

Modelling the Relationship between Micro and Macro Factors and Women Career Development in Hotel Industry

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Abstract: This paper proposed an integrated macro and micro factor (iMAM) model capable of explaining the relationship between micro and macro factors that influences women career development in hotel industry in Nigeria. Several efforts to come up with model that could explain hotel business working environment void of gender inequality is not in sight. Previous models developed in respect of women career development are developed in other countries without considering Nigeria local peculiarities; hence, not addressing the current challenges of gender inequalities in Nigeria hotels. In view of this, developing a practical and integrated model that focus on tackling the challenge of gender imbalances that characterised the Nigeria hotel industry and placing Nigeria among notable countries whose hotel industry promotes gender equity is timely. The iMAM model comprised of 2 predictors (i.e. Micro and Macro factor) and a dependent variable (DV) (i.e. Women Career Development). The model shows that 4 dimensions of micro factor correlates women career development in Nigeria hotel industry. Also the 3 dimensions of macro factor also correlate women career development. Dimensions of micro factor in the context of women career development in Nigeria hotels were explained by attributes such as; Organisation culture, family, and individual factor, including gender role. In addition, macro factor in this context is measured with 3 dimensions: Socio-cultural and Economic factors, including Technological change. The model is useful for analysis in academic and business research, including impact studies. The framework has potential applications in hotel industry personnel management, and provides governments with a value-free approach for creative human resources and gender policy formation in the hospitality sub-sector. It serves as a guide for hotel human resources planning and assessing government policies on gender matters.

Keywords: Macro Factor, Micro Factor, Hotel Industry, Career Development, and Women Career.

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I. INTRODUCTION

Nigeria Hotel industry generated about 1,837,000 jobs in 2013 with increase to 260,000,000 in 2014 (World Travel & Tourism Council, WTTC, 2014). This report highlights the capacity of the hotel industry in creating job opportunities for individuals (McMillan et al., 2011; UNWTO, 2011 b; Ampumuza et al., 2008). In the context of gender balance, Nigerian women had a fair share in the labor force of the hotel industry (Bello & Bello, 2015). It was estimated that in 2011, almost 1,266,093 of women compared to 464,215 of men were employed in the hotel industry in Nigeria (African Business Newsletter, 2011). While in 2013, statistics had it that out of 1,385,098 job opportunities that were provided in the industry which represent 75.4% of the job placements in the industry were filled by women and the remaining 24.6% put at 451,902 are filled by men (National Bureau of Statistics, 2015). This implies that the Nigeria hotel industry is women dominated.

The African Herald Express Newspaper (2014) pointed that the increase of women in leadership roles in business organizations contributes to the transformation of the country's economic development. Studies have shown that organizations with a high number of women's representation in their top management positions perform well both organizationally and financially (Folkman, 2012; Catalyst, 2016). According to Kazlauskaitė (2012), most business organizations that understand the philosophy of women empowerment vis a vis their roles in the society made it a matter of policy to promoting women to leadership positions. In the context of hotel industry, researchers have suggested that retention of satisfied and committed women in leadership positions is central to the industry's survival and success (Alexandrov et al., 2007; Karatepe & Magaji, 2008). This is because the leadership qualities that emanates from women's natural characteristics such as compassion, conflict management, stimulation and self-orientation are central to successful performance of hotel industry globally (Karatepe & Magaji, 2008). This is supported by Nwosu (2014) who stated that more women are acquiring

hospitality management education compared to their male counterparts; hence, women in senior management positions in the industry have the tendency to perform well in their various management positions.

The problems that necessitate this study are that majority of women in the Nigerian hotel industry works in the lower carder and not given the opportunity to high management positions (Akinwale, 2013; National Bureau of Statistics, 2015). This is despite their high numeric dominance in the hotel workforce put at about 128,654 in 2015 (National Bureau of Statistics, NBS, 2015). The United Nations World Tourism Organization (UNWTO, 2012) affirmed the above information; hence held that 56.6% of women in Nigerian hotels are at clerical level; about 34.8% and 34.9% are at service and management level respectively. This is a concern, hence a practical gap that call for the present study. To date, however, extant literature on women career development does not account for a more in-depth understanding of the micro and macro factors influencing women career development especially with regards to hotel industry in Nigeria (Karatepe&Magaji, 2008). For the purpose of this study the limitation in literature are seen from threefold. Firstly, few studies have taken account of micro and macro factor models that are relevant to explaining career development of women in hotel industry in Nigeria (Karatepe&Magaji, 2008). Even though many studies have been conducted on this topic, it was found from the literature that some factors that were studied by earlier researchers sometimes produced inconsistent results.

