communication and networks.

When talking about individual career management (ICM) many researchers connect ICM skills with career success and further emphasize that organizational career management (OCM) is a precondition of ICM. However, Chang, Feng, and Shyu (2014) indicate that self-management (ICM) was positively related to career success. As one of the most frequently studied motivational variable, career planning is the dominant approach to the study of achievement motivation which has non-eligible impact on individual's career success (DeShon & Gillespie, 2005). Although organizations can provide an effective OCM environment, ICM still has an inseparable relationship with OCM and career success (De Vos, Dewettinck, & Buyens, 2008).

Schulz and Enslin (2014) state the importance of ICM to female managers, especially to female middle managers who want to achieve executive positions. They indicate that lack of reasonable career goal and practical career management are the essential barriers to impede female middle managers entering senior management level.

Career individual management is "an individual strategic process that includes self-assessment, goal setting, and excogitating routes for objection achievement" (Walker, 2013, p. 32). Career individual management emphasizes employees themselves subjective willingness and determination. In the early years, ICM attracted less attention than OCM because of the traditional workforce environments, supervisors' decisions were the foundation for employees' career advancement (Scandura, 1992; Noe, 1996). Nowadays, researchers found a suitable career goal could assist women undertake

organizational leader roles by enhancing their self-awareness to do the right things and take advantage of circumjacent development tools (Schulz & Enslin, 2014; Thurgate & Jackson, 2011).

ICM attracts more and more researchers' attention as they are not only an influential factor to an individual career success; it does play a vital role to the whole organization (De Vos, & Soens, 2008; Converse, Pathak, DePaul-Haddock, Gotlib & Merbedone, 2012). The hospitality industry is a typical labor-intensive industry where the employees' behavior, goals, planning, and other individual career management activities not only influence their own career success, but also impact to the organization's service quality, customers' satisfaction, and organizational success.

Career exploration, career goals, and career strategy are three important variables in ICM based on the Noe's model of the relationship between career management and performance (Noe, 1996). The results of his research indicate that career goal have powerful influence on an employee's willingness to manage their own career path. De Vos, Dewettinck, and Buyens (2008) concluded that individual career management includes all proactive behaviors including employees that manage their own careers. Those behaviors include "employees' personal efforts to realize their career objectives, collecting information about existing or possible career opportunities, build networks to enhance visibility" (p. 161). The results show that only individual career management has influence on job enrichment preference. Which means employees who have a suitable self career-management plan will more likely spend time and effort on their job enrichment which could influence their career success. Because job performance is a critical standard to examine of female managers' career success, Noe's model will be

used in this study.

Under the new concept of career success in boundary less work environment, ICM become more and more important because employees need to remain flexible, adaptable, and employable through ICM activities (Hall & Moss, 1998). Individual career management embodies personal perspective towards career development and success, which includes two main parts: planning and career tactics (Pazy, 1988). In the background of boundary less careers, because of the importance of inter-firm mobility and unpredictability, ICM (career-self management) has an increasing emphasis by researchers (Hall, 2002). Unlike ICM and career ambition, self-stereotyping is indicated preventing women's career success. Researchers clarify the relationship between OCM and ICM and indicate that they work together to influence employees' career success (Granrose & Portwood, 1987; Orpen, 1994).

Gender Stereotypes

Gender stereotypes are also called gender roles that are based on the social roles theory (Eagly & Steffen, 1984). In Eagly and Steffen's study (1984), stereotypes refer to "a reflection of perceivers' observations of what people do in daily social life" (p.735). Stereotypes are defined as "beliefs about the characteristics, attributes, and behaviors of members of certain groups" (Hilton & von Hippel, 1996, p. 240). With the increase of female managers in recent years, "feminine leadership" is used to describe female managerial stereotypes. The adverse are male managerial stereotypes that are called "masculine leadership". These two definitions demonstrate that gender stereotypes are used to justify the social roles of management (Powell, Butterfield, & Parent, 2002). As a result, the research objective of this study which includes managerial gender

stereotypes (i.e., feminine and masculine management style), will be examined to further understand which management style has more influence on a female-managers daily working life within the hospitality industry.

Empirical studies on gender stereotype. When talk about gender stereotype, researchers will always associate the term with the sexual separation, sexual battle and then various problems they caused (Gupta, Turban & Bhawe, 2008; Korabik, Baril, & Watson, 1993; Kray, Thompson, & Galinsky, 2001). Basically, women, rather than men are the victims of gender stereotype. Women have had to undertake various kinds of discrimination caused by gender stereotype in every country, every work field and every age (Hausmann, Tyson, & Zahidi, 2012). However, although women have to bear consequences that gender stereotype caused, which is not mean that men could fully escape with influence of gender stereotype.

Glick et al (2004) pointed out that compared to men, people believe women have more equal traits whereas men have more powerful traits. Fridkin, Kenney and Woodall (2009) investigate the influence of negative advertising on different genders; the result shows that negative advertising has more powerful influence of depressing evaluations on male candidates. When gender stereotype harms women, it also limits men at the same time. As feminists and some researchers' state, people's individual differences are more accurate than gender difference (Costa, Terracciano, & McCrae, 2001; Wollstonecraft, 1982). After all, not all men are fit in with the request of masculinity characteristics; in the same way, not all women are accord with the feminine characteristics.

Past research indicates that gender stereotypes is a main obstacles in female career progression. The underrepresentation of females in top positions signifies the

interactions between the gender-based stereotypes and barriers prohibiting female career movement (Oakley, 2000; Ragins, Townsend, & Mattis, 1998). Purcell (1996) revealed that in common "feminized" industries, females may face more appalling obstacles and prejudice when they plan to develop careers as a result of entrenched concepts of gender stereotypes. Furthermore, gender stereotypes and female gender role identity not only influence ordinary female workers, but influence female leaders as well (Eagly & Karau, 2002).

Purcell (1996) found that women occupy 62 percent of the UK's workforce in catering and accommodations. With most women being part-time and only 49 percent were restaurant managers. Similar statistic exist in other industrialized countries, however, the dilemma within the hospitality workplace is even worse. As these women struggle not only with a glass ceiling and work-life balance, they also face abominable work condition, less salary, and restraint by traditional cultural value (i.e., women should take care of families rather than work; women cannot represent organizations or families) (Hashemi, Jusoh, Kiumarsi, & Hashemi, 2015; Patwardhan & Venkatachalam, 2012).

Based on the sex role expectations towards male and female managers, Gmür (2006) found public gender stereotypes towards female managers in German: "1) Female managers are expected to conform more closely to male stereotypes. 2) Higher expectations are set from women. 3) Male stereotypes increasingly dominate over female stereotypes." (Gmür, 2006, p.104). Garcia-Retamero and López-Zafra (2006) used role congruity theory to describe the prejudice and gender difference towards female leaders because of people's beliefs and expectations. Eagly (2004) and Jacobs (1999) hold the same opinion that women do not access equal opportunities under most conditions.

Unlike most general industries (e.g., agricultural, mining industry and transportation industry), statistics showed that unlike many other industries in China which are male-dominated, female workers occupy more than 50 percent of the labor force in China's hospitality industry.

Latrofa *et al* (2010) stated that high-status members were more likely to insist their personal characteristics. Ely (1995) investigate the situation of women managers in sex-integrated firms and male dominated firms. Generally, women managers working in male-dominated companies will perceive more gender stereotypes than sex-integrate organizations on psychology and behaviors. Moreover, male dominated organizations are more likely to tend to undervalue women's contribution even detrimental.

Eagly and Karau (2002) sum up two types of gender stereotype towards women leaders, which partly support Ely's opinion. They found two gender stereotype towards female leaders are "(a) perceiving women less favorably than men as potential occupants of leadership roles and (b) evaluating behavior that fulfills the prescriptions of a leader role less favorably when it is enacted by a woman" (Eagly & Karau, 2002, p. 573).

General Motors Corporation and Catalyst, Inc. (2005) pointed out that gender-based stereotyping is alive and well in business field: both men and women have gender stereotypes towards each other and themselves. The report analyzed that gender stereotypes are difficult to eliminate mainly because people always apply stereotypes automatically, which means gender-based stereotype is so deep in every person's mind that many time people do not realize that they have bias on themselves and other people.

Organizational Career Management (OCM)

Organizational career management (OCM), also called "organizational support

for career development" or "organizational sponsorship" is defined as "organizations support and improve their employees' career development in organizations through programs, processes, and other forms of assistance" (Ng, Eby, Sorensen, & Feldman, 2005, p. 371). However, Sturges *et al.,* (2002) summarize OCM as activities undertaken by organizations and companies that aim to "improve their employees' work to satisfy organizational career needs and effectiveness" (p.733). Baruch and Peiperl (2000) defined OCM that consisted of programs, such as individual assessment, training courses, mentoring, job rotation, and other interventional activities used by organizations. Earlier research has shown that OCM are crucial factor of employees' career development and success. Organizations provide resources and opportunities for employees to develop their careers, although compared to the traditional working environment, today's workforce environment is less stable and flexible. However, OCM activities (i.e., promotion opportunity, salary, supervisor support and training) still have positive effects on employees' career success such as salary progression, salary level and job level (Opren, 1994; Noe, 1996; Arnold & Davey, 1999; Guan *et al,* 2014).

Tourism and hospitality researchers have shown an interest in examining the influence of specific OCM activities on employee's careers. As an example, Ayres (2006) remarks that as a career management tool, mentoring programs have an increased value and popularity in the tourism and leisure industries to assist employees with a new career environment. Walsh and Taylor (2007) note that growth promotion opportunities, constant learning opportunities, and good compensation are the main benefits hotel workers seek from their organization. With the exception of several countries and occupations, most employees do not need to place their careers in the hands of the

organization. However, it is undeniable that organizations can still offer huge support and have a big influence on an employee's career (Walsh & Taylor, 2007). Segers and Inceoglu (2012) emphasize organizational coaching and training are important parts of supportive and developmental career management to employees.

Usually OCM (i.e., organizational development opportunities, organizational resource arrangement, and organizational support) was seen as one of the largest factors that influence female career success and gender discrimination. Organizations usually see as a main obstacle in female career development (Hymowitz & Schellhardt, 1986; Lyness & Thompson, 2000; Correll, Benard & Paik, 2007). However, some researchers state that the underrepresentation of female's in top management positions is a result of female themselves lacking career aspirations and less willingness to climb to top positions (Meyerson & Fletcher, 2000; Hoobler, Lemmon, & Wayne, 2014). However, the situation is different in China

In China there are three types of organizations that exist in main-land China. Each of these types has different ownership structures: Chinese state-owned enterprises (SOEs), private domestic organizations, and foreign-invested firms (Xin, Tsui, Wang, Zhang, & Chen, 2002; Lin & Germain, 2003). The most significant organizations in China are SOEs. Sometimes SOEs are called "dinosaurs" which is meant to represent their leading role and importance within the Chinese market economy. One typical organizational culture in SOEs is "bureaucracy", which is defined as top-down leadership. Within bureaucracy supervisors and organizations have great effects on employees' career success (Cull & Xu, 2000; Ralston, Terpstra-Tong, Terpstra, Wang, & Egri, 2006; Tsui, Wang, & Xin, 2006). In this organizational culture women need to

fight for their rights and reputation while winning support from the organization. This is important because in Chinese culture the organizations are more like families. It is the organizations that offer employees training opportunities, expatriate opportunities (assign the employee to other company or other country), and promotion opportunities (Farh, Tsui, Xin, & Cheng, 1998). The significance of this impact is so that it requires thorough investigation among this special group.

Considering China's social situation both OCM and ICM factors are taken into account. Career barriers for Chinese women often begin in recruitment. This situation is very common and is exasperated by hiring advertisements that declare "male priority" or "male only" (Bauer, Feng, Riley, & Xiaohua, 1992; Woodhams, Lupton, & Xian, 2009). Harel, Tzafrir, and Baruch (2003) emphasize the positive association between fairness in the promotion of women into managerial ranks (OCM) and organizational career success. It is necessary to examine the OCM of female employee's in China because OCM could explicitly describe the Chinese female current work situation. Furthermore, this can provide an overall perspective about what problems females may face in their career advance.

According to Marinakou and Giousmpasoglou's (2015), a good career development program could provide a practical hospitality education program to fill up generic and soft skills. Siu, Cheung, and Law (2012) stated that a hotel intern program could help the hotel industry by transferring negative attitudes. Hotel management can help students build future career intention and while enhancing general job satisfaction.

Gault, Redington, and Schlager (2000) investigate the relationship between career training (internship) with career success among undergraduate student. Results show that

training experience is a significant objective for career success. It is noted that pre-career training (internship) provides opportunities to teach necessary working skills while building social working relationships for potential employees (students and faculty).

