
Motivational Factors Leading to the Limited Presence of Women Chefs in the Hotel Industry of Bengaluru

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Abstract: *The hotel industry, which is traditionally male-dominated, has been known for its vastly skewed gender ration, since a very small proportion of the chefs are women. For the purpose of understanding the contributing motivational factors towards the limited presence of women chefs within the hotel industry in Bengaluru, each of the individual factors were needed to be analyzed, specifically the extent of their relationship and influence. In the present study, a survey (N= 123) among women chefs working in the Hotel industry of Bengaluru was undertaken. Primary data analysis revealed that while motivation did not positively influence the staying back decisions of women chefs, equal treatment irrespective of gender, incentives and rewards, adequate in-house facilities, effective performance appraisal system and women friendly policies in hotels and their implementation were motivational factors which significantly influences the staying back decisions of women chefs leading to their limited presence in the Hotel Industry.*

Keywords: *Chef, Women Chef, Hotel, Hotel Industry, Culinary*

1. INTRODUCTION

A decade ago, being a chef was not considered to be the best career for women in India. With the advent of globalization, many women across different cities aspired to work as a chef. However, in Bengaluru, women chefs have seen a long hard road and have not been recognized to similar levels as men. Very few women in Bengaluru took their passion for simple cooking to work as a chef and making an impact on the culinary industry. However, due to several challenges, not many women chefs have been able to reach the pinnacles.

2. RESEARCHER'S EXPERIENCE OF BEING A WOMEN CHEF LEADING TO THE STUDY

The researcher is a chef for the last three decades and during this period has underwent immense challenges both at personal and organizational levels. It has been sheer hard work to fit herself in the "professional kitchen". However it was her first job that actually instilled in the researcher, the reality, that there are only a handful of women chefs and only very few at executive chef level in India. This struck as rather astonishing and intriguing though it is widely known that women were born to be masters of the kitchen. Thus, the curiosity led the researcher to determine the motivational factors leading to the limited presence of women chefs in the hotel industry.

3. REVIEW OF LITERATURE

According to

- [1] fringe benefits in the form of medical and disability insurance, pensions, life insurances and similar other employee beneficial schemes also serve as deterrents that prevent labour mobility from one organization to the other.
- [2] reflects on the importance of fringe benefits as an important motivational tool. According to their research, employees enjoy being offered fringe benefits by their organizations because they analyze this offering from three perspectives – benefit of satisfaction, benefit of importance and perceived motive of the organization behind such offerings. However, in some cases fringe benefits are also perceived as rightful properties by the employees.
- [3] reflected on the importance of training and development as an important parameter to motivate employees. The findings of the research indicate that organizational training has positive outcome on the productivity of the employees

- [4] reflects the suggestion of food service workers that good communication between the management and the employees help in eliminating job stress encountered by the employees. Such an ambience also fosters joint decision making and problem solving processes as the management staffs believe that each of the employees have some sort of expertise that can help in running a business effectively. Thus, good communication helps in encouraging ambience of mutual understanding and sensitivity of relationships between management and employees.
- [5] find performance contingent pay has been found to be the most forceful motivator that entices employees to attain higher performance levels so that they can increase their pay further. Wages and salaries particularly work as strong motivators for employees who are high academic achievers, highly performing, individuals with high self-efficacy and people with elevated needs for achievement. This motivator is also found to affect extrovert motivators more than that of the introverts. However, on an average the idea that huge money can be earned by presenting outstanding organizational performance serves as an immensely entrapping factor that helps in attracting, motivating and retaining highly performing employees.
- [6]in their research indicate that training must be considered as one of the significant motivational factors that can help professionals in evaluating the effectiveness of these programs on their corporate performances. This is because there is a direct connection between the positive training experiences and attitudes of the employees and their proficiencies and growth. Thus, taking part in training program and accomplishing it successfully changes the perspectives of the participating employees the perceived job proficient. Consequently, it enhances their workplace performance by means of reducing chances of disputes.

