

Competencies for Female’s Career Pursuit in the Lodging Industry: Perspectives of Managers in the Macao SAR

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Abstract: *The purpose of this study is to identify the areas of training that can better equip female practitioners in their career pursuit in Macao's lodging industry - the second largest industry after the gaming sector. The liberalization of the gaming sector happened in 2003 and brought about an explosive economic growth as well as a structural shift toward a gaming-industry dominated economy. By then, the number of hotel premises increased from 73 with 9,280 rooms in 2003 to 132 hotel premises with 42,000 rooms in 2020, and currently the lodging industry took up 7.8% of the total working population with 30,900 employees, among which 14,600 were female. In search of the competencies that increase the upward mobility of female practitioners in this industry, the study will adopt qualitative research methods through semi-structured interviews with 17 manageress in any section within the hotels. Thematic Content Analysis approach would be used for coding, theme identification, classification, and interpretation to examine and identify the competencies for manageress in Macao's lodging industry. Understanding this aspect would help educators to design and provide training for current and future manageress.*

Keywords: *competency, female practitioners, manageress, training, lodging industry, Macao SAR*

1. Introduction

Gender equality and female empowerment are the goals under the Millennium Development Goals of the United Nations (World Health Organization, 2018). Governments across nations are striving to promote gender equity in education and employment. The employment population of females in the Macao Special Administrative Region (hereafter as Macao SAR) in the Year 2021 has reached over 50%. In addition, the number of female practitioners in the lodging industry of the Macao SAR is over 40% of the total number and the number is in a rising trend (DSEC, 2021). However, the number of employees should not be the only indicator for gender equity of the society, while the number of the female with managerial positions should also be considered. In Quarter 4 of 2021, the total number of administrators and managers in Macao SAR is 31,000 with 19,400 males and 11,500 females (DSEC, 2021), and there is an unbalanced gender at the management level. From different literatures, there are opinions that “female managements are usually

with lower reputation than male managements” (Heilman, 2012), which disrupt the career advancement of females. This phenomenon not only affects the career advancement of females but also the industry and society (Fu & Lihua, 2012). The attitudes towards female managers are always found negative, particularly in the People’s Republic of China (Moneim Elsaid & Elsaid, 2012). Being part of the People’s Republic of China, it is not a surprise that the Macao SAR is facing a similar situation.

Facing gender equity obstacles in the career advancement of the female practitioners in the lodging industry, female should better equip themselves to conquer the obstacles and prepare for the future. Therefore, the purpose of the current study is to identify the areas of training that could facilitate the female practitioners’ career pursuit in the lodging industry from the perspectives of the current manageress of the industry.

2. Literature Review

2.1. Female in the Lodging Industry

Gender differences are found significant at the obstacles to the career advancement of females (Brownell, 1994). The stereotype of gender is a strong social force (Oakley, 2000), which is also one of the barriers to female career advancement in the lodging industry. In the United States, the number of female practitioners has reached nearly half of the total employment of the lodging industry, however, females are underrepresented in the management position when compared to the overall employment (Zhong et al., 2011). Studies also present that males and females with similar educational backgrounds have different experiences and career growth patterns (Gregg & Johnson, 1990), and females are more likely to gain only middle management positions but not senior management positions (Garavan et al., 2006). One of the reasons for the lower reputation of female managers is marriage and family (Ng & Pine, 2003).

The male majority in management might lead to unbalanced company culture and things that are unfavorable to women (Festing et al., 2014). In addition, stereotypical views of female management might disrupt the career advancement of females and daily managerial decisions, including task allocation, training and development opportunities, career guidance, etc. This phenomenon could also harm the company as this could discourage female managers (Fu & Lihua, 2012). Besides, female managers in Chinese society are facing an even tougher reality as they have to overcome gender inequity and cultural constraints, as Chinese society is strongly patriarchal. Females are expected to take up more family responsibilities than males (Woodhams et al., 2014). This is common to be observed in Chinese society (Gao et al., 2015). Studies also identified that the attitudes of males toward female management are less favorable than the attitudes of females among the MBA students of the Hong Kong Special Administrative Region (hereafter as Hong Kong SAR), which will only extend the discrimination in the workplace (Ng, 1995). It is identified that female hotel managers are facing gender-related barriers in their career advancement in the Hong Kong SAR (Ng & Pine, 2003).