Jennings (1971) indicated that most corporate leaders have had mentors who trained them and lead them to their success. Rawlings and Carter (1977) found that a lack of a supportive training system is one of main external career barriers to women's career success. Burke and McKeen (1994) found that training activities of certification programs, technical training, and coaching from peers are indispensable to managerial and professional women. Certification programs offered through the company not only reduce the economic burden of women managers, but also provide official certificates honoring their skills.

Technical training aims to "teach specific job-related information and skills" which is necessary for employees' daily work. Coaching from peers is "day-to-day coaching and counseling by one or more of your peers on how to improve your job performance and get along in the organization". With women having less personal support than men, women learn from peers as they come in contact with them during their daily activities (p. 57).

Kong, Cheung, and Song (2012) indicated that organizational career management could also benefit from career competencies. Career competencies have a direct relationship with career satisfaction, which is the important part of subjective career success. Fig.4 shows the framework proposed by Kong, Cheung, and Song (2012).

Organizational Career Management

Career Competencies

Career Satisfaction

Career Commitment
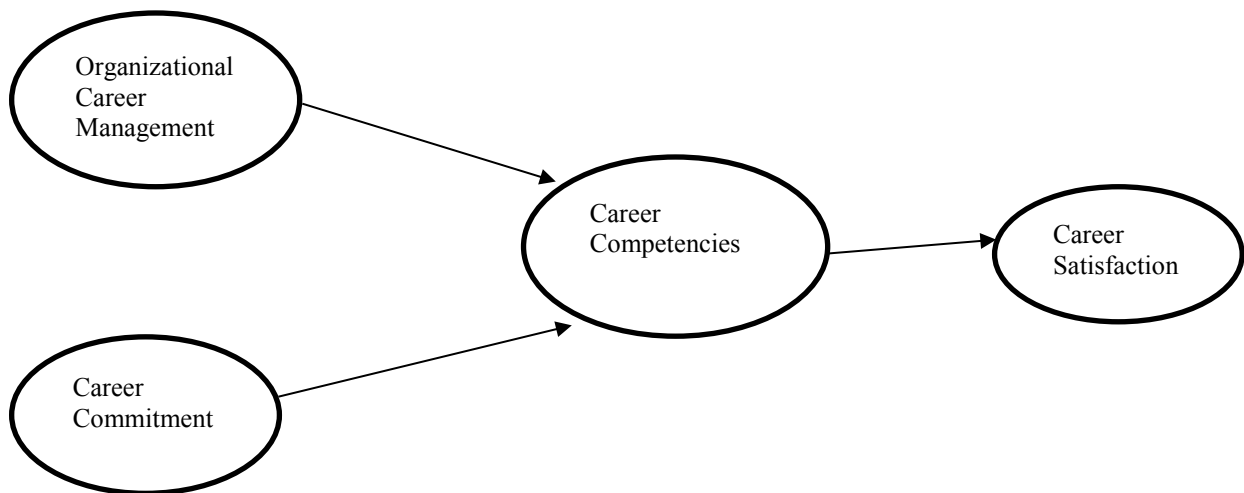
Figure 4. Kong *et al,* Structural model with the estimated path coefficients. (p. 717)

Konga, Cheung, and Song (2011) analyzed how organizational career management (OCM) influences employees' career success in China's hotel industry from three dimensions: career appraisal and advice, a career development program, and career training. Many hospitality researchers indicate that people skills, including offering career advice and comments are one of the most important skills needed in the modern hospitality industry (Ashley *et al*, 1995; Breiter & Clements, 1995; Chuang, 2000). Suitable and timely appraisals and career advice is a form of effective communication between a supervisor and the employee. Cheng and Brown (1998) viewed career appraisal and advice as the HRM (human resource management) strategy and believe that effective appraisals and advice could enhance hoteliers' career satisfaction, mitigate the effect of labor turnover, and finally influence employees' career success.

Public Opinion

Public attitude also called "people's attitude," "public opinion," and refers to what people think about political issues in the early times (Locke, 1700). Speier (1950) defined public opinion as "opinions on matters of concern to the nation freely and

publicly expressed by men outside the government who claim a right that their opinion should influence or determine the actions, personnel or structure of their government" (p. 376). With the development of society, the definition of "social/public opinion" becomes larger. This topic is not limited to political issues, but can also refer to the economy, environment, and academics (Jackson, Engstrom, & Emmers-Sommer, 2007; Raffe, 1989; Shrestha & Alavalapati, 2006).

Chinese women are traditionally limited in low-pay and low-status jobs. Managerial responsibilities are believed taken by males and male leaders are more acceptable by publics in China (Johnson, 2009; Wolf, 1985). Therefore, when a female manager is recognized, it is common that doubts, debates or even surprise occurs around them (Liden, 1985; Liu, Comer, & Dubinsky, 2001). Cooke (2005) revealed that public knowledge and perception of women leaders remains low in China. Jin (2002) examined the recognition of female leaders in higher educated people in China; the result showed that less than 40 percent could completely write seven female leader's names. "Emotional, trivial, incompetent, lacked innovativeness, and were respectable but not lovable" are main images of female leaders in China's public mind (Cooke, 2005, p.159).

Some researchers have noted the label of female's in politics. Some people believe that female's in politics are better suited to manage "compassion" issues, such as "poverty, education, welfare, child-related issues, and health policy issues". It is believed that women will lose control on "big business, the military, or defense issues" (p. 120) (Shabad & Andersen, 1979; Shapiro & Mahajan, 1986, cited from Huddy & Terkildsen, 1993, p.120). For underrepresented female leaders within China, female political leaders are usually viewed as a "symbol" due to complicated social, cultural, and political factors

(Park, 2012). Although many people understand that women could improve women's right and social positions in China, many Chinese still believe that politics is a "dark hole" for female's and females are thought to lack the capacity to handle political "pollution" (Cooke, 2005, p.159).

Because of the fast development of economy, political environment, society, and the diversity of a women's role; China public opinions towards females and female leaders still differ from western opinions (Croll, 2013; Jacka, 2014; Kraus, 2012; Tang, 2005). Taking the phrase "glass ceiling" as an example, while western societies commonly use the term "glass ceiling", Chinese prefer to use "sticky floor" to describe the gender discrimination towards female in the workplace. The original meaning of "Sticky Floor" is to describe the salary gap between low-level male and female workers. "Females at the bottom of this salary gap are at a greater disadvantage with the gap being wider at the bottom." (Booth, Francesconi, & Frank, 2003; cited from Chi & Li, 2008, p. 244; Arulampalam, Booth, & Bryan, 2007).

Arulampalam *et al.* (2007) examined income data from eleven European countries from 1995 to 2001; the data shows that the sticky floor effect is only common in a few European countries. However, it is a common situation in China society. This popular word in China does not mention high level female managers because people in China believe it is very hard for a female to escape the sticky floor (low level or bottom). Therefore, for a woman to reach beyond the "glass ceiling" (top level) is almost impossible (Chi& Li, 2008).

People's attitude or public opinion does have a powerful influence on an individual's daily life, especially when people seek others' suggestions and advice to

make real life decisions (Yaniv, 2004). Public opinions play an important role in China social society (Lagerkvist, 2005) in terms of professional fields and career identity (Li,Yang & Yue, 2007).

In this study, career success independent variables are classified as two groups, internal variables and external variables, which based on their characteristics. All these factors have their unique influence on career motivation (CM) and career success (CS).

Self-awareness was indicated a useful tools to break gender stereotype (Greenwald & Banaji, 1995). Because an individual with clear self-awareness is not easily influenced by external environment, they can protect themselves avoid negative influence from gender stereotype (Sturm, Taylor, Atwater, & Braddy, 2014). Public opinions have direct relationship with women's career ambition. With the development of society, women's career ambition become more and more acceptable to publics; Bowman and Sims (2015) reports that nowadays women have more political ambition than before and publics believe that women leaders can do their job as well as male leaders. De Vos, Dewettinck and Buyens (2008) analyzed the relationship between organizational career management (OCM) and individual career management (ICM). Organizational size, structure, and technology shape employees' career promotion opportunities, which in turn influence individual's career goal and strategies.

Career Motivation

London's career motivation theory examines the individual's career motivation within three domains: "career resilience, career insight, and career identity" (London & Noe, 1997, p. 61). Based on London (1983) career motivation theory, career resilience refers to "the ability to adapt to changing conditions, even when the conditions are

discouraging or disruptive. It consists of variables such as belief in oneself, the need for achievement, and a willingness to take risks". Career insight is defined as "the ability to be realistic about oneself and one's career, and the ability to organize these perceptions to establish career goals. It consists of establishing clear career goals and knowing one's strengths and weaknesses". Career identity is the "extent to which one defines oneself by work. Career identity consists of job, organizational, professional involvement, and the needs for advancement, recognition, and a leadership role." (London, 1983; cited from London & Noe, 1997, p.62). Many researchers (London & Mone, 1987; London, 1993; London & Noe, 1997; Day & Allen, 2004) continue to develop, support and improve London's career motivation theory.

According to expectancy-valence theory of motivation, motivation refers to "people are motivated to put forth effort if they expect that the effort will lead to good performance, and that the effort will be instrumental in attaining valued outcomes" ((Katzell & Thompson, 1990; Vroom, 1982; cited from Wayne, Liden, Kraimer, & Graf, 1999, p.580). Expectancy-valence theory refers to external and internal rewards (outcome valance) that are in accordance with employees' job outcome expectancy. Employees are willing to put more efforts in their job task (Chen & Miller, 1994; Wayne et al, 1999).

Whitely, Dougherty, and Dreher (1991) use expected future income, work centrality, and hours worked per week to measure employees' career motivation. They found that the average hours worked per week and expected future income were positively correlated with salary. Judge and colleagues (1995) indicate two additional variables such as work hours desired and work centrality were related to career success.

Variables of work hours will be examined in the background part of this research.

Unlike London's career motivation theory, Wayne et al. (1999) categorize career motivation to three parts: career ambition, work hours, and career planning. As one of the main variables of career motivation, career ambition has direct relationship with the career motivation. Although London (1983) does not put career ambition into career motivation, he indicates that career ambition positively related to career resilience, which defined as "the ability to adapt to changing conditions." ((London, 1983; cited from London & Noe, 1997, p.62)

London and Bray (1984) state that people with high career motivations are more likely to grasp opportunities, receive support, and have clear career goals. Career goal is an important component in ICM and career insight; career strategy could help employee fight against poor work conditions and strengthen career resilience (Brown, 1996). Fox (1996) state that employees should be responsible for themselves in the new hire relationship because the position is to keep the company alive. Koonce (1995) emphasize the importance of working strategies and know how to use these strategies to adapt or even change the work condition.

Evans and Diekman (2009), and Lockwood (2006) investigate the relationship between gender stereotypes and career motivation. Lockwood (2006) uses role model theory found that females are more easily impacted by female role models indicated that gender stereotypes could influence female workers career identity. Evans and Diekman (2009) investigated how gender stereotypes affect career interest; they found that different stereotypic careers to lead different career insights. Wood (2008), and Smith, Crittenden and Caputi (2012) found that female senior managers have strong career

resilience to break gender stereotypes.

Eddleston and Powell (2008) suggest that femininity is not in conflict with career identity and career satisfaction, which is one of the main factors of subjective career success. Female business owners care more about interpersonal relations with "employees and customers and the pursuit of social goals" (p.245), whereas male business owners emphasize prize winning status-based career success. These two articles provide a different perspective to the relationships between gender stereotypes, career identity, and career success. As this study primarily examined objective career success, the present study prefers the view of Lobel and Clair (1992).

Gender based stereotyping influence women's goal orientation and career identity (Eddleston & Powell, 2008; Grunig, Hon, & Toth, 2013). Meece, Glienke, and Burg (2006) believe that gender based stereotype still affects career motivation. Women are usually encouraged to have low career motivation because "they are likely to expect negative consequences, like social rejection and/or feeling of being unfeminine" (Horner, 1972, p. 207). Based on self-stereotyping theory, Hofstede (2001) suggests that women's career motivation is stimulated by friendly atmosphere, job security, co-operation, and their work environmental conditions; whereas men's career motivation comes from earnings, promotion, and responsibility.

September et al (2001) rarely report that women's positive gender self-stereotypes could enhance women's self-esteem and career attitudes; they found that if women connect themselves with "socially desirable expressive traits have higher psychological well-being" (September et al, 2001; cited from Laws, 2014, p. 56). Noe *et al* (1990) found that supervisors that provide suitable support and provide clear feedback are

important to employees, and in turn often enhances an employees' career motivation. London and Bray (1984) investigated the relationship between CM and career behaviors and found that the employees with high CM are more likely to acquire promotion opportunities. London and Mone (1987) emphasizes that OCM (career programs and policies) is extremely important to employees' CM because valuable organizational resource could increase CM whereas incorrect career policies could reduce CM. London (1993) investigated the relationships between empowerment, supervisor's support and components of career motivation. The results showed that empowerment and supervisor support are positively related to "all three career motivation variables" (p.55).