According to

- [7] while male dominance was the characteristic feature of traditional corporate environment, inflow of educated and skilled women in different departments of the corporate world has challenged this scenario. Woman participation in the corporate sector has simultaneously resulted in demand for proper and equal treatment. It has been realized that proper communication is an essential motivational factor that can reduce gendered treatment and discriminatory attitude towards women. Communication serves as a cure for women suppression in the corporate sector, helps in removing doubts and bridges gap between men and women employees.
- [8] indicated that job security serves as an external motivational tool that enhances employee engagement with the organization. Employees are connected with their jobs physically, mentally and emotionally so when they remain positively engaged with their work, the process results in enhancing their contentment. Eventually, it results in enhancing their work performance and connectedness with the firm as reflection of their loyalty towards their organization.
- [9]study the role flexible working hours have on employee motivation. It is often found that employees who work in organizations that offer them flexibility in the arrangement of their working hours as per their preferences show more satisfaction with their work and eventually perform better.
- [10] indicate that fringe benefit is considered as an important part of compensation that increases the level of job satisfaction among employees. The key reason why it impacts upon job satisfaction of the employees is that these benefits are generally not subjected to taxation and eventually serve as a very vital component of worker compensation. Sometimes workers wilfully give up wages to earn lucrative fringe benefits.
- [11]in their research indicated towards the importance of performance appraisal in motivation of employees. According to the findings of the research, while on one hand such programs serve as indispensable tools for effectual supervision of employee performance, on the other hand they serve as motivational factors that inspire them and encourage them to perform better.

According to

- [12] the very act of communicating with the employees acts as a crucial source of their affiliation with the organization. Eventually, it results in enhancing the rate of retention of employees. Here, it needs to be mentioned further that opinion effective communication has the same influence on female employees as it has on their male colleagues.

- [13] reflects on the importance of effective communication with each of the employees of an organization makes them feel encouraged to take part in the organizational processes. This positive ambience within the organization also leads to greater employee satisfaction because their stress gets reduced and they feel that they are being valued by the organization. Eventually, they feel encourages them to participate more wilfully in accomplishing their corporate responsibilities.
- [14] reflected that reason behind the unsatisfactory pay level in the hotel industry is that in general individual employees fail to generate adequate revenue for the employer. As a consequence, it makes the employer takes care of all the expenses like material cost, labour cost, debt financing and taxes. Hence, it leaves little room for the employer to provide significantly increased rate of wages or salaries that would be comparable with other industries. However, when salaries are paid as per the employee expectation, then the overall motivation increases.
- [15] reflected on the importance of performance appraisal and promotional schemes offered by different organizations that can be considered as an effective tool for human resource management. Performance appraisal according to their study is an important motivating factor for professionals.
- [16] wages and salaries are often viewed as performance evaluators by the employees. Therefore, when employees feel that the hard work that they put in for their organization is appropriately compensated with proper pay, it encourages them to perform better every time.
- [17] in their research brought out that training and development are important factors of motivation for chefs in the hospitality industry. Both male and female candidates who aspire to become executive chefs and hold a substantial professional designation in the culinary industry have to work their way through the hierarchy. However, with changes in the dynamic environment they have to learn and upgrade their skill sets gradually as they become more experienced in the industry and get promoted to higher positions. Besides experience, another factor that counts significantly is training. This training can be in the form of formal training program, paid or unpaid apprenticeship or certification through an accredited institution.
- [18] in their research indicate that good working condition is an important determinant that influences the output of an organization. If considered specifically, it will be found that there is a relationship between the working condition of a firm with aspects like employee concern about personal safety and health conditions and their interest to develop their skills. A conglomerated effect of these factors determines the overall outcome of the organization. When the working conditions are good, it results in positive outcomes in the form of reduced employee turnover, higher discretionary contributions by the employees to enterprise capacities, better productivity, greater profitability, boosted sales and higher level of customer satisfaction.
- [19] in their research indicated that creating a balance between work and lifestyle related responsibilities are a grave issue faced by the employees. The situations have become further challenging in the contemporary time when the working environment has become intensely competitive. In such situations, an organization that offers flexibility in working hours helps them in focusing upon multiple roles related to their work and life, and giving their best. From here, it can be concluded that flexibility in working hour is an essential factor that determines employee motivation.
- [20] in their research discuss about the importance of recognition in employee motivation. According to the findings of the research, professional recognition helps organizations in establishing an equitable balance between the contribution of the employees towards their organization and the contribution of employees towards the dedication showed by the employees. Through such programs, organizations make employees appreciated and valued; this, in turn, facilities self-esteem, confidence and loyalty among them. Eventually, they feel motivated to take greater job responsibility, take new challenges in work and innovate further
- Similarly, [21] in their research indicated that when the working conditions are characterized by safe working conditions, satisfactory benefits, high degree of trust among employees at different hierarchical levels and availability of adequate resources, it results in enhanced level of organizational commitment among the employees. Eventually, it has positive impact upon the motivation and production level of the employees too.

According to

- [22] increased women participation in corporate roles have simultaneously positioned them as major bread earners or co-breadwinners, wages and salaries that complement the labour that women put in their organization help in improving their financial status. As they feel benefitted and feel motivated, it enhances their belongingness to their organization.
- [23] studied the impact of working condition on women workers found that this factor has a psychological influence upon them. If the working conditions are vulnerable and make women employees susceptible to occupational safety hazards then it hampers the retention rate of women employees in that organization. Thus, it becomes imperative for organizations to develop strategies that would keep women at worksite.