Furthermore, previous research on women career development has being criticized for lacking in strong, and explicit theoretical basis (Robinson & Bornholt, 2007). The phenomenon of women career development has been studied extensively for more than a century, therefore generating a vast array of literature on career development theories and models (Price, 2009). It is pertinent to state that these theories are developed within the context of western industrialized society and therefore cannot be assumed to be universally applicable (McIlveen & Patton, 2006). Cook et al (2002) and Rice (2011) used ecological system theory to develop models that explains career development of women. Cook's framework recognizes both the macro and micro factors that influences women's career development (i.e. Family, organization, religion, culture, political system and social factors). Rice (2011) examined the career experience of African American women engineers using ecological system theory. The study also identified both macro factors (i.e. stereotypical images, political systems, and economic institution) and micro factors (i.e. individual and organizational factors) as having an impact on the career development of African-American female engineers. Though these studies acknowledged a significant connection between women career development, their immediate environment (micro-system), and the global society (macro-system) however; they are limited as they were not conducted in respect of women in hotel industry in emerging economy. Based on these limitations the current study examines macro and micro factors influencing women career development in Nigeria hotels.

II. THEORETICAL LITERATURE: MICRO AND MACRO FACTORS AND WOMEN CAREER DEVELOPMENT

Ecological System Theory developed in 1979 by Urie Bronfenbrenner, an American developmental psychologist had being suggested as comprehensive enough to explaining career development from a broader perspective (Cook et al., 2002). The theory was used in the field of development psychology to explain how elements within a child's environment affect his growth and development. The theory states that an individual's development occurs from the act of continues mutual interface between the individual and factors within the individual's environment. Consequently, examining the person's interaction with external environments is a valuable component to understanding the totality of the individual's experience (Bronfenbrenner, 1979; Cornish, 2004; Orford 2008). Ecological System Theory had been widely used in various fields such as Engineering, Psychology and Vocational among others to explaining career development of women.

Cook et al (2002) used ecological system theory to develop models that explains career development of women in general context. Cook's framework recognizes both the macro and micro factors that influences women's career development (i.e. Family, organization, religion, culture, political system and social factors). Based on this, Cook et al., (2002) ecological framework of career development frames the present study because it seems to acknowledge the fact that career development for women may not be linear and progressive due to career breaks influenced by internal and external factors, compared to other frameworks developed and used to explain career development of women. Though, Cook's model was not used in the context of career development of women in the hotel industry, and did not identify other dimensions of macro factors in line with the modern age, such as technological, economic, and political factors (Patton & McMahan, 2006; Vondracek, 2001). However, Cooks model was comprehensive because it explained importance of various contextual micro and macro factors that influence career development of women population. In view of these limitations, the present study proposed an integrate model that combine micro and macro factors model that influence women career development in the context of the hotel industry as follows.

III. MICRO FACTORS AND WOMEN CAREER DEVELOPMENT IN THE HOTEL INDUSTRY

Literature reviewed has identified some dimensions of micro factors that influence women career development as follows.

Organizational Structure and Women Career Development

Organizations structures is a form of shared assumptions developed, discovered or invented by a given unit in dealing with its problems of external environment and internal integration (Schein, 2010). These ideas were upheld by Van den Beg & Wilderom (2004) as they suggested that organizational culture is a shared view of organizational work practices in an organizational entity that may differ from other organizations. The index in this information shows that organizational culture is a set of beliefs and attitudes of people within an organization which may not be distinctive, but it is sensed by the people in the organization when expressed. Previous studies have identified correlation between organization structure and women career development (Powell & Graves, 2003). In a study conducted in the United States to examine the influence of organizational culture such as organizational values, norms, belief and practices on women's career development, the study found a positive and significant relationship between organizational culture and women career development. The authors further posit that the prevailing perception of women managerial incapability and commitment in the organization affect their careers which create unsupportive and discouraging work environment. They suggested that women must work harder to prove their abilities and reliability.