There are a few studies examine the relationship between public opinion. Wilson, Marlino and Kickul (2004) found that girls interested in career were more because of social related factors while boys' career motivation and interest were more because of themselves. Pas, Peters, Eisinga, Doorewaard, and Lagro-Janssen (2011) reveal that work-home culture plays an important role in female doctors' career motivation and whether this relationship is mediated by views on family members and the supportiveness of the work-home culture. However, in China, the public always hold the negative opinions to female doctors and female leaders (Nadell& Haulman, 2013). Based on the above studies, six specific hypotheses are proposed:

Hypothesis 1: Self-awareness positive influence on CM.

Hypothesis 2: Career ambition has positive influence on CM.

Hypothesis 3: ICM-Career Goal has positive influence on CM.

Hypothesis 4: ICM-Career Management has positive influence on CM.

Hypothesis 5: Gender stereotype has negative influence on CM.

Hypothesis 6: Public opinion has positive influence on CM.

Hypothesis 7: OCM has positive influence on CM.

Career Success

Based on the recent studies, career success is usually defined in terms of objective and subjective aspects (Greenhaus, Parasuraman, & Wormley, 1990; Judge and Bretz, 1994; Judge *et al.,* 1995). Objective career success is also known as extrinsic career success (Gutteridge, 1973). It includes objective and observable variable that can be measured, such as pay and promotion rates (London & Stumpf, 1982; Judge *et al.,* 1995). Subjective career success also called intrinsic career success, cares about employees' work feelings, such as job and career satisfaction (Gattiker & Larwood, 1986; Peluchette, 1993).

This research selects objective career success variables as standards to judge China hospitality female managers' career success. Because this study aims to find objective obstacles existing in hospitality women's career advancement paths and hope to find practical solutions to help them.

People's career success can be determined by many factors. Internal variables usually determine employees' motivation and behaviors, whereas external variables are more about opportunities offered by organization and the whole society.

Women's career success. It is undeniable that women will face much more barriers and problems than men if they want their career to be successful, no matter in what respects (Akande, 2013; Ibarra & Petriglieri, 2016; Powell & Eddleston, 2013). Akande (2013) investigate the negative effect of glass ceiling on women's career success nowadays; the result shows that glass ceiling is the main reason caused women "lack

access to networks within organizations and be viewed as tokens who cannot reach top management" (Akande, 2013, p. 23). Powell and Eddleston (2013) examine how family factors influents women entrepreneurs' career success; compare to men, women entrepreneur still face the pressure comes from family, but they find that family-to-business enrichment is a useful tool to assist women entrepreneurs' career success. Work–family enrichment means "the extent to which resources generated in one domain, work or family, are applied in the other domain in a way that benefits the other domain" (Greenhaus and Powell, 2006; cite from Powell & Eddleston, 2013, p. 263).

Although women have to deal with various problems and face various failures during their career paths, there still have some factors that could help women fulfill their career success. This research will examine both barriers and assistance influent hospitality women managers' career success in China.

Career motivation (CM) and CS. Researchers believe that career motivation has direct relationship with career success (Day & Allen, 2004; Eby, Butts & Lockwood, 2003; Wayne, Liden, Kraimer & Graf, 1999). Seibert, Kraimer and Liden (2001) use social capital theory to analyze the relationship between career motivation and career success. Based on the social capital model, employees' high-level of career motivation has positive influence on information accessibility and career sponsorship, which could benefit on career success including: salary, promotion opportunities and career satisfaction.

London and Bray (1984) indicated that career motivation is positively correlated with career success, especially for young managers. London (1983) states that career motivation is associated with promotions through career motivation behaviors, such as a

desire for upward mobility, risk taking, and resilience to career barriers. However, Jones and Whitmore (1995) reported that career motivation did not significantly relate to promotions. Furthermore, Day and Allen (2004) found that protégé (apprentice or employee) with high CM have better job performance skills and are more likely to earn success.

Wayne, Liden, Kraimer, and Graf (1999) use career motivation as one of the predictors to predict career success (career satisfaction); the result shows that career motivation has positive relationship with career satisfaction. Day and Allen (2004) use career motivation to explain protégé's career success. They found that career motivation was strongly predict the protégé's current salary, subjective career success and career effectiveness, but not related to promotions. Based on the above studies, hypotheses 8 are proposed:

Hypothesis 8: CM has positive influence on CS.

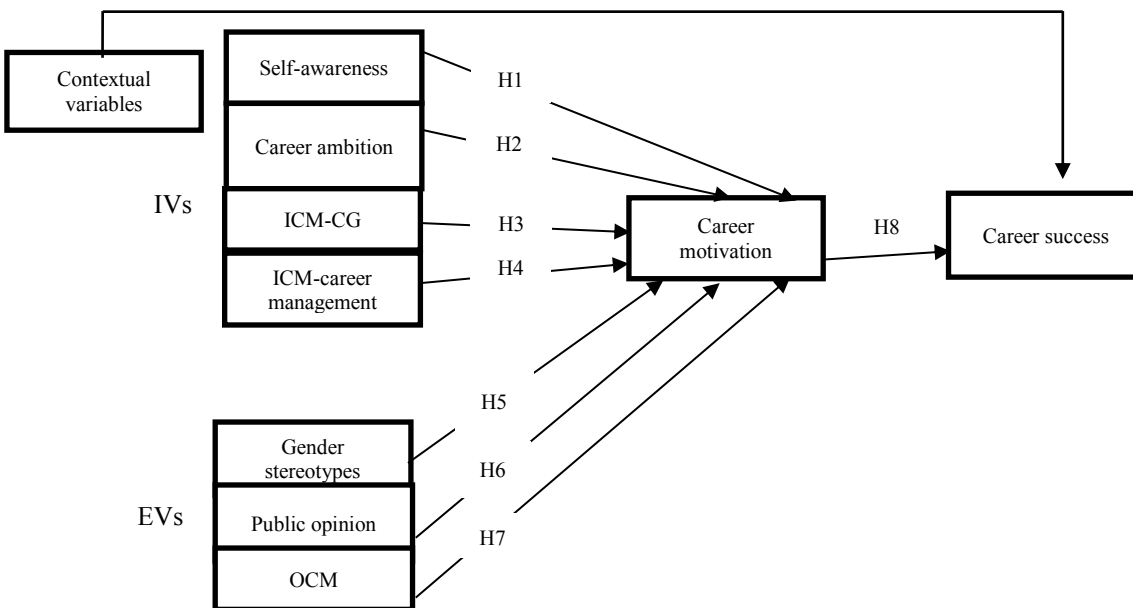The framework of hypotheses to be testified in this study is shown as Figure 5.

Figure 5. Framework of hypotheses to be tested in this study

Internal, external, and contextual variables. Both Conceptual Model of Career Success (CMCS) and gender-specific model of career success (GMCS) indicate that external factors, internal variables and people's motivation have powerful influence on one's career success. Judge *et al* (1999) state that contextual and organizational variables help to get higher salaries and career satisfaction. Orpen (1994) asserts that both OCM and ICM assist employees' career effectiveness, however, he emphasizes that "individual career effectiveness is greater" when combined with organizational career management and career management by individuals (p.29). The present study examined whether following variables predict the career success of hospitality female managers in China: gender stereotypes, OCM and public attitudes (external variables), personality and ICM (internal variables), career motivation (contextual variables). Based on literature, these variables were selected; for example, empirical studies indicate that career motivation has positive influence on one's career success (Day & Allen, 2004; London, 1993). What's more, although gender has been a popular issue in career success research (Cox & Harquail, 1991; Melamed, 1996; Tsui & Gutek, 1984), few attention has been put on whether this variable affects China hospitality female managers' career success. Empirical researches indicated relationships existing between other human capital and demographics, such as age, education, work experience, marital status, salary and positions (Judge et al, 1999; Parasuraman et al, 1996).

The influence of managerial status will be explored on hospitality female managers' career success by comparing the response of first-line managers, middle managers and senior managers. These three group was selected because they both in a transitional stage and make career-related decisions. According to Meyer, Ashleigh,

Jones and George (2007), first-line managers are main responsible for day-to-day operation; middle managers more care about human relations and strategy implementation and senior managers take charge of organizational goals and strategy formulation. Although different manager types are responsible for different work activities, all these activities consist of the career success process (London, 1983; Orpen 1994). Finally, how to let more women take charge of leader role is becoming an important issue in the hospitality industry. Based on empirical research (e.g., Brownell, 1993; Guerrier, 1986; Melamed, 1996), this study explored the factors impact the female managers' career success in the hospitality industry.

Summary

Because of the traditional cultural and gender inequality, female related issues in China do not get enough attention. Furthermore, fewer studies have focused on hospitality female managers in China (Berna, 2013; Kuhn & Shen, 2013; Quan & Jin, 2014). Guided by the literature and empirical theoretical models, this researcher proposes the following four research questions:

Question 1: How do internal personal variables affect Chinese hospitality female managers' career motivation? (H1, H2, H3, and H4)

Question 2: How do external (social and organizational) variables affect Chinese hospitality female manager's career motivation? (H5, H6, H7)

Question 3: How does career motivation influence Chinese hospitality female manager's career success? (H8)

Question 4: How does demographic, job background, and women identity (feminism cause) variables affect Chinese hospitality female managers' career related

variables?

Question 5: Which factors have stronger impact on hindering or facilitating Chinese hospitality female managers from achieving career success?

A further understanding of female hospitality managers work situation and factors impacting their career development may shed some light on hospitality workers' career paths. The objectives of this research are to investigate what factors influence Chinese hospitality female managers' career advancement. Specifically, how the identified internal variables (i.e., gender-role personality trait, ICM) and external variables (i.e., gender stereotypes, OCM, and social opinions) influence female managers' career success. Constructive suggestions are desired and will be put forward for (a) female hospitality middle managers to utilize in their career outcomes analysis, and (b) to help hospitality management students and front line women with career planning objectives.

CHAPTER III

METHODOLOGY

The methodology chapter discusses the use of human subjects, sample selection

and sampling procedure, instrument design, and the data analysis techniques employed in

this research. The reliability of each scale will be discussed.

Human Subject Review

The researcher in the present study had completed human subjects training and

was certified by Kent State University (KSU). The KSU Human Subjects Review Board

was approved the proposal application for this study on March, 29, 2016. The research

met the criteria for Level-1 Exemption under federal regulation stating it is research with

minimal risk to human subjects.

Sample Selection

Bower (1970) summarized middle managers as the "only men in the organization

who are in a position to judge whether strategic issues are being considered in the proper

context" (p. 297-298). Burgelman (1983) stated that the essential role of a mid-level

manager is "supporting initiatives from operating levels, combining these with strengths,

and conceptualizing new strategies" (p.1349).

For the present study female middle managers in China hospitality were surveyed

for their career perception and choices. Participating China hotels were selected based on

Star-rating standard of hotel (China National Tourism Administration P.R. China, 2010).

Hotels in China are divided into five grades, namely one star, two-star, three-star, four-

star, and five-star's. The higher star is equal to the highest grade of tourist hotels. All

levels of hotel female managers (low, middle, and top) were included as part of this

study. All female managers are included as they fall into the stage of career success (Judge *et al*, 1994; Melamed's, 1996).

Some comparisons were made between the top managers, middle managers, and the low level managers. The participants surveyed for this study comprised of China's star-rated hotel female managers and were contacted via mail, by hand and on-line. The survey instrument was distributed to the hotel general managers and human resources managers and asked them to assist to send questionnaire to the female manager individuals. The survey collected data from international chain hotels and independently own hotels located in Beijing, Changsha, Guangzhou, Huaihua and Zhuhai. In the year of 2015, there were total 13,217 star-rated hotels in mainland China; 645 star-rated hotels in Beijing, 66 star-rated hotels in Changsha, 47 star-stated hotels in Huaihua, 81 hotels in Zhuhai, and 239 hotels in Guangzhou (China National Tourism Administration, 2015). These cities were selected as they reflect a broad spectrum of China's cities (capital city, provincial capital cities, and ordinary cities). Furthermore, these cities represent the whole work situation of female hospitality managers in China.

Instrument Design

The survey was conducted using both paper-pencil and online formats. Hard copies of the questionnaire were distributed to 50 star-rated hotels to a designated person. At the same time, an online survey link was distributed through emails to hospitality female managers. Snowball sampling method "had been frequently used when working with hidden populations whose members are difficult to locate" (p. 151)(Petersen & Valdez, 2005), so this study will use it to analyze hospitality female managers in China.