4. RESEARCH METHODOLOGY

4.1 Design of the Study

The design of this study is descriptive. The present study employed Quantitative research approach, dealing with collection of detailed perceptions and experiences of women chefs problems in her professional life. The study was carried out on women chefs working in star hotels in Bengaluru, Karnataka. All women chefs working in star hotels in Bengaluru, were the universe of the study and 123 women chefs formed the population of the study. Purposive sampling method was adopted.

4.2 Generation of Hypotheses

The relationship between different factors that demotivate women chefs leading to their limited presence in the hotel industry has helped develop the following hypothesis to be tested further in the present research study:-

Hypothesis 1

Null Hypothesis (H_{N1}): Motivational Factors do not contribute towards the limited presence of women chefs in the hotel industry.

Alternative Hypothesis (H_{A1}): Motivational Factors contribute towards the limited presence of women chefs in the hotel industry.

5. DATA ANALYSIS AND INTERPRETATION

5.1 Variables of Motivational Factors

In Table 1 below, all the independent variables are divided into two groups, rewards and recognition and job contentment and policies to understand their impact on the dependable variable motivational factors.

Table 1: Variable Description of Motivational Factors

Variable Code	Variable Description
Rewards and Recognition	
RR1	Reasonable increase in salary periodically
RR2	Opportunities for critical work experience and responsibility
R1	Reasonable increase in salary periodically
RR2	Opportunities for critical work experience and responsibility
RR3	Equal treatment irrespective of gender
RR4	Equal fringe benefits as men
RR5	Unbiased promotional opportunities and avenues
RR6	Unrestricted growth of women chefs not part of hotel's social gathering
RR7	Appreciation and professional recognition
RR8	Incentives and rewards reassuring the reputation of women chefs
Job Contentment and Policies	

JP1	Provision of job security
JP2	Job contentment and pride
JP3	Adequate in house facilities including baby care
JP4	Good relationship with co-workers and peer support
JP5	Flexible working hours and leave when required
JP6	Effective performance appraisal system
JP 7	Women friendly policies and their implementation

5.1.1 Effect of Rewards, Recognition, Job Contentment and Policies on Women Chefs

The Table 2 depicts the descriptive statistics showing the score of individual statements of rewards and recognition (RR1 to RR8) ranging from 123 to 615 and in the case of job contentment and policies (JP1 to JP7); it ranges from 123 to 615. For any individual statement, there is only one variable and 123 respondents, thus reflecting a minimum score of 123 (1x1x123) and a maximum score of 615 (5x1x123) in case of rewards and recognition and a low score of 123 (1x1x123) and a maximum score of 615 (5x1x123) in case of job contentment and policies. Altogether, there are eight statements for *rewards and recognition* and hence, the score ranges from 984 (1x8x123=984) to 4920 (5x8x123=4920) whereas in the case of job contentment and

Table 2: Descriptive Statistics of Variables on Motivational Factors

RATING	Rewards and Recognition									Job Contentment and Policies							
	RR1	RR2	RR3	RR4	RR5	RR6	RR7	RR8	GT	JP1	JP2	JP3	JP4	JP5	JP6	JP7	GT
Strongly Agree	6(4.9)	8(6.5)	6(4.9)	7(5.7)	7(5.7)	8(6.5)	7(5.7)	8(6.5)	57(5.8)	8(6.5)	8(6.5)	8(6.5)	8(6.5)	8(6.5)	8(6.5)	7(5.7)	55(6.4)
Agree	27 (22)	28(22.8)	28(22.8)	28(22.8)	27(22)	28(22.8)	28(22.8)	26(21.1)	220(22.3)	24(19.5)	24 (19.5)	28(22.8)	26(21.1)	27(22)	24(19.5)	24 (19.5)	177(20.6)
Neutral	65 (52.8)	55 (44.7)	66 (53.7)	54 (43.9)	65 (52.8)	53 (43)	66 (53.7)	54 (43.9)	478 (48.6)	62 (50.4)	62 (50.4)	58 (47.1)	61 (49.6)	59 (47.6)	60 (48.8)	64 (52)	426 (49.5)
Disagree	14 (11.4)	18 (14.6)	13 (13.6)	19 (15.4)	13 (13.6)	19 (15.4)	11 (11.9)	20 (6.1)	127 (12.9)	14 (11.4)	15 (12.2)	15 (12.2)	16 (13.0)	16 (13.0)	16 (13.0)	15 (12.2)	107 (12.4)
Strongly Disagree	11 (11.9)	14 (11.4)	10 (8.1)	15 (12.2)	11 (11.9)	15 (12.2)	11 (11.9)	15 (12.2)	102 (10.4)	15 (12.2)	14(11.4)	14 (11.4)	12 (9.6)	13 (13.6)	15 (12.2)	13 (13.6)	96(11.1)
MV	3.01	3.05	2.98	3.09	2.98	3.07	2.96	3.10	24.24	3.07	3.06	3.02	3.02	3.02	3.08	3.06	21.33
SD	0.917	1.023	0.899	1.025	0.931	1.042	0.926	1.036	7.799	1.006	0.994	1.012	0.975	0.996	1.013	0.087	6.083
COV	0.842	1.048	0.808	1.050	0.866	1.086	0.857	1.073	7.63	1.012	0.988	1.024	0.950	0.991	1.026	0.922	6.913
Min Score	123	123	123	123	123	123	123	123	984	123	123	123	123	123	123	123	861
Actual Score	372	367	376	362	375	364	378	361	2955	365	366	370	371	370	363	366	2571
Max Score	615	615	615	615	615	615	615	615	4920	615	615	615	615	615	615	615	4305
Total Actual Score	2955									2571							
Total Max Score	4920									4305							