A similar situation happened in the lodging industry of the Macao SAR, the attitudes towards female management are more negative (Litwin et al., 2019). It is important to identify the bias that existed in the lodging industry of the Macao SAR as different regions or countries might have completely different types of bias due to different legal systems or cultures. To better equip females for success in their careers, it is recommended that both educators and industry leader should take up their responsibilities.

2.2. Training and Development

Training is of high priority and is considered to be one of the critical success factors for the lodging industry (Jauhari, 2006). According to Furunes (2005), “Training is regarded as the elementary way to instruct service employees how to perform their jobs” (Furunes, 2005). Blanchard and Thacker (1999) also stated that training is “the systematic process of attempting to develop knowledge, skills, and attitudes for

current or future occupations” (P Nick Blanchard & Thacker, 1999). The importance of training is highlighted, its existence is to facilitate the process of operation of the company more effectively and smoothly. Training is one of the factors for the lodging industry to be prosperous and enables the practitioners to perform their full potential. Through different types of training, female practitioners can better prepare for future career advancement (Goad, 2010). It is always an interesting topic to investigate the reasons that could affect the performances of the practitioners, especially for female practitioners, who are facing numerous gender-related inequities or barriers that could influence their future career advancement or opportunities.

Training and development is a perfect approach to assist female practitioners in the lodging industry and develop confidence for their future career advancement. Female practitioners should also better prepare themselves to grasp each opportunity encountered.

This study includes both hard skills and soft skills for categorizing and analysing the competencies required for female practitioners in their career pursuit.

2.2.1. Hard Skills

The competencies that are related to technical or cognitive knowledge are hard skills (YEANYNG LING & OFORI & SUI PHENG LOW, 2000). They are the technical aspects that are related to the performance of the job and are the skills required to perform the tasks in a job (Rainsbury et al., 2002). They are the key elements that enable one to achieve success (Patacsil & S. Tablatin, 2017). Studies also claimed that hard skills could help the employees to broaden their vision and maintain harmonious relations with their co-workers (Baum, 2008).

Hard skills are usually more applauded in the company (Ibrahim et al., 2017) and are usually taught through education and training (Denizci Guillet et al., 2019). They serve as the entry permit for the job opportunities and are required for their daily operation or work. Managers must possess hard skills, which consists of technical and conceptual skills (Poisson-de Haro & Turgut, 2012), and is found that hard skills have a significant positive impact on the performance of the subordinates (Siregar et al., 2017). Most companies prioritize the training related to hard skills, like professional certification or technical skills training instead of soft skills (Baum, 2008). However, hard skills are not the only requirement for job performance, soft skills are the supplementary competencies for female practitioners to achieve their career advancement (Andrews & Higson, 2008)

2.2.2. Soft Skills

According to Gibbons and Lange, soft skill refers to the skills that are related to attitude and behavior (Gibbons-Wood & Lange, 2000). Soft skill is important for personal development, social participation, and success at work (Kechagias et al., 2011). According to Heckman and Kautz, soft skills refer to the skills that enable employees to fit in the workplace, related to individual personality, flexibility, preferences, etc (Heckman & Kautz, 2012). Communication skills, skill adaption, interpersonal management, teamwork are all included in soft skills. Soft skills emphasize the abilities and behavioral elements of the practitioners to collaborate with their co-workers (Patacsil & S. Tablatin, 2017).