Questions concerning background and career information will be included as the

first section of the questionnaire. The participants were asked about their hotel stars, management level, work hours, and work years. The second section of the questionnaire is intended to investigate gender stereotypes, organizational career management, social opinions, Sex-typed personality traits, and individual career management.

The original versions of the scales were in English. For the purpose of presenting the meaning of the scales, the back-translation method was used to translate the survey to Chinese for better understanding among the participants. A pilot test was conducted to fine-tune the wording among several experts who know both Chinese and English. One expert was asked to review the questionnaire as they are fluent in all two languages; Chinese and English. The experts were translated from Chinese back to English to check the validity of the translation procedure (Yu, Lee, & Woo, 2004). Back-translation is a popular method to "maintain the equivalence between the original and translated versions" (Cha, Kim, & Erlen, 2007, p. 386). Back-translation of an instrument is critical for its validation in a cross-cultural study (Cha *et al.,* 2007).

The survey of self-awareness in this study combines Self-Awareness Questionnaire (SAQ, developed by Buss, 1980; modified by Govern & Marsch, 2001) and Self-Consciousness Scale (SCS-R, developed by Fenigstein, Scheier, & Buss, 1975). In this study, SAQ includes 8 items and SCS-R includes 15 items. This study combines these two scales because they complement one another. They contrast two kinds of awareness; SAQ is more enabling and SCS-R is more disabling, which means SAQ investigates self-awareness from positive respect (e.g., I actively participate in "here-and-now" experiences that enable me to become aware of how I affect my environment and others), yet SCS-R examines self-awareness from negative aspect (e.g., I usually worry

about making a good impression). These two surveys compliment one another reasonably (Deci & Ryan, 1985; Govern & Marsch, 2001). For example, the SAQ item "I enjoy venturing into new experiences and relationships to see what I can learn" corresponds to SCS-R item, "it takes me time to get over my shyness in new situations." Another example of SAQ was "I enjoy taking risks by testing my ideas on others or in actions to see if they work" and "I'm constantly thinking about my reasons for doing things" for SCS-R. The responses were rated on a five-point Likert scale with 1= "not like me at all" to 5= "totally like me."

The original study of Career Ambition Scale (CAS) used in this study was developed by Wright and Lanvood (1997) and modified by Desrochers and Dahir (2000). This career ambition scale is used to examine employees' loyalty and work-related latent consciousness. The career ambition scale in this research includes five items from the study modified by Desrochers and Dahir (2000). CAS (developed by Wright & Lanvood, 1997; modified by Desrochers & Dahir, 2000)is specifically to measure women managers' organizational and professional ambitions. The question starts as "How important is it that you succeed in your present firm." Examples of the survey are "How important is it that you move up in your present firm" and "How important is it that you succeed in your profession" A 5-point Likert scale was used from 1= "not at all important" to 5= "crucial."

The Career Exploration Survey (CES) developed by Stumpf *et al.* (1983) and modified by Noe (1996) is to measure employees' certainty within their career goals and strategies used to obtain these goals. The Career Strategies Inventory (CSI) developed by Sturges, Guest, Conway, and Davey (2002) is to assess individual career management

strategies. CES and CSI were selected to assess employees' individual career management (ICM). These items refer to two types of actions female managers can undertake to manage their career in hospitality field: 1) career goal certainty and 2) career management strategies was a total 34 items of ICM included in this study. Career goals were be measured with eighteen items; the leading question is "How sure are you about your career goal?" a five-point Likert scale was used with 1 = very unsure to 5 = very sure. Career management strategy consists of networking behavior assessments and creating opportunities assessment. Networking has six items (e.g., "I have got myself introduced to people who can influence my career").Ten items in creating opportunities (e.g., "I have refused to accept a new role because it would not help me develop new skills"). All of the responses were rated on a five-point Likert scale with 1= "to a very small extent" to 5= "to a very large extent."

Women as manager's scale (WAMS) is a 21-item attitude scale designed to measure a person's degree of stereotypical behavior toward women managers (Peters, Terborg, & Taynor, 1974). The survey tests "general attitudes towards female as managers," "feminine barriers," and "manager's descriptive traits." The general attitudes items include "it is less desirable for women than for men to have a job that requires responsibility;" feminine barriers start as "The possibility of pregnancy does not make women less desirable employees than men;" and the last six items consist "manager's descriptive traits". These twenty-one items were rated on a five-point Likert scale ranging from 1= "disagree" to 5= "agree."

The Careers In Organizations Survey (CIOS) (Baruch & Peiperl, 2000) was employed to measure organizational career management (OCM). Corresponding

subscales of career development was selected to assess to what extent the organization

engage in female managers' career success. There are eight items for career

development. Modifications will be made to ensure the statements were specific for

China female managers' career success in the hospitality industry. The leading question

of career development is "How many of your vacancies in mid-level management are

filled internally?" The responses were rated on a five-point Likert scale with 1=few to

5=most. The reliability and validity of these subscales have been confirmed by Baruch &

Peiperl (2000).

The instrument to be used is the Woman As Managers Scale (WAMS). The

original scale is a three dimensional instrument that was used to measure respondents'

attitudes and perceptions of female managers (Peters, Terborg, & Taynor, 1974; Liu,

Comer & Dubinsky, 2001). Selected female managers are required to describe their

feelings about female hospitality managers using a five-point Likert scale in which "1"

represents "strongly disagree" and "5" represents "strongly agree."   The leading question

is "The possibility of pregnancy does not make women less desirable employees." The

scale is very popular in the United States (e.g., Orpen 1991; Shultz 1994).

Career motivation was measured with 26 items from London (1993) and modified

by Noe, Noe and Bachhuber (1990). The original survey includes "a personal history

form, a 2-hour background interview, projective tests (Thematic Apperception Test;

Rotter Incomplete Sentences Test), measurements of intellectual abilities (tests of

quantitative and verbal abilities), personality indexes (e.g., Edwards measure of 15

personality variables), and interest inventories" (London & Noe, 1997, p.64).

This study used the Career Motivation Item Scale (CMIS) created by Noe, Noe,

and Bachhuber (1990). The questionnaire includes a total of 120 items, however, only 26 about career and work motivation were be used in this study, including: eight items with career insight (e.g., To what extent do you feel you are aware of your skill strengths and weaknesses?); five items measure career identity (e.g., to what extent do you spend your free time on activities that will help your job?) with thirteen item with career resilience (e.g., to what extent have you made and maintained friendships with people in different departments?). A 5-point Likert scale from 1= little and 5= a great deal was be used.

Career success (CS) scale usually consists two parts: objective and subjective career success scale (Seibert, Crant, & Kraimer, 1999). In this study, hospitality women managers' career success used perceived career success to investigate China hospitality women managers' career success. Perceived career success is frequently used in research on managerial and professional career outcomes (Kirchmeyer, 1998; Turban & Dougherty, 1994). It consists of four items on 5-point scales from 1= "not success" to 5= "very success;" for example: "How successful has your career been?"

Data Analysis

The SPSS (Statistical Package for the Social Sciences) version 20 was selected to analyze the collected data. Four methods of data analysis were performed in this study to test the hypotheses. First, Cronbach analysis was computed to examine the internal consistency of each scale used. Second, a descriptive analysis was used to summarize demographic, job background, and women identity information. Third, a series of simple linear and multiple regression analyses were conducted to test the relationship among demographic/background variables, internal variables (self-awareness, career ambition, ICM-CG, ICM-CM), external variables (gender stereotype, public opinions, OCM), and

career outcome variables (-career motivation, and career success). Forth, a couple of independent sample t-tests and one-way ANOVAs were used to detect whether these variables differ based on their demographics and job background.

CHAPTER IV

RESULTS

The survey in this research was designed to investigate factors involving China's hospitality female managers' career outcomes. The questionnaires were distributed by hand, online, and via snowball sampling. One hundred and fifty hard copies of the questionnaire were hand delivered to 12 random hotels in the cities of Changsha, Guangzhou, and Huaihua, China. 111 copies were returned valid. Thus resulting was in a 74% usable response rate. The invalid surveys were due to information default. The same online survey was distributed through email and sojump.com (i.e., a China's data collection website similar to monkeysurvey.com).

In addition, there were 130 questionnaires emailed to participants within 13 additional hotels in Beijing, Zhuhai, and Guangzhou. In specific, 50 questionnaires of these 130 were emailed directly to 5 different hotel general managers who then forwarded the survey to their female managers. All 130 of these questionnaires were returned as valid.

Another 80 questionnaires were emailed directly to female managers who worked in an additional eight different hotels; 47 questionnaires were returned and 35 questionnaires returned as valid. Thus resulting was in a 65% usable response rate. Invalid questionnaires were not counted due to a lack of information. The other 20 questionnaires were distributed on line via the website link: http://www.sojump.com/jq/8324394.aspx. In addition, the website link was e-mailed to two human resource managers who work in two different hotels. A total of 15 questionnaires were retuned as valid. Thus resulting was in a 75% usable rate.

80

Of the female managers surveyed, the snowball sampling represented 27 different hotels. These 27 hotels are located in Beijing, Changsha, Guangzhou, Huaihua, and Zhuhai, China and are rated as three- to five star hotels. A total of 296 surveys were received, of which 211 were returned as valid. Thus resulting was in a usable response rate of 71%.

Out of a total of 430 distributed questionnaires, the results show that there are 211 female middle managers that work in five China cities, i.e., Beijing, Changsha, Guangzhou, Huaihua, and Zhuhai). These 211 female managers represent those working in (n = 210) three to five star hotels. The remaining 219 women managers are hotel owners of one and two star hotels. At these one and two start hotels, the owner is also the general manager. The one and two star hotels in China are called "Zhaodaisuo" (招待所.

Background Characteristics

Table 4 shows that 41.13% participants (n = 87) are two and three-star hotel managers; 32.2% (n = 68) are four star hotel managers; and 26.5% (n = 56) are five star hotel managers. The sample consisted of 20.86% (n=44) international hotel managers and 79.14% (n = 167) domestic hotel managers.

Table 4.

Demographics of Female Hotel Managers (Participants = 211)

Characteristics	Frequency	Percentage
Hotel Stars		
Table 4 Continued		
Two stars	1	0.5
Three stars	86	40.8
Four stars	68	32.2
Five stars	56	26.5
Table 4. Continued		
Hotel Types		
International hotels	44	20.9
Domestic hotels	167	79.1

Age

Less than 25	13	6.2
26-28	50	23.7
29-31	41	19.4
32-34	26	12.3
35-37	18	8.5
38-40	18	8.5
41-43	8	3.8
44-46	14	6.6
47-49	14	6.6

Position title

Restaurant manager	31	14.7
FD	25	11.8
Marketing manager	23	10.9
Guest service	21	10.0
HK	20	9.5
Dr. finance	18	8.5
Event manager	15	7.1
Asst. general manager	12	5.7
Kitchen manager	6	2.8
Ext. chef	5	2.4
GM	5	2.4
Operations manager	5	2.4
Purchasing manager	5	2.4
Vice general manager	5	2.4
Other	15	7.1

Education

Junior middle school	6	2.8
High school	52	24.6
Association	81	38.4
Bachelor	59	28.0
Master	13	6.2

Marital

Never married	52	24.6
Married w/o children	26	12.3
Married with children	126	59.7
Committed relationship	1	0.5
Divorced w/o children	1	0.5
Divorced with children	3	1.4
Widowed	1	0.5
Other	1	0.5

Note. manager; FD = front desk; HK = housekeeping; Ext = executive; marketing; Dr. = director; GM = general manager; Others = human resource manager, training manager, and develop manager

Female participants in this research occupy 14 management positions. Table 4shows that the majority of woman managers are restaurant managers (n = 31, 14.7%). Furthermore, the majority of these female managers are under the age of 34 (n = 130, 61.6%).

The result of this study reflect the average time female managers within China's hospitality industry have been employed 10 to 11 years ($M = 10.5$ years), females employed from three to 10 years 53.6% (n = 113), female managers with less than three years experience are 15.6% (n = 33). Furthermore, 30.7% (n = 65) of female managers have been employed China's hospitality industry for more than 12 years.

Table 5

Years information of Hotel Female Managers (Participants = 211)

Characteristics	Frequency	Percentage
Years in Hospitality Industry		
Less than 3 years	33	15.6
3-6	51	24.2
7-9	40	19.0
10-12	22	10.4
13-15	10	4.7
16-18	13	6.2
19-21	16	7.7
22-24	9	4.2
25-27	10	4.7
20-30	7	3.2
Total	211	100.0
Years in Current Hotel		
Less than 1 years	20	9.5
1-3	49	23.2
4-6	65	30.8
7-9	29	13.8
10-12	18	8.5
13-15	10	4.7
16-18	9	4.3
19-21	6	2.8
22-24	3	1.5
More than 25 years	2	0.9

In addition, participants were asked (1) if they support the feminist cause or agenda, and (2) what are their perceptions and attitudes toward feminism. Most respondents responded as neutral on the feminist cause. Feminism was responded (n=98, 46.4%; n=106, 50.2%, respectively, Table 6). Although nearly half of the respondents reflect neutral position; 29.4% of women express favorable attitudes toward China's

feminist cause in. The image of a feminist can be perceived as working as a full-time professional rather than as a housewife. In comparison, China's housewives express negative attitudes towards feminism and feminist (Croll, 2013; Ho, 2007). All participants in this study hold full-time managerial positions, this is the main reason that the majority women in this study have good impression of feminism.