Furthermore, a study on the impact of organizational culture on employee career development found a significant and positive relationship between all the dimensions of organizational culture measured (bureaucratic, innovative and supportive) and career development such as career satisfaction, career planning, and career aspiration (Rasool et al., 2012). They further pointed that organizations that support the career development of individuals have an impact on individual's career progression. This is supported by Wickramaratne (2013) findings which prove that organizational culture that supports career development have a positive impact on employee's general career outcomes. In another study, Wentling & Thomas (2007) stated that some organizational cultures such as male-dominated culture, lack of support and intimidation from male colleagues could affect women career development. The literature reviewed has shown that there is positive and significant relationship between organizational culture and women career development. However, studies in respect of relationship between organizational culture and career development of women in the hotel industry in Nigeria is still scarce hence; considering the difference in belief and culture in Nigeria and other emerging countries, it is important to understand how organizational culture influences women career development in hotel industry. Based on this, the following hypothesis is proposed;

H₁: Organizational structure has a positive and significant relationship on career development among women in hotels in Benin City, Nigeria.

Family Factor and Women Career Development

Hanson & Lynch (1992) defined family as a group of individuals who are either related by blood, marriage or individuals who have a bind to be part of that group. Career development for women is connected with their family responsibility which reduces their opportunities for greater career plan (Wolfinger et al., 2008). In spite of the fact that the participation of women in hotel workforce is on the increase, however, having family responsibilities as wives and mothers have been shown to reduce women's interest, determination and competence to maintain a high career progression due to family challenges (Akanbi & Salami, 2011; Wolfinger et al., 2008). Consistent with this, studies observed that family factor such as extensive family responsibilities (Ahmad, 2008; Mayrhofer et al., 2008; Tharenou, 2005), family structure (Wood, 2008; Windsor & Auyeung, 2006), work-family conflict (Li & Wearing, 2001), and number of children (Cross, 2010) had an adverse effect on women's career development. However, evidence shows that women who receive support from their family face less stress and greater career development than women who do not get support from the family because support from spouse has effect on women's career creativity, and better performance (Baral & Bhargava, 2011). Based on these findings, this study proposed that;

H₂: Family factor has a positive and significant relationship on career development among women in hotels in Benin City, Nigeria.

Individual Factors and Women Career Development

Individual factor in the context of career development are those intrinsic factors such as skills and ability, personality, interest, self-concept, and esteem that influence career choice and development (Cutler & Jackson, 2002; Lyness & Thompson, 2000). Friede & Ryan (2005) pointed that individual's personality, self-esteem, self-efficacy and precision also influences their level of career experience, development, and satisfaction. Similarly, Rowley (2013) argued that most women who aspire to superior positions tend to adapt to masculine personality in order to prove their competencies because women who show feminine traits are

considered weak; and those who show strong masculine traits are not likely to face adverse challenges in their organization which impacts their chances of promotion and career development. However, Ahmad (2008) stated that women need to be encouraged to take more risk and believe in their skills without given up their personality. Moreover, women's own attitudes, perceptions, skills and competencies are other individual factor shown to play a role in women's managerial career development (Lahti, 2013). The findings of the study show that some women do not have the confidence and desire as men and often underestimate their skills and competencies to advance into higher positions. Such women do not desire to be leaders and are not willing to work for it as much as men do which could be the reason for their under-representation in top management positions. It is clear to know that women's positive determination and courage also help them to advance in their career, mostly if they do not have role models and proper networks (Lahti, 2013).

Similarly, Ahmad (2008) explained also that woman attitudes towards gender role have an impact on their ability to advance to higher positions. As such, women who tend to hold the view of traditional gender roles expectations experience career distractions resulting to lower career aspirations to higher positions. Aycan (2004) supported the idea by stressing that women's self-confidence and determination helps them to achieve and maintain a positive career. Individuals with positive self-evaluations tend to find development and satisfaction than those with negative self-evaluation. However, those with negative self-evaluation face career distractions when faced with adverse challenges (Beauregard, 2006). Globally, a lot of studies have been done with respect to the influence of individual factor on career development of individuals (Deemer et.al. 2014). However, studies on the influence of age, self-efficacy, belief, values, abilities, aptitude, skills and personality traits as measures of individual factor influencing women career development in the context of the hotel industry in Nigeria is limited. In view of this, the above variables will be included as indicators of individual factors influencing women career development in the present study. Based on this, the following hypothesis is proposed hence;

H₃: Individual factor has a positive and significant relationship on career development among women in the hotel industry in Benin City.