1. Source: Researcher’s calculations from primary data 2. Figures in the parenthesis indicate percentage

[[RR 1 to RR 8 – Rewards and Recognition; (JP 1 to JP 7 – Job Contentment and Policies);The score Ranges from 5 to 1 for Strongly Agree to

Strongly Disagree]; [(MV-Mean Value, SD-Standard Deviation, COV-Coefficient of Variance, Total Max Score – Total Maximum Score,GT – Grand Total]

policies there are seven statements and hence the score ranges from 861 (1x7x123=861) to 4305 (5x7x123=4305).

Among different variables on *rewards and recognition* included in the study, periodic increase in salary (22%), opportunities for critical work and responsibility (22.8%), equal treatment irrespective of gender (22.8%), equal fringe benefits as men (22.8%), unbiased promotional opportunities and avenues (22%), unrestricted growth of women chefs not part of hotel’s social gathering (22.8%), appreciation and professional recognition (22.8%), are the factors showing inclination towards agreement. The responses for all eight sub-items have a total aggregate score of 2955 against a maximum score of 4920. The result suggests that the respondents were neutral indicating that rewards, incentives and recognition may or may not influence the women chefs to stay back in the hotel industry, similar to the result of [24]Luoh and Lo (2012). In the research of Luoh and Lo, it was inferred that women are marginally affected by rewards and recognition and other factors such as cooperation of the co-workers, scope to grow and proper respect in the work place, though they are perceived to be vital in their motivation to continue in their job. In terms of *job contentment and policies* 49.5% were neutral indicating job contentment and policies may or may not influence women chefs to stay back in hotel industry.

The responses for all the seven sub-items have a total aggregate score of 2571 against a maximum score of 4305 suggesting them to be neutral indicating that job contentment and policies may or may not influence the women

chefs to stay back in the hotel industry similar to the result of [25] who suggested that both these factors do not have any association with each other. The total actual score of motivational factors is 5526 (2955 + 2571) which is close to the total neutral score of 5535 (3x15x123). Hence we conclude that the majority of the respondents are neutral, indicating that motivational factors may or may not influence the decision of women chefs to continue in hotel industry.

5.2 Perceptions of Different Groups of Women Chefs towards Motivational Factors

Before perceiving the elements determining motivational factors that retain women chefs in hotel industry, researcher intends to ascertain the perception of different groups of women chefs towards motivational factors using 4*3 factorial ANOVA. The age (four levels) and marital status (three levels) are considered as independent and motivational scores become dependent variable.

Table 3: Perceptions of Age and Marital Status Groups on Motivation of Women Chefs

Age	Marital Status	N	Mean	SD
21-30 Years	Single	14	2.9429	.85888
	Married	26	3.3154	.82958
	Others	5	3.0133	.30696
	Total	45	3.1659	.80574
31-40 Years	Single	20	2.8333	.92969
	Married	30	2.9133	.87890
	Others	2	2.7667	.98995
	Total	52	2.8769	.88457
41-50 Years	Single	7	3.6762	.92250
	Married	5	2.7867	.29212
	Others	2	2.7333	.37712
	Total	14	3.2238	.80664
51-60 Years	Single	3	3.3333	.96148
	Married	5	2.9733	.26916
	Others	4	3.0000	.41096
	Total	12	3.0722	.51519
Total	Single	44	3.0364	.92816
	Married	66	3.0667	.81322
	Others	13	2.9282	.42728
	Total	123	3.0412	.82199

In Table 3, first and second generation chefs in the age groups of 21 to 30 and 31 to 40 accounted for 78.9% of the total population and their scoring range from 2.88 to 3.17 , close to three indicating they are neutral, i.e. neither they are satisfied nor dissatisfied. The scores of remaining 21.1% forming the third and fourth generation chefs belonging in age groups 41 to 50 and 51 to 60 range from 3.04 to 3.22. Their perception is slightly on the higher side of satisfaction level but should be verified with the help of statistical analysis.