Table 6.

Feminism &Feminist in Female Managers

Feminism & Feminist		**Frequency**	**Percentage**
To what extend do you sympathize with and support feminist cause or agenda?	Strongly oppose	0	0.0
	Somewhat oppose	6	2.8
	Neutral	98	46.4
	Somewhat favour	45	16.1
	Strongly favor	62	29.4
To what extend do you perceive or identify yourself as feminist?	Untrue of me	31	14.7
	somewhat untrue of me	26	12.3
	Neutral	106	50.2
	Somewhat true of me	26	12.3
	True of me	11	5.2

Although the majority of female managers hold neutral perceptions toward the feminist cause or agenda, when asked if the participants identify themselves as a feminist, an equal number responded in the affirmative. This response represents the typical attitude that Chinese women hold towards political issues; in that most Chinese women believe that feminism is a political topic and is not reflected in their daily life; thus, they do not show a strong personal preference about feminism (Jung, & Forbes, 2007). However, the equal percent of "somewhat untrue" and "some what true" feminist identification reflects these China hotel women managers' women consciousness.

Barriers, Success, and Advancement Factors Toward their Careers

Almost one third of female managers (n=82, 30.94%) believed that children are the largest barrier in their career paths, especially in regard to career advancement. The family situation (n = 21, 7.92%) and being a parent (n = 17, 6.42%) also has a powerful negative influence on a female's career advancement (see table 7). When asked "which of the following had the greatest positive impact on your career success?", participants reported that their supervisor (n = 75), colleagues (n = 71), and mother (n = 55) were viewed as the most important.

Although China is a male dominant society, a mother's guidance is an important factor when women plan their careers. This is because most Chinese children, including these female managers, are raised and educated by their mother. In general, a mother has an un-measurable force on her children, no matter their children's career or life path. Thirty career barriers were list on the Table 7.

Although they look various, based on the characteristics of the responses, career barriers can be divided into two categories: internal factors and external factors. Internal factors are those factors that women controllable themselves, whereas external factors are uncontrollable factors by women, yet influence a respondents' career path. Examples of internal factors include age and ability. Examples of external factors are: working environment, interpersonal relationship, health situation, work distance, work experience, transportation, reproduction, love relationship, education, physical situation, work location, ability, habit, professional knowledge, language, and family problems.

Table 7.

Career Barriers in Female Managers

Barrier Name	Rank	Frequency	Percentage
Do you see any barriers stand in your way in			
your career path?			
Children	1	82	30.94
Family situation	2	21	7.92
Parents	3	17	6.42
Working hours	4	11	4.15
Working environment	5	10	3.77
Family member	6	9	3.4
Salary	7	8	3.02
Interpersonal relationship	7	8	3.02
Health situation	9	6	2.26
Promotion opportunities	10	5	1.89
Work distance	10	5	1.89
Work experience	10	5	1.89
Leader	10	5	1.89
Employee	10	5	1.89
Transportation	10	5	1.89
Reproduction	16	4	1.51
Love relationship	16	4	1.51
Benefits	16	4	1.51
Education	16	4	1.51
Age	16	4	1.51
Physical situation	21	3	1.13
Work location	21	3	1.13
Ability	21	3	1.13
Other people's judgement	21	3	1.13
Habit	25	2	0.75
Guests	25	2	0.75
Environment	25	2	0.75
Professional knowledge	25	2	0.75
Language	25	2	0.75
Housing problems	25	2	0.75
Work atmosphere	31	1	0.38
Others[a]		18	6.79
Which of the following has had the greatest			
positive impact on your career success?			
Supervisor	1	75	23.81
Colleagues/peers/friends	2	71	22.54
Mother	3	55	17.46
Mentor/Coach	4	53	16.83
Father	5	47	14.92
Spouse	6	10	3.17
Others[b]		4	1.27

Note. Others[a] = organizational strategies, weather, house, public opinion, and personality

Others[b] = relatives, acquaintance, and public people

Table 8 shows the most important factors relating to a female managers' hotel career at a given point in life. This data reflects what female manager's value most during their career. From the highest score to the lowest reflect the important factors that relate to career advancement (sum score=570), salary (score=569), compensation (score=481), and work fulfilling (score=472). The score was counted by multiplying the scale rating by the frequency (the number of times this item was mentioned: For example, not important at all= 1, slightly important = 2, somewhat important = 3, moderately important = 4, and extremely important = 5. In the case of advancement, its score is calculated as (4X1)+(5X2)+(13X3)+(28X4)+(81X5) =570.

Table 8.

Advancement factors in female managers

What is most important to you at this point in your career?	Degree of Importance					Score	Rank
	Not impor.	Slightly impor.	Somewhat impor.	Moderately impor.	Extremely impor.		Most to least important
Advancement	4	5	13	28	81	570	1
Salary	4	5	14	27	81	569	2
Compensation	14	8	24	21	59	481	3
Fulfilling work	15	8	24	21	57	472	4

Note: impor = important

Table 9 represents the relationship between household work hours and a female managers' marital status. This question is important because in China, women do the majority of housework, especially after motherhood begins. Based on the data of Table 9, the hours worked for the household changes based on a woman's marital status. Table 9 shows that married female managers with children do the majority of their housework. This is reflected (n = 59, 86%), and spend the longest time on housework compared to men (2 hour and over 2 hours) per week.

Table 9.

Household work & Marital

Househol d work hours	Never married		Married w/o children		Married w children		Divorced w/o children		Divorced w children	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Less than one hr	27	39.1	8	11.6	31	44.9	1	1.4	1	1.4
One hr	18	25.4	15	21.1	36	50.7	0	0.0	0	0.0
Two hrs	7	11.3	3	4.8	50	80.6	0	0.0	2	3.2
More than two hrs	0	0.0	0	0.0	9	5.4	0	0.0	0	0.0

Note: hr = hour; w/o = without; w = with

Reliability of Variables and Scales

Cronbach alpha reliability coefficient (α) was applied to examine the internal consistent reliability of every scale in this study. The value of coefficient α of this study ranged from .784 (public opinion) to .904 (career motivation); specifically, the variables' coefficient α values are listed as follows: self-awareness (.82), career ambition (.85), ICM-Career goal (.87), ICM-Career management (.81), public opinion (.78), gender stereotype (.83), OCM (.90), career motivation (.90), career motivation- career insight (.82), career motivation- career identity (.58), and career motivation- career resilience (.89). All variables of Cronbach coefficient α values were above the critical value of .70 (Cronbach, 1951), except for the career identity. The subscale of career motivation was .577. The reliability test data indicated that the majority of measurements used (except for a subscale of career motivation) was highly reliable.

T-test Results of Hotel Types and Female Role Models

An independent t-test was used to analyze whether differences between internal and external factors of career success exist among female managers between; (1) the two different hotel types: international hotels and domestic hotels; and between (2) those who

have role models and those who do not. The assumption of homogeneity of variance was checked by Levene's and the assumption was met (*p*> .05).

Table 10.

T-test results of hotel types (international Vs. domestic) in internal and external variables

Items	International hotels		Domestic hotels		t	Sig. (2-tailed)
	Mean	SD	Mean	SD		
Self-awareness	3.63	.46	3.39	.50	2.98	.003**
Career ambition	3.96	.60	3.59	.84	2.74	.007**
ICM	3.52	.43	3.23	.54	3.27	.001**
Public opinion	3.18	.83	3.36	.67	-1.51	.133
Gender stereotype	3.71	.56	3.57	.54	1.57	.118
OCM	3.97	.68	3.56	.76	3.26	
						.001**
Career motivation	3.90	.45	3.69	.68	1.93	.055
CM insight	3.90	.61	3.58	.77	2.55	.011*
CM identity	3.91	.57	3.54	.84	2.55	.011*
CM resilient	3.88	.45	3.79	.71	2.77	
						.006**

*Note. * p< .05; **p < .01; ICM = individual career management; OCM = organizational career management; CM = career motivation*

Table 10 shows the differences in career related variables between international hotels and domestic hotels. The t-test results reveal a significant difference between international hotel and domestic hotel managers referencing the following variables: Self-awareness, career ambition, ICM, OCM, CM insight, CM identity, and CM resilience.

Table 11.

T-test results of role models of female managers in internal and external variables

Items	Managers with female role models		Managers without female role models		t	Sig. (2-tailed)
	Mean	SD	Mean	SD		
Self-awareness	3.48	.48	3.38	.51	1.47	.144
Career ambition	3.76	.76	3.55	.85	1.93	.055
ICM	3.33	.50	3.23	.57	1.34	.181
Public opinion	3.31	.70	3.34	.72	-.337	.736
Gender stereotype	3.66	.56	3.52	.51	1.89	.061
OCM	3.77	.68	3.48	.83	2.85	.005**
Career motivation	3.82	.60	3.62	.69	2.27	.025*
CM insight	3.78	.69	3.47	.79	2.95	.004**
CM identity	3.69	.76	3.52	.85	1.59	.113

CM resilient	3.86	.64	3.74	.69	1.37	.172

*Note. * *p< .05; ** p < .01; ICM = individual career management; OCM = organizational career management; CM = career motivation*

Table 11reveals a significant difference regarding female role models in OCM ($t=$ 2.85, $p< .01$), CM ($t = 2.27$, $p< .05$), and CM-insight ($t= 2.95$, $p< .01$). Whereas, OCM and CM-insight are the two most significant variables that exist about female role models. Those female employees having a role model is often reflected in their work. In addition, it is clear to see that many successful female managers relate their personal career goals with their organization goals.

One-way ANOVA to Women Managers' Position Influence on Career-related Variables

A one-way ANOVA was conducted to compare career-related variables of female managers in different positions. The variances of data exists in gender stereotypes [$F(14,196) = 2.085$, $p<.05$] and OCM [$F(14,196) =1.304$, $p<.01$].

Furthermore, the Tukey HSD test investigated which position(s) caused the variance. Tukey HSD test results show that general managers ($M = 4.13$, $SD = .44$) have higher mean scores of gender stereotypes than the managers of housekeeping ($M = 3.65$, $SD = .47$), front desk ($M = 3.63$, $SD = .55$), guest services ($M = 3.31$, $SD = .38$), marketing ($M = 3.68$, $SD = .62$), and director of finance ($M = 3.70$, $SD = .54$). The results also reveal that general managers ($M = 3.48$, $SD = .84$) hold more positive attitudes in OCM than the managers of guest services ($M = 3.65$, $SD = .72$), restaurant ($M = 3.76$, $SD = .77$), purchasing ($M = 3.84$, $SD = 1.22$), and event planning ($M = 3.28$, $SD = .41$).

Factors Impacting Career Motivation

In this research, multiple regression analysis was computed to test if the internal and external variables can predict career motivations of female managers. The result of

the regression indicated seven predictors of internal and external variables explained

63.4% of a females' career motivation. A significant regression equation was found [R^2

= .63, $F(7,203) = 50.207$, $p<.01$]. Career motivation is equal to - .415 + .141 (self

awareness) - .052 (career ambition) + .235 (ICM-Career goal) + .354 (ICM-Career

management) + .097 (public opinion) +.205 (gender stereotype) + .23 (OCM).

Table 12 shows a series of simple linear regressions that were computed to test

whether the internal variables (H1-H4) and external variables (H5-H7) had significant

relationships with career motivation DVs. The result of simple linear regressions are as

following: Career motivation = 1.25 + .722 (self awareness) (R^2=.31, $F(1,209) = 95.38$,

$p<.001$); Career motivation = 2.55 + .323 (career ambition) (R^2 =.16, $F(1,209) = 40.79$,

$p<.001$); Career motivation = 1.37 + .704 (ICM-career goal) (R^2 =.42, $F(1,209)$ =149.53,

$p<.001$); Career motivation = 1.08 + .807 (ICM-career management) (R^2 =.45, $F(1,209) =$

171.65, $p<.001$); Career motivation = 2.88 + .256 (public opinion) (R^2 =.08,

$F(1,209)$=17.89, $p<.001$);Career motivation = 2.15 + .438 (gender stereotype) (R^2 =.14,

$F(1,209) = 33.48$, $p<.001$);Career motivation = 1.85 + .516 (OCM) (R^2=.38, $F(1,209) =$

125.64, $p<.001$).