In the service sector, the importance of soft skills – communication is highlighted (Nickson et al., 2005). Soft skills are critical to determining the success of a company. Studies also found that employees agreed that soft skills are essential, as they are the only human ability during automation (Homer, 2001; Ibrahim et al., 2017; Weber et al., 2009).

Studies identified that leadership, communication skills, professional image projection, grooming, problem-solving, interpersonal skills, self-management are soft skills with high

importance (Gursoy et al., 2012; Tesone & Ricci, 2005; Tesone & Ricci, 2006; Raybould & Wilkins, 2006), while interpersonal and supervisory skills are considered to be with a higher importance in the eyes of the professional of the lodging industry (Whitelaw & Cooperative Research Centre For Sustainable Tourism, 2009). They addressed the soft skills accounted for nearly 90% of all the identified competencies for the lodging industry. The training and development of the industry should be shifted from hard skills to soft skills because of the high percentage of competencies required (Sisson & Adams, 2013). For better preparation for career advancement and to overcome the career barriers in the industry, female practitioners are suggested to be educated about the barriers faced and to value their abilities (Zhong et al., 2013).

Both hard skills and soft skills are found important in the industry in different aspects (Heath, 2003).

3. Methodology

Qualitative analysis is applied for the current study to examine the context of the female management in the lodging industry in Macao SAR to search for approaches of better preparing female practitioners for their future career advancement in the lodging industry. The current study intends to explore these competencies based on the viewpoints of the female management in this industry through interviews.

Critical case sampling (Onwuegbuzie & Collins, 2007, p. 285) has been applied and we identified 20 female leaders with positions ranging from Assistant Manager to Assistant Vice President. 17 accepted our invitation to participate in the current study. Interviews are conducted to investigate their perceptions and experiences in their career path. The career-related and demographic backgrounds of the interviewees are included. The following questions are interviewed to better understand the career paths, their need of competencies at work, and in their point of view what is the most important competency:

- What are your role at work and what are your responsibilities?
- What skills are important at your current position? Why?
- Can you share some past experience when you encounter a challenge at work and you deal with it?

In-depth interviews are conducted between 9 February to 11 February 2021. All interviews are audio-recorded and transcribed verbatim. The thematic content analysis approach documented by Prof. Anderson of Sofia University is applied to analyse the data from the transcripts of the interviews (Rosemarie, 2007). Each transcript is read and reread to identify recurring themes, and themes from each of the final transcripts are then compared and generalized into different categories (themes) or sub-categories. The interviewees are informed that the data collected from the interviews would be used for research purpose and their names will remain anonymous.

4. Findings

4.1. Participants

In this study, 17 females in managerial positions participated in the interview and the following table displays the background of the participants. Among the participants, 2 are of senior positions (Assistant Vice President and Director), and 15 are senior managers, managers, or assistant managers of departments. Interviewees are from different departments of the lodging industry, while the majority of them are from the Food and Beverage department. Most of the participants are between 30 to 39 years old and have a bachelor's degree. Details of the interview are presented in Charts 1, 2, and 3 and Table 1.