Hypothesis:

H₀: The perception of the different groups (four groups) included in the independent variable “age” are same towards motivational factors of chefs.

H₁: The perception of the different groups (three groups) included in the independent variable “Marital status” are same towards motivational factors of chefs.

Variables:

Independent variables: Age and marital status (categorical variables)

Dependent variable: Scores of motivation (scale variable)

Name of the test: 4*3 Factorial ANOVA

Confidence level: 95%

Significance Level: 0.05% (optional)

Decision: If the probability value is greater than 5 percent, it accepts the null hypothesis otherwise reject the null hypothesis.

Table 4: Results of 4*3 Factorial ANOVA of Motivational Factors

Source	Type III Sum of Squares	df	Mean Square	F value	P Value
Corrected Model	10.573	11	0.656	0.969	0.479
Intercept	522.662	1	522.662	771.378	0.000
Age	0.750	3	0.250	0.369	0.776
Marital status	0.993	2	0.497	0.733	0.483
Age* Marital status	4.132	6	0.689	1.016	0.418
Error	75.210	111	0.678		
Total	1220.040	123			
Corrected Total	82.431	122			

The results in Table 4 indicate that the four groups included in the variable age, accept the null hypothesis ($f=.369$, $df=3$, $p>.05$) meaning that among the four groups there is no difference in their perception stating that they are all neither satisfied nor dissatisfied. The variable marital status is grouped into three, namely single, married and others to ascertain their perception towards the motivational factors. Similar to the case of the age factor, the variable marital status also accepts the null hypothesis stating that their perceptions among the different groups are same towards motivational factors ($f=0.733$, $df=2$, $p>.05$). The perception of the marital status groups is also similar to the age groups.. Since both age and marital status are accepting the null hypothesis, the interaction effect does not provide any different result and it also accepts the null hypothesis ($F=1.016$, $df=6$, $p>.05$).

Table 5: Levene's Test for Motivational Factors

F	df1	df2	Sig
1.466	11	111	.154

In the above Table 5, the Levene's test is not significant with a p value of 15.4%. This indicates that all the groups are having equal variant. It is one of the assumptions, if met, Factorial ANOVA is accepted.

5.3 Motivational Factors Determining the Limited Presence of Women Chefs

Factor analysis is a general name denoting a class of procedure primarily used for data reduction and summarization. It is an independent technique wherein the entire set of interdependent relationship is examined without making any distinction between DV and IV. In this study of motivational factors influencing women chefs to stay in the hotel industry, fifteen variables are considered from which smaller set of salient variables are being identified from a larger set of variables. For this purpose, applied principal components analysis was conducted.

Hypothesis

Ho: None of the variables are correlated

Ha: At least one of the variable is correlated

Name of the test: Bartlett test

Significance level: > 0.05

Decision: If the probability value is lesser than five percent it failed to accept the null hypothesis and accept the alternative hypothesis.

5.3.1 KMO Bartlett Test for Motivational Factors

The KMO measure of sampling adequacy is an index used to examine the appropriateness of factor analysis. A high value between .5 and 1 indicates factor analysis is appropriate. A value below 0.5 implies that the factor analysis may not be appropriate.

Table 6: KMO-Bartlett Test for Motivational Factors

KMO and Bartlett's Test		
Kaiser-Meyer-Olin Measure of Sampling Adequacy		.907
Bartlett's Test of Sphericity	Approx. Chi-Square	3924.821
	df	105
	Sig.	0.000

Table No 6above shows the KMO test = .907, which is more than the normal and is excellent. Here the Bartlett test rejects the null hypothesis and accepts the alternative hypothesis stating that at least two variables are correlated. Maximum number of correlation can be seen with further output.

5.3.2 Percentage of Total Variance of Motivational Factors

Table 7: Percentage of Total Variance of Motivational Factors

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.50	69.99	69.99	10.50	69.99	69.99	6.76	45.06	45.06
2	2.88	19.18	89.17	2.877	19.18	89.17	6.62	44.12	89.17
3	.85	5.63	94.81						

The percentage of total variance attributed to each factor is explained in Table 7. The total variance explained by the variable is 89.17 whereas the minimum should be 60. The result meets the requirement.