Table 12. *Coefficients of Determination between Each Variable*

Hypothesis	Predictors	Dependent Variables	R-squared	Support
H1	Self-awareness	Career motivation	.313	No
H2	Career ambition	Career motivation	.163	No
H3	ICM-goal	Career motivation	.417	Yes
H4	ICM-career management	Career motivation	.451	Yes
H5	Public opinion	Career motivation	.079	Yes
H6	Gender stereotype	Career motivation	.138	Yes
H7	OCM	Career motivation	.375	Yes
H8	Career motivation	Career success	.226	Yes

Factors Impacting Career Success

A simple-liner regression analyses was conducted to determine if career motivation can be used to predict female managers' career success (H8). Using the enter method, it shows that career motivation can explain a significant amount of the variance in a female hospitality managers' career success [R^2 = .23, $F(1, 209)$ = 60.944, p< .001,]. The regression equation was as follows: Career success = .145 + .714 (career motivation).

Furthermore, the result of the multiple regression indicated that the seven predictors (internal and external variables) explained 36% career success. A significant regression equation was found (R^2 = .36, $F(7,203)$ = 16.33, p<.001). Career success = -.396 + .227 (self-awareness) +.213 (career ambition) + .293 (ICM-Career goal) + .416 (ICM-Career management-.322 (public opinion) + .015 (gender stereotype) + .137 (OCM).

CHAPTER V

DISCUSSION

The research goals of this study are to: (a) report the current situation of China's hospitality female managers; (b) investigate the factors that affect career motivation and career success; and (c) provide practical assistance and suggestions to hospitality female managers. The results showed that ICM-career management and ICM-career goals have the most powerful influence on career motivation and career success. In addition, gender stereotyping, public opinion, and OCM have powerful influences on career motivation, whereas career ambition and gender stereotyping have a direct relationship career success.

Comparison of Hotel Types

Categorizing hotels into domestic and international hotels is meaningful. Although these types of hotels are significantly different, female employees within these hotels show similar characteristics, yet some features still present significant difference.

T-test results of hotel types reveal that there are significant differences in self-awareness, career ambition, ICM, OCM, career motivation (especially career insight and career identity). Females working in international hotels have more self-awareness, career ambition, ICM, OCM, and career motivation (career insight and career identity). This can be explained by the different managerial styles between domestic and international hotels. Compared to China's domestic hotels, international hotels provide an equal environment and increased promotion opportunities for female employees (Cooke, 2013).

A relative equal working environment can improve female employees' self-

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awareness, career ambition, and career motivation (insight and identity). Because of the influence of western work literature (e.g., individualism), females working in international hotels have an increased personal pride which elevates self-awareness, self-image, and identity. This is in accordance with the findings of Cheung and Liu (2004). Career ambition primarily relies on the perception of self-value (Peus, Braun & Knipfer, 2015).

Many international brand hotels are considered to be prestigious, which provide more reasons for females to be proud of their work. Thus promoting the idea that self-image is reflected in working for international hotels. The international hotel culture emphasizes the relationship of self-value to every employee (Karadag, 2009). Although Chinese female managers are required to care about their family; in the international organizational culture, female employees learn to balance the importance of career ambition and self-value.

In this study, t-test results showed that the OCM mean of international hotel female managers was much higher than domestic hotels. Showing that female managers within international hotels acquire additional support and training from the international hotel organizations. Empirical studies indicated that OCM has a significant positive influence on ICM (De Vos, Dewettinck & Buyens, 2008). It is important to ICM that platform provided by the organization. On average, China's international hotels are located in China's first-line cities, e.g., Beijing, Shanghai, and Guangzhou. The location of these hotels increases the opportunity for a diverse culture and a relative advanced management and gender concept.

Researchers indicated that career insight has a direct relationship with self-

determination (Sheldon & Krieger, 2007). The Chinese are taught to respect authority. Self-determination is usually not encouraged in domestic organizations. In contrast, one of the main principles in western culture is self-determination and is encouraged in international hotels (Deci, Ryan, Gagné, Leone, Usunov, & Kornazheva, 2001). Because of this, female international hotel managers may have further career insight than domestic hotels.

Furthermore, the t-test results of hotel types show that compared to domestic hotel female managers, more female managers employed by international hotels had female career role models. This is understandable because women working in the international hotel have more opportunities to contact different people from different cultural backgrounds. This includes international business organizations and global chain hotels, of which many have a positive HR structure. This HR structure can support a female's career development because its diverse management style is in accordance with Shen, Chanda, D'netto and Monga (2009).

Comparison of Female Managers in Different Positions

General managers can have different views on gender stereotypes compared to those of housekeeping managers, front desk managers, marketing managers, and finance managers. Furthermore, managers can have different experiences on OCM. ANOVA results show that female managers within housekeeping, front desk, marketing, and finance had stronger gender stereotypes than female general managers.

The majority of Chinese believe women are good at cleaning, accountings, sales, and communication; it is understandable that female managers in these positions are easily influenced by gender stereotypes (Kitching & Woldie, 2004). However, female

general managers are less influenced by their counterparts. Thus, they can break the perception boundary, excel, and advance to higher positions.

In OCM perception, female general managers had different experiences with managers in guest service, restaurant, purchasing, and event planning. General managers acquire more assistance and can access more resources than those in the abovementioned positions. In China's hospitality industry, the positions of guest services, restaurant, purchasing, and event planning are either frontline or middle-level positions. Whereas, a general manager is considered a senior management position; thus, it is normal that different level managers have different OCM experience. Moreover, it takes more years and experience to achieve a general manager position. Thus, on average general managers are older with an average age of 45.6 years. Compared to font-line manager's with an average of 32.4 years. In Chinese society, elder people have greater experience and control more resources than younger people. The longer job tenure allows the general manager to be familiar with and know how to fully utilize company resources.

Feminist and Feminism

When participants were asked if they sympathize with and support the feminist cause or agenda and to what extent, 46.4% responded as "neutral." It was the highest percentage of this question and an expected result. The attitudes that respondents showed towards feminist is similar to their opinion toward political issues. When talking about political issues, Chinese people usually keep a nonaligned and circumspect attitude to protect themselves from trouble and people's judgment. When women talk about feminism, most women show neutral attitude to avoid various blames and reproach (e.g., go to extreme) from a male-dominated society like that of China (Hsiung, Jaschok &

Milwertz, 2001).

 Additional data indicates that no female is strongly opposed to feminism, with a small percent of women (n=6, 2.8%) showing opposition to feminism. Instead, 45.5% of surveyed women are in favor (29.4% hold strongly favor and 16.1% hold somewhat favor) of feminism. This data represents a common situation; in fact, the majority of China's women understand the benefits that feminism can bring to women, but because of some misgivings (e.g., other peoples' blame and social stress/pressure), it is difficult for them to support the feminist cause and agenda (Das Gupta, Zhenghua, Bohua, Zhenming, Chung, & Hwa-Ok, 2003).

 Although, with existing social stress and pressure, because of actual benefits and historic reasons (e.g., first generation of China feminists won over modern China women's right of divorce and education and campaign against foot binding), many female managers eagerly want to better understand feminism and the feminist agenda (Lin, 2002).

 The statistic shows that feminists can advance to any positions; in other words, feminist identification has no significant relationship with female managers' positions. It is because of the homogeneity of the sample group, as most surveyed are either middle managers or frontline supervisors. However, feminism does have a significant relationship with a women manager's self-awareness, career ambition, ICM, career ambition, career motivation, and career success. This maybe most China women have thebasic concept of women's rights and female consciousness. However, in China, the lack of education, dissemination, and propagation on feminism issues and roles cause China women to have no specific or clear concept about feminism. It is possible that

they mix feminism with other women-related issues. Or perhaps it is because of their ambition and desire to succeed, women feel that by being a feminist could identify themselves as feminist in their heart (Das Gupta, Zhenghua, Bohua, Zhenming, Chung, & Hwa-Ok, 2003).

This may be true for some women; maybe because they misunderstand that feminism is just a gender reversal of and egocentric as a result of a feministic education in China. Another reason to hold a conservative attitude is because supporting a feminist cause is not publically encouraged   Although such idea is suppressed in society, the organization can provide a platform for women to fulfill their needs, ambition, promote their awareness of their identity and qualifications, and allow them an opportunity to take an active role in the planning of their career.

Factors Impacting Career Motivation

Based on the results of the regression, all internal and external variables have a relationship with career motivation. However, ICM-Career Management and OCM had the most powerful influence on female managers' career motivation. This result is in accordance with the career motivation research of Noe (1988). In London's 1983 career motivation theory, ICM-Career Management has a powerful influence on career resilience. ICM requires that female managers have specific career goals and make reasoned appropriate decisions in their work.

Career resilience was defined as "the ability to adapt to changing circumstances, even when the circumstances are discouraging or disruptive" (Collard, Epperheimer & Saign, p. 33). Women managers who have high ICM level are more likely to overcome working problems and troubles with optimistic attitude and detailed plans and solutions

(London & Noe,1997). Female managers who achieve their goals by making reasoned and appropriate decisions are often inspired by their career motivation. A sense of honor, achievement, and responsibility can increase a female managers' motivation within their career (Swanson & Woitke, 1997). This increased motivation is based upon their decision, planning, and judgment that can be beneficial to themselves and their hotels.

OCM is the second strongest factor that boosts career motivation. OCM involves the work environment, which include promotion opportunities, salary, rewards, and training opportunities. According to London (1983), the organization and supervisor are closely related to an employees' career motivation. This motivation is enhanced through salary, timely assistance, impartial career advice, and training opportunities.

In this study, China's female hotel managers rated supervisors (23.81%) and colleagues (22.54%) as the most important with regard to career assistance. This assistance enhances career development, as women learn to multi-task between life and work (Hofstede, 2007; Pan & Zhang, 2004). To Chinese female employees, assistance and support from the organization are especially needed as male employees are more valued than their female counterpart.

Public opinion and gender stereotyping are two other factors affecting a female managers' career motivation. However, like ICM and OCM, public opinion and gender stereotyping still has little positive influence on career motivation. This unusual result may appear inconceivable, however, after examining modern experiences of China's females, the result can become understandable. Many women in China experience negative views and judgments when they aspire to do something different from their traditional role, such as women cannot be a good leader; girls are bad at math and

physics; or women will not hold on to the end although it seems good at the moment. This perception is still prevalent in China. Because of these public or gender bias statements, women who want to achieve higher positions are required to ignore such comments. Furthermore, some women resort to reverse psychology towards these comments and opinions that could eventually defeat themselves.

Beside these independent variables, the contextual information of this study shows that female managers who have female role models have significant career insight (a subscale of career motivation). Previous research investigates the influence of role models on people's career success. It has been found that female role models positively impact a female employee's inspiration and career insight. One impact is how female role models can effectively convince female a co-worker to overcome self-doubt (Fraser, 2014). Women can learn lot from their female role models, including how to manage both success and failure. Through the aid of female role models, female employees and managers can adapt to their career success and failures more rationally and with greater career insight.

Factors Impacting Career Success

The regression results of this study show the following factors have a significant positive influence on China's female hotel managers' career motivation: ICM-Career Goal, ICM-Career Management, gender stereotype, public opinion, and OCM. The results of this study show that females exhibiting stronger career motivation can achieve greater career success (H8). It is noticeable that in this study, career motivation can predict 22.6% career success.

Based on London's Career Motivation Theory (1983), career motivation consisted

of career insight, career identity, and career resilience. All are essential factors to one's career success. Career insight emphasizes constructing a relationship with ones supervisor and colleagues. It further suggests that employees should frequently communicate their career goals and skills to their supervisor. Having the initiative to communicate to your supervisor (and others) is the first step in building good interpersonal relationships. It is these human relationships that play an important role in China people's career success and daily lives (Wong & Law, 1999).

Career identity focuses on employees' career interests and the practical activities for their career. It is common that people spend more time and energy on the things they enjoy. If an employee applies more time and does more things to benefit their career, he or she will have increased career opportunities (Teo, Lord, & Nowak, 2014).

Based on the contextual information in this research, in China, the average work week of China hotel managers is 41 hours to 50 hours. Career resilience examines the level of effort and sacrifice that an employee could make during an average week. It is usual to face challenges at work, therefore, managers with strong career resilience are more likely to maintain positive attitudes and find various methods to solve such challenges (Baruch, 2004).

Moreover, sacrifices are often required if female manager's posses a desire to advance to higher positions. As stated in the background information, female managers indicated that children are the number one factor that keeps them from advancing their career; thus, a certain level of comprise within ones personal and family life is needed to achieve career success. To achieve career success and promotion, female hotel managers with high career resilience are more likely to maintain self-confidence and optimism,

which could enhance feelings of career satisfaction.