Gender Role and Women Career Development

Gender issues in today's workplace can be traced to the different ways that women and men perceive the world. It is pertinent to state that people are different and we need to understand those differences and act in a way to maximize the value of these differences. The reasons for disadvantages for women in comparison to men can be described in terms of structural or systematic sexism. All structures are designed to either exclude women or discriminate against them. Women are taught at one level to have different expectations of life while at another level, they learn that they are not equal. This is why there is a confusion and conflict about their roles in society. Gender inequalities are costly to any country's economic development as well as the well-being of its people (World Bank, 2013). In a study by Aycan, (2004) on the influence of attitudes and traditional gender role on women career development in Turkey, the study proves that inequality with respect to gender roles constitutes a potential barrier to women's career advancement. Women participation in the Nigeria workforce and access to leadership positions are constrained not only by education attainment but also gender roles. Consistent with that, Folk (2012) stated that career development of women to higher positions in Nigeria is hindered by the societal perception of gender roles where socialization system and cultural practices are in favor of men leadership than women. Akinwale(2015) contends that societal judgment towards women who work full time as violating the norms of childcare role have a detrimental effect on women's career opportunities.

In order for women to achieve full equality, changes amongst men are vital. They need to realize that gender equality is also in their interests. The Platform for Action adopted at the Fourth World Congress on Women, in Beijing in 1995 said that the advancement of women and the achievement of equality between women and men are a matter of human rights and a condition for social justice and should not be seen in isolation as a women's issue (World Bank, 2013).The difference in women's working lives is visible in the past three generations. We need to understand that people are different and act in a way to maximize the value of differences. Gender issues can be traced to the different ways in which men and women are perceived in the world and this is to a large extent caused by the different social influences that were exerted on them as they were growing up. There is no doubt that gender issues influencing women career development have been widely studied. However, the limitation to the influence of Gender issues on career development in the studies reviewed were not conducted with respect to the hotel industry in Benin City. Based on this, the following hypothesis is proposed;

H₄: Gender inequality has a positive and significant relationship on career development among women in hotels in Benin City.

IV. MACRO FACTORS AND WOMEN CAREER DEVELOPMENT IN THE HOTEL INDUSTRY

Literature reviewed has identified some dimensions of macro factors that influence women career development as follows.

Socio-Cultural Factors and Women Career Development

Society's cultural practices are revealed in beliefs and value that people in the society respect (Baruch, 2004a; Thomas & Inkson, 2007). According to Thomas & Inkson (2007), career is formed or constrained by socio-cultural factors entrenched in various context. Women increased participation in the workforce of hotel industry has not significantly changed their representation in the higher levels of organizational hierarchies due to prevailing socio-cultural trend that favors and encourages gender disparities in the society (Ejumudo, 2013). The author stated that cultural norms, attitudes, and practices are forms of socio-cultural factors embedded within organizational cultures and structures makes women an inferior to men (Li & Leung, 2001). Similarly, Frieze et al. (2006) pointed that cultural factors such as stereotype and gender identity have a negative significant influence on the career choice and development available to women. In line with this, Lahti (2013) posits that society sets standards, expectations, and customs to organizations and individuals as a result women with high career orientation are often seen as greedy and cold and thus affects women career aspiration for leadership positions. Several studies have been done to examine the influence of socio-cultural believe and attitudes towards women in career and their development. In a study by Nchabira (2013) examined the effect of social cultural beliefs on women career progression in Kenya's civil service. The study found that cultural barriers such as traditional beliefs and cultural attitudes towards women career advancement are among the most immutable barriers for women to advance in their career development. Similarly, Kiamba, (2008) asserts that traditional beliefs and cultural attitudes as regards to role and status of women in society are still widespread; hence, women find it difficult to concentrate on their career.