5.3.3 Rotated Component Matrix of Motivational Factors

Table 8: Rotated Component Matrix of Motivational Factors

Variable No	Variables	Component 1	Component 2
Rewards and Recognition (Component 1)			
V7	Appreciation and professional recognition	.898	
V4	Equal fringe benefits as men	.891	
V5	Unbiased promotional opportunities and avenues	.888	
V1	Reasonable increase in salary periodically	.887	
V2	Opportunities for critical work experience and responsibility	.884	
V8	Incentives and rewards reassuring reputation of women chefs	.877	
V6	Unrestricted growth of women employees not part of company's social gathering	.867	
V3	Equal treatment irrespective of gender	.829	
Job Contentment and Policies (Component 2)			
V9	Provision of job security		.952
V10	Job contentment and pride		.940
V12	Good relationship with co-workers and peer support		.931
V11	Adequate in- house facilities including baby care		.931
V13	Flexible working hours and leave when required		.922
V15	Women friendly policies in hotels and their implementation		.908
V14	Effective performance appraisal system		.899

From the rotated component matrix Table 8, the researcher desires to identify the factors that have high loading. The first loading factor consists of eight variables correlated among them. The variables included in the first components are related to salary, incentives, fringe benefits promotion facility, appreciation, etc. All these variables are connected with incentives and rewards and hence the first component latent variable can be named as rewards,

incentives and recognition. This variable is explained by 70%. The second components consist of job satisfaction, in-house facility, flexible work, job security, women - friendly policies, good relations. Combined together this latent variable can be named as job contentment and policies and the variable is explained by 19.2%.

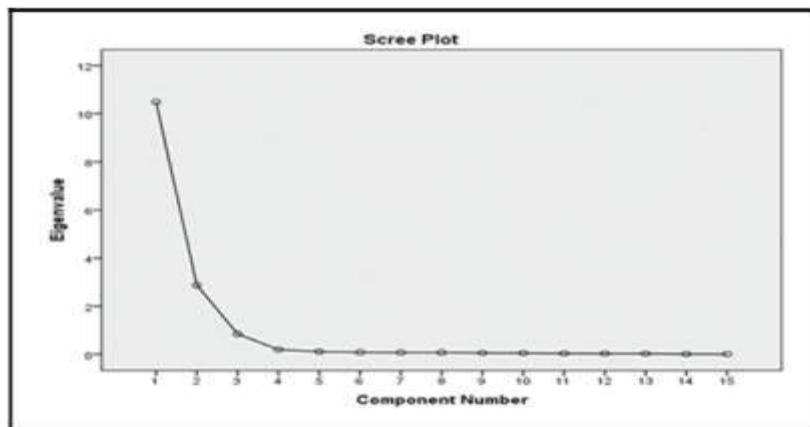


Figure 1: Scree Plot of Motivational Factors

The Scree Plot shows the graph of the eigenvalues against all the factors of the objective to identify the retaining of the factors [26] . In Figure 1 of the scree plot curve, the retained factors for the curve start to flatten from the second factor onwards. Hence, all the factors are equally important and are retained, suggesting that all the factors are equally good enough for the analysis.

5.3.4 Fitness of Model of Motivational Factors

After rotated components matrices which shows very good loading and explanation of variables by more than the standard can therefore be checked for the individual construct reliability. The first component factor has eight variables, the second component factor has seven variables, and all the variables are tested for reliability.

Table 9: Reliability Test Results of Rewards, Recognition, Job Contentment and Policies

Rewards and Recognition		Job Contentment and Policies	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.974	8	.990	7

If the Cronbach's reliability n is greater than .7, it is good but the above set in Table 9 indicates Cronbach's is .974 and .990 for the two components respectively, which are more than the expected. The second factor has seven variables and all the seven variables are tested with help of reliability test and reliability test shows the following results.

5.4. Relationship between Motivational Factors and Limited Presence of Women Chefs

Correlation Studies is conducted to understand the strength of the relationship between the independent variables and the dependent variable motivational factors influencing women chefs to continue in the hotel industry. In the multiple correlation Table 10, independent variables, provision of job security (r=.871), flexible working hours and leave when required (r=.864), women friendly policies and their implementation (.861), good relationship with co-workers and peer support (r=.853), unrestricted growth of women chefs not part of hotel's social gathering (r=.843), appreciation and professional recognition (r=.842), job contentment and pride (r=.840), adequate in house facilities including baby care (r=.839), equal fringe benefits as men (r=.839), effective performance appraisal system (r=.838), incentives and rewards reassuring the reputation of women chefs (r =.837), unbiased promotional opportunities and avenues (r=.831), opportunities for critical work experience (r=.820), and periodic increase in salary (r=.807) have significantly very strong relationship whereas equal treatment irrespective of gender (r=.758) has a strong relationship (high Pearson Coefficient value) with the dependent variable motivational factors, suggesting that there are opportunities and reasons for women to stay back in the hotel industry, in spite of the general opinion of gender discrimination issues. The significance (p value = 0.000) of these correlation relationships

further attest the importance of the relationship of these factors in motivating women chefs to stay back in their jobs and in the industry.