In addition to career motivation, there are additional internal factors that influence a female hospitality managers' career success. Of which ICM-career management and ICM-career goals occupy two main positive. This result aligns with the individual factors and main elements that affect one's career in modern times. ICM factors have a growing impact on a females' career success, largely as a result of new management methods within China's hotels.

Empowerment is the new management trend in China's modern hotels (Magnini & Ford, 2004). This new trend could impact female managers, thus allowing females more autonomy and freedom with regard to their job tasks. This increased autonomy and freedom will allow female managers to rely on individual analysis and decision rather than following orders from others. As it stands, it is impossible to achieve career success in hospitality industry by just relying on an organizations or supervisor's orders; instead, female managers are to be proactive and take ownership of their own career development. For Chinese women, in order to advance their career, females need to take the initiative to break the class ceiling. ICM elements are key factors relating to the success of females within the hospitality industry, which include independent thinking and crisis management skills.

As Hypothesis 2 predicted, career ambition has a significant positive influence on a female managers' career success. Career ambition can also assist female managers to become leaders while inspiring to achieve career success (Mavin, 2001).

In Chinese culture, ambitious female leaders are not popular nor welcome in China's society. However, the result of ambition shows that career ambition is an

essential part to assist Chinese female manager achieving greater career success. In China, it is normal for women to hold ordinary jobs and difficult to become excellent or promoted. Females with career ambition can focus on their job and overcome the feeling of fear, career failure, and other worriers (Ashby & Schoon, 2010).

Consistent with Heilman's (2015) and Wood's (2008) studies; the results of this study indicate that gender stereotyping had a significant negative influence on a females career success. Although over half of China's hospitality industry is composed of females, when referring to leaders, leadership roles, and leader characteristics, female managers in this study still believe that males are better leaders. The primary factor responsible for this image is that China's public leaders have been traditionally male. As a result of this male dominated image, China's public (including females) believes only men can become leaders. Females also believe that their career is not important and females are not suited for field leadership. This concept causes many Chinese females to become complacent with regard to their career and remain in their current situation (Cheung & Halpern, 2010).

Self-awareness

Although Hypothesis one is not supported in this study, it does not mean that self-awareness is useless to Chinese females or specifically to female middle managers. Based on the contextual information, self-awareness shows significant difference between female managers who identified themselves as a feminist from those who do not. For example, females (in this case, female middle managers) who identified themselves as a feminist have more self-awareness. China's feminists female managers begin to realize "who they are" instead of "what they should be." This realization was

demonstrated when female managers started to care about themselves and face their internal qualities (Hogeland, 2000)..

Self-awareness did not show any significant difference on career motivation and career success on traditional Chinese female managers. This may be in result of female managers in China feeling confused about themselves; as they do not know who they are, what they really want, or have not identified their specific strengths and weaknesses.

Thus, self-awareness may or may not have an immediate effect on a female's career motivation or success. Keeping in mind, Chinese women traditionally hide their personal characteristics (Jacka, 2014; Xue, 2012), whereas feminists often chose to face these personal characteristics.

Career Ambition

The statistical result shows that career ambition does not have significant influence on participants' career motivation (H 2). However, career ambition does have a significant and positive influence on a female hospitality managers' career success. These results are in accord with Day and Allen's study (2004), in that career ambition has no significant influence on career motivation. Moreover, Fels's (2013) findings also indicated that in modern times, ambitious women find it easier to achieve career success.

Although people in China believe that women with career ambitious are usually viewed as weird and negative and not required to seek career success, more of China's women are finding the courage to face their inner desires for success (Aaltio & Huang, 2007). This is resulting in more women having the courage to break the male dominated barriers and limits towards their personal career success.

Career ambition is a key factor to a female hotel managers' career success, in this

study, career ambition distinguishes itself from successful women and unsuccessful female managers. To achieve success in China's hospitality industry, female leaders need to present one's desires and a more aggressive attitude. In order to explain specific job tasks and opportunities to excel, female leaders believe that they are to provide their employees with specific orders. It is worth noting that females in this study do not relate career ambition with career motivation. This may be because participants in this study perceive these two factors as separate. In that females with stronger ambition do not necessarily have stronger career motivation.

ICM-Career Goal and ICM-Career Management

Hypothesis 4 and Hypothesis 5 has been fully supported in this study. Based on Chang, *et al.*'s (2014) research, there is no doubt that ICM-Career Management and ICM-Career Goal always has a powerful influence on an employees' career success; however, it is interesting that in China's hospitality industry, a female managers career success is more dependent on ICM rather than OCM.

As a primary reason, the importance of ICM-Career Goal to career success is self-evident; if one task is to be finished and set into practice, then the first task is to define a career goal. Therefore, career management strategies and behavior relating to career success should include a focus of career goals. Furthermore, career goalshelp define ones career tasks and direction (Gollwitzer, 1999; Raabe, Frese & Beehr, 2007). If defined career strategies and behaviors deviate from the career goal or direction, no matter how hard an employee (or female managers in this case) works, it is impossible to achieve career success.

To different degree, career goals also influence a female managers' career

motivation. A good career goal is both challenging and tangible. If the career goal is too difficult to achieve, female managers may become disheartened; whereas when a career goal is easy to achieve, the employee may feel self-satisfied, which could be harmful to their career future (Abele & Spurk, 2009).

Successful female business leaders in China often sacrifice their personal life for their job, (e.g Dong Mingzhu (the female CEO of Geli) and Tao Huabi (the Chairwomen of Lao Ganma) (Cheung & Halpern, 2010). If female managers have female role models, those female role models could encourage females to chose their career path and help them set a suitable career goal. Although many Chinese still believe that family is a woman's most important career, in China's business organizations, a female manager with career motivation, the spirit of self-sacrifice, with career goals similar with the organization could acquire additional support and organizational resources compared to other employees (Qiu, 2014).

Career management has powerful influence on career motivation because ICM-Career Management has a direct relationship with career resilience and career motivation (London, 1983). Within ICM-career management, interpersonal relationships (ref. career resilience) are essential to a female hotel middle managers career strategy. As China's society encourage a strong relationship network and extensive popularity, emphasizing interpersonal relationships could help females reach their career goal more smoothly. In addition, interpersonal relationships can help female managers increase career resilience within the organization.

In China, women who gain popularity from well-crafted interpersonal relationships are more likely to earn career opportunities (Seligman, 2008). This is

because most supervisors and coworkers prefer to work with female managers, value their experience, support their efforts, and are more willing to share information and resources. Female leaders are viewed as team players and good leaders. These values often earn them more opportunities to earn career success.

The reason that ICM-Career goals and career management positively influences career motivation and career success maybe a result of today's Chinese female hospitality managers enjoying more freedom and choices (Fong, 2002; Yan, 2010). An industry typically recognized as flexible and opportunistic. Furthermore, females can then define their career goal and make specific career decisions, then chose the suitable organization to become employed.

It is undeniable that OCM plays an essential role in a female's career (Orpen, 1994); however, with the development of open-market economy, the career success of a Chinese female relies more on themselves rather than organization. During the economic period since 1978, China's economic market poses many new career choices and opportunities for women. Chinese women, especially China's urban women, now enjoy a variety of jobs and in different places within the urban labor market (Summerfield, 1994).

OCM

According to the regression results, although ICM plays a vital role in China's female hospitality managers' career motivation and success, OCM still has significant positive influence on a female managers' career motivation (Hypothesis 7). As the second factor impacting career motivation, OCM consists of training opportunities, accurate supervisor's feedback, and effective network building. These factors can inspire

a female managers career motivation. The findings of this study are in accord with Kraimer*et al's* research in 2011 (Kraimer, Seibert, Wayne, Liden & Bravo, 2011); it was also concluded that these factors could predict career motivation. It is undeniable that OCM is one of the most significant predictors for career motivation.

In China's work environment, supervisors' comments and suggestions can sometimes decide an employees' career future; as a result, supervisors' recognitions and feedbacks could influence China's female managers. The career insight of career motivation emphasizes the importance of supervisor relationships and their feedback.

The OCM of job training opportunities have a direct relationship with career identity (Carless & Prodan, 2003). In China, a female hospitality manager's career resilience is impacted by rewards and criticism of those around them. In China's society, female hotel managers face this challenge on a daily basis (Carless & Prodan, 2003). This is comparison to men who care less about other people's comments and criticisms. To a degree, these rewards and criticisms affect a female managers' career resilience (Tannen, 2001).

To be successful, female managers take criticism carefully to learn how to be a better leader, problem solve, and make decisions. In this study, OCM impacted female managers' career success by the mediation of the career motivation. In China's hospitality industry, a females career success is affected by the use of organizational resources used to achieve their career goal (Ng & Pine, 2003). If women have an affluent human resource or business relations associate, or can interact with important people or guests, or if they have their leaders' preference, it is inevitable to have an easier career path to success (Kong, Cheung & Song, 2012).

Gender Stereotype

The regression result of gender stereotypes show that gender stereotyping has a significant negative influence on career success (Hypothesis 5).Gender stereotyping has negative influences on a female managers career success, as indicated with the following research (Heilman, 2001; Wajcman, 2013). As Heilman (2001) stated, if a woman is deeply influenced by gender stereotyping, she will consider "what women are like (descriptive) and how they should behave (prescriptive)" (p. 657). This way of thinking limits their career options because they will worry about making decisions, such as: is my behavior like a woman? What if my behavior if found to be unpleasant to others?

According to Heilman (2001), gender stereotyping is one of the main reasons that causes a women's performance to be devalued; instead of caring about results and effectiveness, people may focus on a women's gender and behaviorthat may appear to be unorthodox. Although all participants in this study have full time jobs and occupy management positions, gender stereotyping is found to have a profound influence on China's female hotel managers (Cheung & Halpern, 2010). Many female managers in this study believe that challenging their employer is more important to men then it is to women. Compared to men, female employees desire jobs with less responsibility and believe that women are less capable of learning mathematical and mechanical skills (Spelke, 2005).

When discussing gender stereotypes, female general managers in China's hospitality industry show a significant difference between frontline managers (e.g., housekeeping managers, front desk managers, and marketing managers). Based on the ANOVA statistics of female managers, it is clear that female general managers are more

sensitive to and capable of dealing with gender stereotyping. The result is in accordance with gender stereotyping, in that female managers can identity potential threats to their professional career (Ibarra & Petriglieri, 2016). This result may be caused by different levels of education and self-positions.

Combined with contextual information, except one female general manager in the study that holds an associate degree, other female general managers hold bachelor degrees. According to Erman and Walton (2014), the level of education could change a persons' perception of a female manager and reduce gender stereotyping to some degree.

In Chinese society, it is difficult for a woman to achieve leadership positions (World Economic Forum, 2016). When a woman becomes a leader (e.g., general, or middle managers, or supervisor), it is likely that she has already faced and overcome various stereotyping. Therefore, female managers would appear to have enough experience to overcome gender stereotypes and achieve career success.

Public Opinion

The statistics in the study show that public opinion has no direct relationship with a female hotel managers' career success, but public opinion does have significant positive influence on a female managers' career motivation. In this study, hypothesis 6 is partly supported. All respondents in this study are employees of management levels; with more females coming into managerial positions and becoming successful, the public opinion and the effects of public opinion about women is gradually changing (Edwards, 2014). That the concept of women being economically independent is widely accepted in China.

The reason that public opinion does not have significant influence on a woman's career success may be affected by China's female managers relying on their clear career

goals and rational career management instead of personal preference and perspectives. During the decision process, female managers may ignore social and public's opinion but hold on to their own ideals. China's female middle managers are affected by public opinions and can effect career motivation. This is in response to how Chinese society stresses personal relationships and collectivism and therefore, cause most Chinese female managers to care about how their supervisor and subordinates' perspectives.

A hotel organization is similar to a miniature society; employees have close relationships with each other and it is nearly impossible to avoid other people's opinion. Public opinion could affect a female's career identity and resilience through comments, feedback, suggestions, and rumors for example. When a female manager's required to overcome a challenge or is denied by others, those female managers will tend to keep silent and reduce their work recognition (Schein, 2006).

Implications

The results of this study investigate the factors that influence China's female hospitality middle managers. The findings statistics emphasize the importance of ICM, role model, career ambition, and OCM on a female manager's career success within China's hospitality industry.

As one of the most significant factors, ICM could be improved by female managers themselves and their respective organizations. How to establish an attainable yet challenging career goal should be a primary objective of female managers. Establishing a good career goal relies on an accurate understanding that female managers have about themselves. Female managers must be aware of their strengths and weakness.