Chart 1. Age of the Interviewees

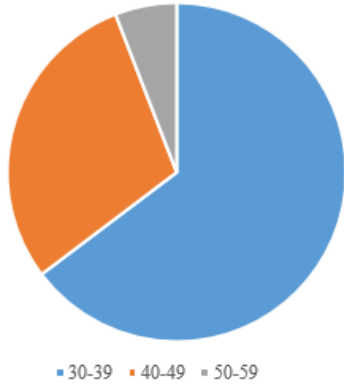


Chart 2. Education Level of the Interviewees



Chart 3. Departments of the Interviewees

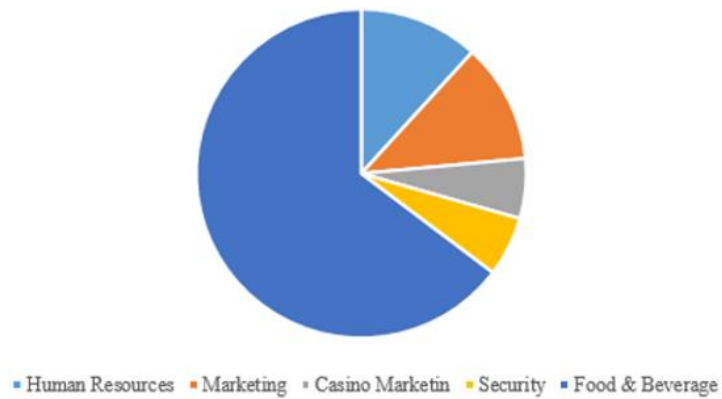


TABLE I: Background of the participants

<i>Ref.</i>	<i>Age</i>	<i>Educated in</i>	<i>Education Level</i>	<i>Working Position</i>	<i>Industry</i>
<i>Interview 1</i>	30-39	Australia	Bachelor	Manager, Restaurant	Food & Beverage
<i>Interview 2</i>	30-39	Australia	Bachelor	Assistant Manager, Marketing Communications	Marketing
<i>Interview 3</i>	30-39	Macao SAR	Bachelor	Manager	Human Resources
<i>Interview 4</i>	40-49	Macao SAR	Bachelor	Director of VIP services	Casino Marketing
<i>Interview 5</i>	30-39	Hong Kong SAR	Bachelor	Manager, Human Resources	Human Resources
<i>Interview 6</i>	40-49	UK	Bachelor	Assistant Vice President, Marketing	Marketing
<i>Interview 7</i>	40-49	China	Master	Consultant, Food & Beverage	Food & Beverage
<i>Interview 8</i>	30-39	Macao SAR	Bachelor	Assistant Manager, Service Quality Assurance	Food & Beverage
<i>Interview 9</i>	30-39	Macao SAR	Bachelor	Assistant Manager, Human Resources	Human Resources
<i>Interview 10</i>	30-39	Hong Kong SAR	Secondary	Assistance Manager	Food and Beverage
<i>Interview 11</i>	40-49	Macao SAR	Bachelor	Senior Manager	Food and Beverage
<i>Interview 12</i>	40-49	Macao SAR	Bachelor	Manager, Food and Beverage	Food and Beverage
<i>Interview 13</i>	50-59	Macao SAR	Secondary	Security Operations Manager	Security
<i>Interview 14</i>	30-39	England & Macao SAR	Master	Manager, Restaurant	Food & Beverage
<i>Interview 15</i>	30-39	Macao SAR	Bachelor	Manager, Food and Beverage	Food & Beverage
<i>Interview 16</i>	30-39	UK	Bachelor	Manager, Convention & Banquets	Food & Beverage
<i>Interview 17</i>	30-39	Macao SAR	Bachelor	Manager, Public Relations	Marketing

4.2. Competencies that could equip female in career pursuit

During the interviews, interviewees are asked about the essential skills in the current jobs and the reasons why they are considered to be critical are asked during the interview. In addition, interviewees are invited to share the opportunities or challenges they have encountered at work and how they address the encountered opportunities or challenges with their skills and competencies

Based on the interview results, the competencies including soft skills and hard skills are identified. The competency regarded to be most important is the "Social and Professional Communication", then the second are the "Nonverbal communication" and "Industrial knowledge" and the third is "Leadership". Table 2 presents the finding of the interviews, with the numbers in brackets indicating how many interviewees mention the competencies during the interview.

TABLE 2: Summary of Findings

<i>Category</i>	<i>Sub-Category</i>
<i>Social and Professional Communication (16)</i>	Customer relationship including internal and external customers (9) Negotiation Skills (5) Emotional Intelligence (4) Language Fluency (7)
<i>Nonverbal Communication (14)</i>	Business & Social Etiquette (5) Grooming (7) Self-awareness (2)
<i>Industrial Knowledge (14)</i>	Job Related Professional Skills (9) Market Trend (3)
<i>Leadership (12)</i>	Problem solving skills (8) Motivating team members (6)

4.2.1. Social and Professional Communication

16 interviewees considered that social and professional communication is one of the critical competencies as they all claimed that the lodging industry is a people-based industry and service-oriented, therefore communication is inevitable. Communication is essential for working in large-scale companies. The importance is further highlighted, as some employee-size of Macao SAR's hotels are huge, for example in the Year 2020, Wynn Macau has 13,000 Macao-based employees (Wynn, 2020).