In a typical gender stereotyping scenario of a male- dominated industry, the problems of discriminatory practices normally manifest in the form of wage gaps like low compensation and packages, ultimately providing the male members with power and resources to further enforce such discriminatory practices [27]. Subsequently, equal treatment irrespective of gender, incentives and rewards reassuring the importance of women in the organization, adequate in- house facilities including baby care, effective performance appraisal system and women friendly policies in hotels and their implementation provide a high rate of motivation to them to stay back in the industry.

5.5 Impact of Motivational Factors on the Limited Presence of Women Chefs

Hypothesis

Ho: All the variables beta are equal to Zero

Ha: All the variables beta are not equal to Zero

Name of the test: Multiple Regression

Significance level: 0.05

Decision: If beta is greater than '0' and is significant, it rejects null and accepts alternative hypothesis meaning that the variable is positively affecting the outcome variable on the other hand if beta value is lesser than "0" it is negatively affecting the outcome variable.

Table 10: Multiple Correlation Analysis of Motivational Factors

		V1	V2	V3	V4	V5	V6	V7	V8	V9	V10	V11	V12	V13	V14	V15	D1
V1	Pearson	1	.753**	.876**	.761**	.933**	.749**	.948	.753**	.491**	.452**	.462**	.489**	.524	.496**	.507**	.807**
	Sig. 2-Tailed		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V2	Pearson		1	.669**	.943**	.757**	.936**	.781**	.940	.502**	.469**	.471**	.498**	.503**	.498	.537**	.820**
	Sig. 2-Tailed			.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V3	Pearson			1	.706**	.896**	.659**	.890**	.663**	.460	.475**	.475**	.483**	.464**	.430**	.456	.758**
	Sig. 2-Tailed				.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V4	Pearson				1	.775**	.947**	.782**	.958**	.531**	.499	.502**	.497**	.534**	.510**	.543**	.839
	Sig. 2-Tailed					.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V5	Pearson					1	.753**	.986**	.758**	.532**	.494**	.502	.531**	.538**	.511**	.533**	.831**
	Sig. 2-Tailed						.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V6	Pearson						1	.777**	.952**	.547**	.515**	.509**	.521	.549**	.549**	.568**	.843**
	Sig. 2-Tailed							.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
V7	Pearson							1**	.774**	.537**	.498**	.506**	.543**	.550**	.525**	.537**	.842**
	Sig. 2-Tailed								.000	.000	.000	.000	.000	.000	.000	.000	.000
V8	Pearson								1**	.533**	.501**	.496**	.500**	.544**	.528**	.553**	.837**
	Sig. 2-Tailed									.000	.000	.000	.000	.000	.000	.000	.000
V9	Pearson									1**	.971**	.964**	.968**	.964**	.935**	.958**	.871**
	Sig. 2-Tailed										.000	.000	.000	.000	.000	.000	.000
V10	Pearson										1**	.951**	.954**	.934**	.882**	.927**	.840**
	Sig. 2-Tailed											.000	.000	.000	.000	.000	.000
V11	Pearson											1**	.930**	.918**	.893**	.921**	.839**
	Sig. 2-Tailed												.000	.000	.000	.000	.000

V12	Pearson											1**	.945**	.903**	.922**	.853**
	Sig. 2-Tailed												.000	.000	.000	.000
V13	Pearson												1**	.932**	.919**	.864**
	Sig. 2-Tailed													.000	.000	.000
V14	Pearson													1**	.891**	.838**
	Sig. 2-Tailed														.000	.000
V15	Pearson														1**	.861**
	Sig. 2-Tailed															.000
D1	Pearson															1**
	Sig. 2-Tailed															

**Correlation is significant at the 0.01 level (2-tailed). List wise N=123

Table 11: Regression Results of Motivational Factors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
		B	Standard Error	Beta			Tolerance	VIF
1	Constant	-.023	.036		-.632	.529		
	Variable 3	.240	.014	.261	17.163	.000	.518	1.930
	Variable 8	.281	.013	.357	22.143	.000	.458	2.184
	Variable 11	.116	.026	.143	4.486	.000	.118	8.470
	Variable 14	.166	.022	.204	7.659	.000	.168	5.951
	Variable 15	.199	.027	.231	7.338	.000	.121	8.291
	F Value	1652.004						
	Sig	0.000						
	R	0.993						
	R Square	0.986						
	Adjusted R Square	0.985						
	Durban Watson	1.879						
	Predictors (Constant)	Variables 3, 8, 11, 14, 15						
	Dependent Variable	Motivational factors (D1)						