From the statistics, it is clear to see that the concept of self-awareness is still weak

among China's female managers. Feeling the need to live with social and traditional pressures, many female managers feel confusion about themselves. However, self-awareness was indicated several times that it has a positive influence on ICM and career success (Gubler, Arnold & Coombs, 2014; Hall, 1996; Sutherland, Naidu, Seabela, Crosson & Nyembe, 2015).

To improve a female managers ICM, female managers could first work to understand themselves, such as who am I? What do I really want from my career? What are my specific advantages and disadvantages? Then, only knowing themselves can a suitable, meaningful, and clear career goal be established.   After setting career goals, the next step is to execute and realize the goal as a result of detailed career management.

Interpersonal relationships and seeking career guidance are two essentials components of ICM-career management. To plan a female manager's individual career, female managers need to build a wide-range of healthy interpersonal relationship skills. To develop healthy interpersonal relationships, female managers should seek precise career guidance with their career goals as their main focus.

"Proactivity" plays a vital role on building an effective social network when defining one's structured career guidance. Proactivity refers to female managers keeping fluent communications with supervisor, colleagues, employees, and business partners. Furthermore, proactivity can assist female managers to grasp and take advantage of leadership opportunities. Suitable career guidance can be found both inside and outside the organization, such as colleagues and applying the use of technology (e.g., social media) to seek guidance and discuss problems with other hospitality female managers around the world.

Organizations can affect a female manager's ICM. Organizations that offer mentoring programs could help female managers realize their strengths, weaknesses, and their desired position within the organization. Because of China's conservative characteristics, it is worth noting that organizational mentoring programs should not be limited to the organization. Mentoring programs can include the hospitality industry or domestic areas, providing mentors from professionals in other companies, or even from a foreign country.

Female employees define the majority labor force in China's hospitality industry, thus gender balance should be taken into account. The structure of departments within China's organizations, including Human Resources, understand this balance, therefore, Human Resources has responsibility to provide female managers career guidance. Human Resources can also provide timely and structured suggestions while helping female managers find suitable positions.

To improve a female manager's career insight, current findings suggest that female managers should seek female role models. As one of the essential aspects of career motivation, career insight has the direct relationship with a female manager's career success. Usually in China, outstanding professional women are not eminence as males. Therefore, compared to western female managers, Chinese female managers find it difficult to find favorable female role models. However, female managers could expand their perspectives and learn to study from other people, in particular, examine how other female managers and leaders achieve positions of success.

Based on the contextual information, a mother is considered to be the third or fourth choice with regard to the impact on a female manager's career; indeed, mother can

be a great role model for female managers. However, the truth is that mother and daughter usually work in different fields; a mother's influence can also affect a female manager's attitude about their general life and their career. But to acquire specific insights to a career goal, should be done so by working with outstanding female leaders.

When asked the question; "what is your biggest barrier in your career path?" Children were mentioned the most frequent. Based on the result of this study, a woman with children infers that she has twice the amount of housework than women without children. It is undeniable that children have a serious impact on a female manager's career path. For some female managers, it is a difficult to make a choice between career and children. To many other female managers, when to become pregnant is also a serious and difficult decision.

To support working women with children, China's society and organizations could do more. For example, organizations could offer flexible hours, or they can create a welcoming environment to accommodate managers with infants while China's society can build schools and kindergartens to support their female managers and employees. In addition, China's hospitality organizations can overcome negative attitudes about working mothers by creating a mother friendly organization (e.g., written mother-friendly policies and set breastfeeding program). With this form of organizational support, a female's career resilience would definitely increase (Tsai, 2013). It is almost impossible to solve children-related problems just by female employees themselves. The government, society, and organizations should also take responsibility for helping working mothers solve children-related problems, instead of discriminating against and complaining about them.

The results of this study support that a female's career ambition has positive influence on their career success. The study results do not encourage every woman to have career ambition, but does encourage women to face their career ambition and desires. Upon doing so, women will then have the courage to make difficult decisions and take responsibility for their sacrifice and results.

Because Chinese women tend to be hesitant about talking with their supervisor; in order to achieve career success, female managers need to overcome this hesitation and discuss their career goals and strategies with their supervisors. When ask which factor is important to their career, most women managers cited career advancement. This result confirms the research purposes of this study; in that women do want to succeed and advance their career. Ambition itself is not bad, and with proper management structure, ambition can lead to career success.

Gender stereotyping and public opinions were indicated to have a profound negative influence on a female's career success and career motivation. In China, there are many unfriendly or even misogyny, the hatred or dislike of women, comments towards females that are prevalent within social media, public spaces, the workplace, and even in college classes (Epstein, 2007). This fatuous and backward phenomenon is to be eliminated as soon as possible. In order for this to occur, female leaders must take the lead and break the silence to boldly express their voice, ideas, requirements, and desires. When faced with inequalities, women should fight for themselves to protect their rights (e.g., equal pay for equal work). All the while, the authorities, society, and organization should listen to the female voice and their requirements, rather than to ignore them. This ignorance of pretending that there is no problem will never solve the problem. Such

problems and issues will be more difficult to solve when they cannot be ignored. All in all, an equal society is beneficial for all, not just for women.

It is interesting that female managers that believe in feminism and identified themselves as a feminist achieved higher scores on self-awareness, career ambition, ICM, OCM, career motivation, and career success. In China, female managers with a desire to learn about feminism must do so from online books and articles. The benefits brought by feminism are obvious; as feminism is growing in China's society, the dissemination of feminism education is necessary; government and organizations could promote successful women on society bulletin boards and various government and organization websites. As females better understand feminism and the feminist movement, this understanding could help women know themselves better.

Limitations

This study conducted preliminary research on career success factors of Chinese hospitality female managers. Although this study made a comprehensive investigation regarding a female manager's career success, because of its designation, several limitations must be noted: (1) the sample size of this study is narrow. It includes only 211 female managers working within 50 different hotels, yet there are hundreds of thousands female managers working in China. For example, Guangzhou has 64 five star-hotels in 2015 (China National Tourism Administration, 2015).

This limited sample size may lead to some bias with regard to female managers in China. In order to generalize career success factors of female hotel managers, a larger sample size is needed. In order to collect more data, both hardcopy and online survey were used. However, the majority of surveys were distributed to participants working in

the south cities of China, such as: Changsha, Zhuzhou, and Shenzheng; with only Beijing being located in the north of China. To achieve a better balance, surveys should be distributed to more of China's northern cities. This can relieve any potential bias caused by locations, which can result in better representation and more reliable data.

(2) Due to the focus of this study, all respondents included in this study are female hotel managers. Thus, the absence of male hospitality managers may lead to some bias regarding female working conditions on the current situation of China's hospitality industry; (3) unequal sample sizes between international and domestic hotels may cause bias results. International hotels have recently become part of China's market about ten years ago. Thus, with limited work experiences from which to access, it is more difficult to collect sufficient data from female managers at China's international hotels. Therefore, this study reflects more information about domestic female hotel managers than that from international hotels; (4) these participants are working in three-stars and above hotels, because the numbers of one and two-star hotels are too small to obtain sufficient management data. As a result, the working situation of female hotel managers of China's one and two-star hotels was less investigated. In order to consummate this study, future research is needed; (5) the value of coefficient α of career identity in career motivation of this study equals .577, which falls under the acceptable level of .60. Therefore, it is recommended to re-examine, pilot-test, and make modifications to the survey items in this scale. The re-examination can ensure that this scale is applicable to the surveyed population, and the language is adequately understandable.

Finally, self-awareness showed no significant influence on a female's hospitality managers' career motivation and career success. This may be a result of Chinese

researchers placing less attention on self-awareness. The reason that self-awareness does not attract attention in China society, may be because collectivism is weighted more than individualism. In contrast, according to Spector *et al.* (2004), individualism is more popular in western countries, hence western people apply more attention to themselves.

Future Research

It is worth mentioning that the career paths of ordinary female hospitality employees are less investigated. To discover any potential differences between female middle managers, future research is suggested to examine front-line female employees or supervisor work situations. A future study is also suggested that male managers should be taken into account in order to acquire a more comprehensive overview of career situations within China's hospitality industry. In addition, future research is suggested to include more international hotel female managers. This is in response of the rapid development of China's international hotels over the past five years. This examination of international hotels could prove to be valuable regarding a different perspective and working situations within the international hotel environment.

Although this study examined a female hospitality managers' career success in China, future studies could examine other career variables and adopt different measuring instruments to examine female career success factors. Future research could provide a comparison between China's female and male employees and managers regarding their experience. As a country with the largest population in the world, China hoteliers usually face more complex interpersonal relationships and longer work hours than western countries. It would be interesting to research and compare the experience and perspectives of career motivation and advancement between China and western countries.

When investigating female career success factors, this study treated all management positions as a whole. Future research may choose to separate senior management positions (e.g., GM) and other front-line management positions (e.g., front desk managers). Furthermore, although the present research focused on female hospitality managers, future study could include women managers within the tourism industry. Investigating their working experience and perceptions may provide some clues on female career success patterns.

APPENDICES

APPENDIX A

CONSENT FORM IN ENGLISH

Appendix A

Consent Form in English

Dear Hotel Managers:

My name is Shiyi Yang and I am a graduate student in the hospitality and tourism management program at Kent State University. As part of the requirements of the graduate program, I am conducting a research project about factors affecting career advancement of China female managers in the hospitality industry. This study aims to highlight influential factors in female hotel managers' career success.

The information you offer is valuable for the future career development of China female hotel managers. The data you provide can help both the female hospitality practitioners and students for their future career development. Your answers are valuable for this research.

Meanwhile, there will not be greater risks than those encountered in everyday life if you are willing to participate in this research. **Please complete the survey by June 31, 2016**. The survey will take approximately 10 to15 minutes of your time. Please complete every question.

Your participation in this study is voluntary and all your responses will remain confidential and anonymous. **Your answers will not be reviewed by others but the researcher here at Kent State University.** Your response is vital to the success of this study and will provide important information for the hospitality practitioners and students to understand the industry better.

If you would like to know more about this research, please feel free to contact me at (001) 330. 572. 9588, or Dr. Chuang at (001) 330. 672. 2303. If you have questions about your rights as a participant or complaints about the research you may call the IRB at (001) 330. 672. 2704.

Thank you for your assistance to compete this survey.

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APPENDIX B

CONSENT FORM IN CHINESE

Appendix B

Consent Form in Chinese

亲爱的酒店经理人士:

您好！我是美国肯特州立大学旅游与酒店管理系的一名研究生。正在进行一项关于旅游/酒店管理专业女性经理人的研究。您在填写问卷的过程中能帮助我们对您的职业行为有更多的了解。您提供的数据可以帮助酒店工作者以及酒店管理专业的学生加深对本行业的了解，有助于他们对未来的职业规划，也方便中国酒店业对未来人才的培养。请根据你的职业的情况选出最适合自己的答案，请于 2016年 5月 20日之前完成问卷。完成这份问卷大概需要花费您 10 到 15 分钟的时间。

这项课题遵循自愿和匿名原则，因此您所提供的所有信息都会被严格保密,不会被研究者以外的任何人阅读。您的每一项回复对于这项研究的成功至关重要，并会为未来女性酒店从业者的职业发展产生重要影响，请您尽可能如实的填完这份问卷调查。这项研究已经被肯特州立大学批准。如果您想更多了解这个研究项目,请联系本人 330-572-9588, 或者庄教授330-672-2303。您作为参与者之一，如果对自己的权利有疑问或者投诉,请联系学术道德评审委员会330-672-2704。

感谢您的参与和协助!

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APPENDIX C

KSU INSTITUTIONAL REVIEW BOARD APPROVAL FORM

Appendix C

KSU Institutional Review Board Approval Form

RE: Protocol #16-207 - entitled "Career Advancement of Hospitality Female Managers in China"

We have assigned your application the following IRB number: 16-207. Please reference this number when corresponding with our office regarding your application.

The Kent State University Institutional Review Board has reviewed and approved your Application for Approval to Use Human Research Participants as Level I/Exempt from Annual review research.   Your research project involves minimal risk to human subjects and meets the criteria for the following category of exemption under federal regulations:

Exemption 2: Educational Tests, Surveys, Interviews, Public Behavior Observation

This application was approved on March 29, 2016.

***Submission of annual review reports is not required for Level 1/Exempt projects. We do NOT stamp Level I protocol consent documents.

If any modifications are made in research design, methodology, or procedures that increase the risks to subjects or includes activities that do not fall within the approved exemption category, those modifications must be submitted to and approved by the IRB before implementation. Please contact an IRB discipline specific reviewer or the Office of Research Compliance to discuss the changes and whether a new application must be submitted. Visit our website for modification forms.

Kent State University has a Federal Wide Assurance on file with the Office for Human Research Protections (OHRP); FWA Number 00001853.

If you have any questions or concerns, please contact us at Researchcompliance@kent.edu or by phone at 330-672-2704 or 330.672.8058.

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