Customer relationship, negotiation skills, emotional intelligence, and language fluency are the sub-categories of the current competency.

4.2.1.1. Customer relationship

The customer relationship here refers to both internal and external customers and is mentioned by nine interviewees. The operations of the job duties are facilitated if social and professional communication is handled correctly. This is also found consistent with previous literature that communication is important, especially for the service sector (Nickson et al., 2005). As from the interviews, it is said that,

"...Communication is something inevitable in our work and life. Therefore communication skills to me are the most important competency. This is because the way people talk, anticipate, and react to messages differs. Therefore, when communication is handled properly, the work would be done properly. In Macao SAR, the tasks are specialized and are handled by different departments. For example, in the F&B department, there are F&B development, hygiene, finance team, service team, kitchen, steward, management team, and administrative team with a total of 3,000 colleagues from different countries. Therefore communication is a must to make things smooth....."

-(Age 30 - 39, Bachelor, Assistant Manager in Human Resources)

"...I manage two staff canteens in a hotel complex serving over 10,000 staff every day. I have different parties to deal with excluding internal guests. These external parties include vendors, suppliers, government parties, and external auditors. Communication with them is very important in order to ensure the business operation ..."

-(Age 40 - 49, Bachelor, Manager in Food and Beverage)

4.2.1.2.Negotiation Skills

Interviewees highlighted the importance of negotiation skills, as it is the skills required to gain and maximize the advantages or benefits for themselves, their team, or the company. All of them agreed that negotiating with internal parties are more complex when compared with external parties because different departments are with different interest or orientation.

4.2.1.3.Emotional Intelligence

As mentioned by the interviewee, the working pace in Macao SAR's lodging industry is fast. It is also believed that emotional intelligence keeps their work efficient and helps them during the decision-making process. Moreover, emotional intelligence is also crucial when managing high-demand guests.

"...I worked in the marketing department in a hotel complex. The industry we are working in is fast-paced, we have a lot of deadlines to meet. Therefore if we could not manage our emotions, our work efficiency will be affected and our decisions might be wrong..."

-(Age 30 - 39, Bachelor, Assistant Manager in Marketing)

"...I worked in casino service and served casino guests. Sometimes when they have a big loss of money, they might lose their temper and can complain rudely like fault words. The company values these guests because they spend a lot of money in the casino, therefore we hold our emotion to accept that. Moreover, our job is to maintain long term and good relationships with casino guests..."

-(Age 40 - 49, Secondary, Director of VIP Services)

4.2.1.4.Language Fluency

Before COVID-19, Macao SAR received 39.4 million tourists in 2019 from countries all over the world and with 71% of guests from Mainland China. (Galaxy Entertainment Group, 2019). The Macao SAR is an international tourism destination, aside from Cantonese, which is the most commonly used language used in the Macao SAR, multilingual practitioners in the lodging industry of the Macao SAR are required.

4.2.2. Nonverbal Communication

Fourteen interviewees include nonverbal communication in their choices. They believe that nonverbal communication projects professionalism and keeps up one's performance at work with a positive attitude. In this category, five interviewees mentioned business & social etiquette, seven mentioned grooming, and two mentioned self-awareness.