Furthermore, Sadie (2005) pointed that cultural attitudes are still hostile to women involvement in decision-making positions despite women's education and an increase in labor force participation. Clearly, some women are able to excel and rise to positions of leadership in spite of the cultural attitude. In addition, women have to jungle cultural expectations with their leadership roles. Cook et al., (2005) asserts that women career are affected by many contextual factors like the values, customs, and norms of society, hence, stated that the career development of all women occurs in a specific cultural context which indirectly determine the career paths of women based on the social-cultural context (Jamali et al., 2005). There is no doubt that socio-cultural factor influences on women career development have been widely studied. However, the limitation to the influence of socio-cultural factors such as cultural beliefs, norms, values, traditional roles and expectations, attitudes towards women career, gender identity and marital status on career development is that the studies reviewed were not conducted with respect to the hotel industry in Benin City. Based on this, the following hypothesis is proposed

H₅: Socio-cultural factor has a significant relationship on career development among women in Nigerian hotel industry.

Economic Factor and Women Career Development

Economic conditions are said to play a major role in the employment of women to higher positions in organizations (Shvedova, 2005) hence; supports or inhibits prospect for career development. Women career development has from onset encompassed economic aspect, which has become more evident within the global policy dialogue in recent years. Evidence in the literature proves that economic factor has a significant influence on women career development (Kabeer, 2012; Shvedova, 2005). Kabeer (2012) identified employment status, gender inequality in the labor market, lack of productive resources and opportunities to impede women career development. Similarly, Golla et al., (2011) emphasized that poverty, low health care, education, and resources are economic attributes that influence overall development of women careers. However, they contend that when women are economically empowered they have both the ability to succeed career-wise. In addition, UNDP (2008) reported that women's economic empowerment gives them the ability to participate in, contribute to and benefit from development processes. The report further stated that lack of access to participation in economic decision-making, inadequate economic opportunities and legal status and rights affects women career development. Meanwhile, Wong & Liu (2010) asserts that family income, socio-economic status, educational opportunities, financial resources impact individual's career choice and career development. Most studies are done in developed context and may not define the career of women in other developing context (Stead & Watson, 2006). Also, economic factors such as employment status, low participation of women in decision-making, labor regulation, education and training opportunity, financial resources and institutional framework have not been done extensively in the context of the hotel industry in Benin City. In view of this, economic factor will be included as a measure of micro factor to understand its influence on women career development in hotel industry in Benin City, hence, the following hypothesis is proposed.

H₆: Economic factor has a significant relationship on women career development in hotels in Benin City.

Technological Change and Women Career Development

Technological change is described as the overall process of the invention, innovation and diffusion of technology or processes (Cutler & McClellan, 1998; Arthur et. al., 2005). Mitter (1995) study posited that technological change results in replacement of direct labor change in skill requirements, and innovative work organization. The invention of new technologies has affected the structure of employment and the skill requirements thereby influencing the nature and number of jobs available to women. This, in turn, contributes to the shortage of skilled women in organizations where skill development programs are not implemented (Mitter, 1995; Robertson, 2003). Biemann et al., (2011) argued that the hiring of unskilled jobs is no more accepted in most organizations as a result of new technological inventions. In addition, there is an increase in downsizing and outsourcing in organizations which has led to decrease in the skilled manual and lower management positions.

Meanwhile, Acemoglu (2011) stated that change in working conditions, the demand for skills, employment and income, a shift in the assignment of skills to task, labor market conditions and polarization are influenced by technological change. Research on human resource management argued that technological change is one of the factors that influence career development (Patton & McMahon, 2006; Arthur et. al., 2005). Although the influence of technological change on career development have been done, nevertheless, literature in this area such as employment potentials, job opportunity for women, employment structure, polarization and downgrading, the demand for skills and labor market conditions is still limited in the context of women in hotel industry generally and in Nigeria. Considering that the world is in the era of technological inventions, understanding the influence of technological change on women career development is deemed important, hence, the following hypothesis is proposed

H₇: Technological change has a positive and significant relationship on career development among women in hotels in Benin City.

THE PROPOSED INTEGRATED MODEL OF MICRO AND MACRO FACTOR (Imam) AND WOMEN CAREER DEVELOPMENT IN HOTEL INDUSTRY IN NIGERIA

The research framework is formulated for the purpose of providing a working framework within which a body of laws, theories and concept are transformed into a simple research model (Zikmund; 2003). In view of the above literature, this paper proposed an integrated micro and macro (iMAM) research framework to answer the research question of this study. The proposed iMAM model as shown in Figure 1 explains the relationships between the two independent variables (i.e. Micro and Macro factors) and a dependent variable (i.e. Women Career Development). The independent variables has seven dimensions of which four are measures of micro factors (i.e. Organisation culture, family factor, individual factor and gender role), and the remaining three dimensions -socio-cultural factor, economic factor and the technological change measures the macro factor.