Table 11 represents the regression results of motivational factors influencing women chefs to stay back in the hotel industry with respect to the variables (1) Equal treatment irrespective of gender, (2) Incentives and rewards reassuring the reputation of women chefs, (3) Adequate in-house facilities including baby care, (4) Effective performance appraisal system and (5) Women friendly policies and their implementation. Based on the above table, the F value 1652.004 and $p < 0.05$ indicate that there is a linear relationship between outcome variable (Dependent Variable) and the predictor variables. *Since the probability of F statistics is \leq the level of significance (0.05), the null hypothesis that there is no linear relationship between the independent and dependent variables is rejected. The alternate hypothesis that there is relationship between the variables is supported.*

Given the significance of F test result, R square can be interpreted. The table 11 shows the R square value as .986 which indicates all the five independent variables together explain the outcome variable (motivational factors influencing the limited presence of women chefs in the hotel industry) by 98.6%. The unexplained variable is 1.4% only. The researcher is satisfied about the selection of explanatory variables. The Durbin Watson test result is 1.879 which being less than 2 is good as per standard norms and shows the fitness of the model The variance inflation factor (vif) of all five independent variables is less than 10, indicating that the independent variables are not highly correlated with themselves. This is another assumption met by the researcher. All the five variables included in the analysis against the outcome variable, are significant at 1% significant level with positive relationship (unstandardized B value are all positive). For even one unit of increase of the independent variables (1) Equal treatment irrespective of gender, the dependent variable increases by 0.240. Similarly one unit increase of the independent variables, Incentives and rewards reassuring the reputation of women chefs, (3) Adequate in-house facilities including baby care, (4) Effective performance appraisal system and (5) Women friendly policies and their implementation, increases the dependent variable by 0.281, 0.116, 0.166 and 0.199 respectively.

The study shows that all the five independent variables are positively affecting the dependent variable, motivational factors. A similar result was seen in the study of [28] where the researcher identified that women are motivated to work in their workplace, in the presence of motivational factors. Rewards and recognition need to be innovative to have the desired impact on the women chefs than being stereotyped. Cash bonus may not always be the best option. In appreciation and recognition of their good work, a well-deserved paid leave to meet her personal requirements or recreations may go a long way in creating a lasting impression and motivation to continue. Females look forward to acknowledgements and appreciation for their efforts and it helps them to be adequately motivated. Opportunities to female chefs for undertaking important assignments and in shouldering responsibilities enables them to grow in the organisation ensuring gender parity and motivate them to stay longer in the industry thereby enhancing the presence of women chefs in the hotel industry.

6. FINDINGS

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

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

6.2 Perceptions of Different Groups towards Motivational Factors

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

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

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

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

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

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

6. Equal treatment irrespective of gender, incentives, rewards and recognition reassuring the reputation of women chefs, adequate in-house facilities including baby care, effective performance appraisal system, women *friendly*

policies and their implementation *are motivational factors which support the women chefs to stay for a longer period in the hotel industry.* Among the five variables, impact of the two variables, *incentives and rewards reassuring the reputation of women chefs and equal treatment irrespective of gender* are higher than the other three variables *on the limited presence of women chefs in the hotel industry.*

7. RECOMMENDATIONS

Based on the extensive literature review and the detailed primary data analysis, recommendations for enhancing the popularity of women chefs in the hotel industry were identified. While popular cooking shows have glamorized the culinary industry across the world, decreasing isolation of women chefs from the world could spread awareness on the experiences and challenges women face in their line of work and motivate them. Existing HR policies need to be reviewed and adopted based on the current requirement which may be different for various categories of women chefs depending upon the various stages of life they are in.

8. CONCLUSION

Conclusions can be drawn from the findings of both primary and secondary data analysis. In terms of motivational factors affecting women chefs, the key factors which have been identified can be divided into intrinsic and extrinsic factors. While intrinsic factors include sense of satisfaction, compliments, role models and extrinsic factors included opportunities for learning and promotions as a major source of motivation. In face of such persisting challenges, women chefs have found ways to keep themselves motivated and cope up with the discriminatory treatment, mainly by utilizing essentialist gendered rhetoric, that essentially show how men and women are different in general, and by women chefs themselves changing the gender issue discourse and drawing feminine strength [29].

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