4.2.2.1.Business & Social Etiquette

Business and social etiquette are mentioned because it could project a professional image through non-verbal interaction with people. This is regarded to be important because they are expected to deal with internal and external guests regularly. This could be shown in the following transcript,

"As we are the first contact point of the company in recruiting process, we are also presenting our company, therefore our professional image is also important"

-(Age 30 - 39, Bachelor, Assistant Manager in Human Resources)

4.2.2.2.Grooming

Grooming standards and uniforms represent the image of the department or company. Similar to business and social etiquette, grooming could be a projection of professional image. It is interesting that the interviewee herself has an impression of how she should look on different occasions.

"I have different heels under my desk for different occasions and meetings. Whenever I have an event, I wear 4-inch heels. I never feel tired about that"

-(Age 40 - 49, Bachelor, Assistant Vice President in Marketing)

4.2.2.3.Self-awareness

With self-awareness, service would not be robotic. Understanding more about the company and one's role would assist them to build confidence in delivering their service.

"I worked in the training department. In our training, we talked about the company's vision, missions and values so that the employees could know more about the reasons for SOPs and the reasons for delivering excellent service. As long as they understand more about the product, the company, and themselves, they can confidently work at the frontline with attentiveness and anticipation"

-(Age 30 - 39, Bachelor, Manager in Food & Beverage)

4.2.3. Industrial Knowledge

The opinions shared are that industrial knowledge is important for managing the teams and for future opportunities. Nine interviewees mentioned job-related professional skills, as it is believed that the knowledge is needed for managing the teams. Three mentioned market trends, as it is necessary to follow the latest market changes and customer preferences.

4.2.3.1.Job-related Professional Skills

The job-related professional skills are believed to assist them in managing the team and prepare them in taking up new roles.

"The change in my career was that I started to take courses during my holiday as I would like to seek more opportunities. I studied latte arts, wine knowledge, and beverage knowledge. By then I was able to apply these to my work and I started to gain more responsibility. Now, aside from managing restaurants, I would also assist my company in establishing new restaurants and managing bars. I wish that I had gained this knowledge when I started my career, so it would not take me so long to reach my position now".

-(Age 30 - 39, Bachelor, Manager in Food & Beverage)

It is interesting that there is a confronting opinion,

"The hard skills are also important too but not in priority because we are working in a people industry, therefore dealing with people is more important. For the hard skills, if one is assigned to the role, he will eventually know how to use the systems when he needs to."

-(Age 40 - 49, Master, Consultant in Food & Beverage)

4.2.3.2.Market Trend

According to the Annual Report of Galaxy Entertainment Group in 2019, (Galaxy Entertainment Group, 2019). There is a growth of numbers of Chinese families and young couples who visit Macao SAR, which changes the hotel strategies. Understanding the current market trend is decisive for the strategies, marketing planning, and decision for the lodging industry

"I work in the F&B development team and our team works on conceptualizing F&B projects. We studied different market trends and numbers. These efforts are crucial because

when an F&B project is confirmed, it involves the company putting in a huge investment. When an F&B projects work, it could draw in more customers to the resort"

-(Age 40 - 49, Bachelor, Senior Manager in Food & Beverage)

4.2.4. Leadership

Regardless of the team size of the interviewees, all of them manage people. The important competencies in leadership include problem-solving skills and motivating skills because they can create a positive workplace culture and assist team members in delivering high-quality services. In the previous studies, leadership techniques are also considered to be important in the eyes of the professional of the lodging industry (Whitelaw & Cooperative Research Centre For Sustainable Tourism, 2009).

Eight interviewees mentioned problem-solving skills, and six mentioned motivating team members.

4.2.4.1. Problem solving skills

To ensure that the assigned task of the team members is correctly completed, the leaders should be ready to give advice or provide solutions to their team members.

" A can-do attitude is what we always believe. We often face tight deadlines, late delivery, or printing errors on visuals. Problems need a quick fix and immediate solutions. Our experience is accumulative, and this could help us in decision making and problem solving"

-(Age 30 - 39, Bachelor, Assistant Manager in Marketing)

4.2.4.2. Motivating team members

Motivating team members could make them on track with the direction of the company and further enhance team relationships. It is also about team cohesion because constant conflicts in a team could affect morale.