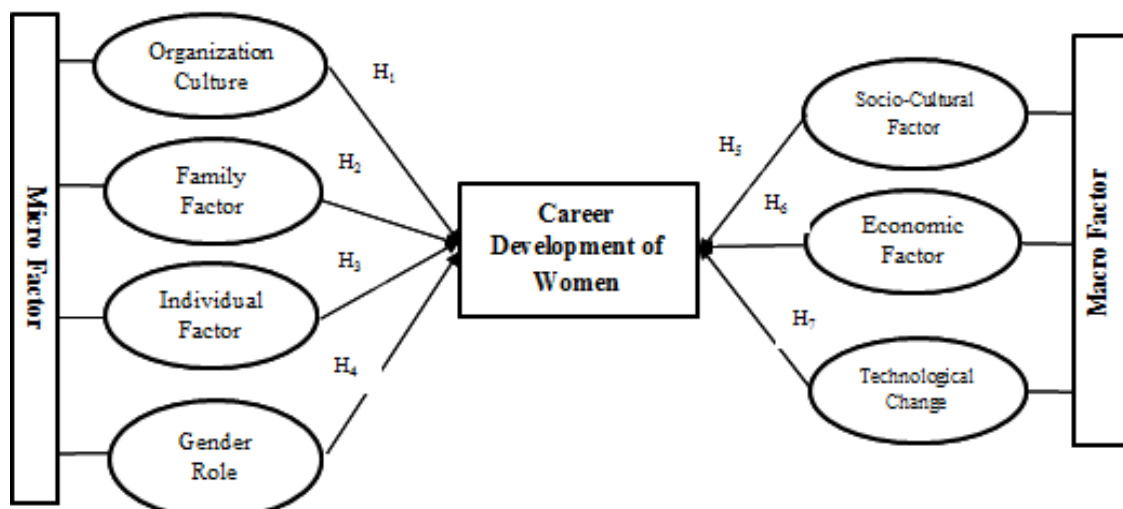


Figure 1.1: Integrated Micro and Macro Model (iMAM) of Women Career Development in Hotel Industry in Nigeria

The **iMAM** model shows that the organisation culture of the hotel industry in Nigeria should recognize the nature and importance of women in high management positions. The existing institutional framework of the Nigeria hotel industry should influence positively women access to career development opportunities. This is in consonant with previous literature hence; Bajdo & Dickson (2001) posits that organization that has high women

orientation and gender equity is likely to report a high percentage of women in management positions. Rasool et al., (2012) also reported that all the dimensions of organizational culture such as bureaucratic, innovative and supportive should support women career satisfaction, planning, and aspiration. Wickramaratne (2013) affirmed the above information as he stated that organizational culture that supports career development have a positive impact on women's career outcomes. Bajdo & Dickson (2001) stated that women are likely to increase in number in the management positions if organizational culture and practices encouraged improved gender equality. This implies that organizations need to devise policies and regulations to make the work environment more women worker-friendly (Prescott & Rothwell, 2012). The index in the information shows that Nigeria hotels should imbibe some organizational policies and regulation that will ensure equality in promotion, family friendly policies, women access to mentors and promotion of role among others. Other organisational culture to be cultivated among managers of hotel organisations in Nigeria include; giving women the opportunity to network, support from colleagues and devising strategies for increasing salaries.

Ahmad (2008) pointed that family factor can have positive or negative influences on individual's career attitudes, behaviours, and development. This was substantiated in previous literature thus; career development for women is connected with their family responsibility which influences their opportunities for greater career plan (Wolfinger et al., 2008). Literature identified family factor measures such as family responsibilities and obligations (Cook et al., 2002), family structure (Wood, 2008), work-family conflict (Li & Wearing, 2001), spouse support (Ezzedeen & Ritchey, 2008; Friedman & Greenhaus, 2000), and change in family friendly policies has impacting on women career development. As it applied to the IMAM model, the framework explains that family factor plays a major role in the career development of women especially as it concerns hotel business in Nigeria. In other words, hotel policies in Nigeria should recognised women family responsibilities, obligations, structure to ensure career development of women in hotel industry. Furthermore, women should receive adequate support from their family members, to advance and achieve their career goals in the industry. In addition, the iMAM model explains that the contemporary hotel industry in Nigeria is embracing the use of technology hence; women should be given equal opportunity to have the necessary knowledge and skills to measure up to the high standard of technology needed in higher management positions in order to remain competitive in the labour force.

Individual factor in the context of career development are those intrinsic factors such as skills and ability, personality, interest, self-concept, and esteem that influence career choice and development (Cutler & Jackson, 2002; Lyness & Thompson, 2000). Similarly, Rowley (2013) argued that most women who aspire to superior positions tend to adapt to masculine personality in order to prove their competencies because women who show feminine traits are considered weak. Ahmad (2008) stated that women need to be encouraged to take more risk and believe in their skills without given up their personality. Based on this, IMAM framework explains that women in hotel industry in Nigeria should believe in their individual traits and have the confidence to advance to any level in their career. This implies that the low representation of women in higher positions in the hotel industry in Nigeria is not due to lack of personal attributes rather than lack of access to career development opportunities. In addition, the iMAM model explains correlation between gender role and women career development in Nigeria hotels. This was in line with the precious literature hence; Ahmad (2008) explained that woman attitudes towards gender role have an impact on their ability to advance to higher positions. As such, women in hotel industry in Nigeria who tend to hold the view of traditional gender roles expectations may likely experience career distractions thus; resulting to lower career aspirations to higher positions.

Career progression is formed or constrained by socio-cultural factors entrenched in various context (Thomas & Inkson, 2007). Cultural norms, attitudes, and practices are forms of socio-cultural factors embedded within organizational cultures and structures which make women to be inferior to men. Socio-cultural factors such as stereotyped and gender identity (Frieze et al., 2006), unfavourable societal set standards, expectations, and customs (Lahti, 2013), gender socialization (Ezumah, 2008), and hostile cultural attitudes (Sadie, 2005) impacts on women career development. As it applied to the present study, iMAM opined a correlation between socio-cultural factor and career development among women in Nigerian hotel industry. Hence, women in hotel industry in Nigeria believe that changes in stereotyped and gender identity among Nigerians towards women in hotel industry, favourable societal set standards, expectations, and customs, including friendly cultural attitudes will enhance rapid career aspiration, development and sustenance of women in hotel business in Nigeria.

Economic factor measures such as feminization of poverty and women educational opportunities (Wong & Liu, 2010), gender inequality in the labor market (Kabeer, 2012) and lack of productive resources and opportunities (Kabeer, 2012; Shvedova, 2005) have impact on women career development. As it relates to this study, iMAM model explains that career development of women in hotel industry is a function of providing gender inequality in the hotel labor market, increasing provisions of educational, and productive resources and opportunities irrespective of gender will boosts career development of women in the industry in Nigeria.

V. CONCLUSION, MANAGERIAL AND PRACTICAL IMPLICATIONS

Developing iMAM model that explain the relationship between micro and macro factors and career development of women in hotel industry in Nigeria is desirable. This is due to gender disparity that characterised the industry in Nigeria. Several efforts to come up with Nigeria hotel industry that is gender unbiased especially as it relates to appointment of women in managerial positions is not in sight as models capable of explaining integrated factors that influences career development of women in the industry in Nigeria context is limited. In view of this, developing an integrated and practical model that focus on tackling this challenge and placing Nigeria among notable countries whose hotel industry enjoys gender equality is timely. iMAM model will be of significant importance to academics and researchers as it can serve as a reference point for gender studies in domain of hotel management in emerging economy. The structure of the framework and its emphasis on connections among the various constructs can be used in research for hotel business and impact studies. In the global hotel business market, the framework has the potential applications in several areas, notably within large multi-sector hotel firms operating in several locations in emerging countries. It might be particularly useful for human resources planning and as a tool for social development. The framework seems particularly relevant as a guide for hotel management education planning and as well a tool for assessing government policies in the area of hotel administration. The value of this article is that it provides the framework that could provide government in emerging counties with a value-free approach to hotel business personnel policy. Also, the fact that the framework is not structured from the perspective of one construct system could make it serve as an analytical basis for creative policy formation in widely different situations.

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