"A leader would lead a team, whether it is a large or small team. Therefore, leadership is important to keep fairness among all colleagues and lead them in the direction you wish to lead them to achieve the company goal.....I manage a team with two offices, one in Macao SAR and one in China. When I took up this role, I see cultural differences and norms in work. These differences became a barrier and brought about conflicts that would need to be handled. For example, some colleagues are not willing to work overtime and some colleagues do. I tried to break the barrier by organizing team buildings, talking with related persons, and understanding the cause of differences. I also encouraged them to embrace that everyone is different but we have the same goal."

-(Age 40 - 49, Master, Consultant in Food & Beverage)

5. Conclusion

Females are always facing difficulties in their career and especially in career advancement, similar educational backgrounds might still lead to different career paths (Gregg & Johnson, 1990). They are always underrepresented in the management position when compared to the overall employment (Zhong et al., 2011), which could harm the company. The current study aimed to identify the possible training and development that could better equip female practitioners in the lodging industry when facing difficulties in their career path and career advancement.

The importance of the following competencies in the perspectives of female management are highlighted, they are (1) Social and Professional Communication, (2) Nonverbal Communication, (3) Industrial

Knowledge, (4) Leadership. Understanding the required competencies of being a female management enables all female practitioners in the lodging industry to have better preparation for their future career advancement opportunities. The four highlighted competencies are with a similar level of importance among the female management in the lodging industry of the Macao SAR, which are also found similar to the previous findings. Thus, further emphasized the importance of the competencies (including hard skills and soft skills) for female practitioners in the lodging industry of the Macao SAR. In addition, three out of four of the highlighted competencies can be learned or upgraded through training and development. Further studies should be carried out to identify the appropriate and feasible training and development plan to improve the required competencies for female practitioners in the lodging industry.

Certainly, hard skills for female practitioners are important as they serve as an entry permit for them to enter into the industry and provide opportunities for their career advancement. Hard skills are critical for the practitioners to be considered for the positions, they are the basic requirement for the management position. However, the findings of the current studies identified that hard skills are not the only competency required, especially for the management position. From the interviews, many of the female management claims that soft skills assist in their daily work, provide them more career advancement opportunities and make them outstanding among a list of the male practitioners. The importance of soft skills keeps rising, however, many of the interviewees also claim that they do not notify the importance of the soft skills until the day they identify the importance, where they learn from the loss of precious career advancement opportunities. More than one of the interviewees claimed that they wish they could identify the importance of soft skills earlier to avoid the loss of career advancement opportunities and to overcome those adverse situations in their career. The identified competencies are valuable as they are concluded from the precious and priceless career experiences from the female management in the lodging industry. The competencies could advise the female practitioners to survive in the cruel situation and encourage them to be improved and turn to better-self

The application of the qualitative approach in the current study highlighted the importance of competencies in the view of female practitioners. Through interviews, the reasons behind their answers could be further explained by follow-up questions and the experiences or stories behind those that support the identified competencies. The reasons behind or their experiences are valuable, which are difficult to be clarified through quantitative approaches.

6. Limitation

The limitation of this study is that the interviewees are primarily administrative departments and roles as managerial positions are mostly administrative roles. The competency gap between an operational role to managerial, administrative role is unknown in this study.

Furthermore, there is a confront opinion in need of skill acquisition. One interviewee commented that hard skill is less important compared to soft skills. In her words, "The hard skills are also important too but not in priority because we are working in a people industry, therefore dealing with people is more important. For the hard skills, if one is assigned to the role, he will eventually know how to use the systems when he needs to (Age 40 - 49, Master, Consultant in Food & Beverage)". This is an argument point where further studies could be made.

Besides, the findings are based on the 17 interviews with the female management in the lodging industry in the Macao SAR, it might not be representing the opinions of all-female management in the industry.

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