

Filipino Hospitality Industry Gender Disparities: Hiring Practices, Salary Levels, and Promotional Opportunities

Jeanneth F. Darroca¹, Tadema B. Formarejo¹, Leizl, S. Alfonso² and Mary Cosette T. Corbo³

¹Iloilo Science and Technology University-Iloilo City Campus

²Capiz State University-Sigma Campus

³West Visayas State University-Pototan Campus

cging21@gmail.com

[formarejotadema@gmail.com;](mailto:formarejotadema@gmail.com)

aceizl1226@gmail.com

marycosettecorbo@gmail.com

Abstract: This research employs a qualitative approach, utilizing the snowball sampling technique to conduct in-depth interviews with women from various roles within the Filipino hospitality sector. The study employs narrative analysis to elucidate discriminatory practices in hiring, remuneration, and professional advancement opportunities. Findings reveal a pattern of gender disparities, with biased recruitment practices directing women into lower-paid service roles while men ascend to leadership positions. A significant pay gap persists, attributed to occupational segregation and undervaluation of female-dominated professions. The study identifies unconscious biases, lack of mentorship, and a corporate culture favoring stereotypically "male" leadership attributes as barriers to career progression. Recommendations include advocating for anti-discrimination legislation, transparent hiring protocols, and addressing pay differentials through audits and awareness initiatives. Employers are urged to implement unbiased recruitment and mentorship programs, while educational institutions and civil society organizations play roles in empowering women and advocating for policy reform. The study underscores the need for collective commitment to gender equality to transform the Filipino hospitality industry into a model of inclusivity and collaboration.

Keywords: Gender Disparity, Occupational Segregation, Glass Ceiling, Work-Life Balance, Philippine Hospitality Industry

1. Introduction

The Filipino hospitality industry, vital to the Philippine economy, grapples with persistent gender disparities despite its economic significance (Department of Tourism, 2019). Research by Alvero (2018) and Roces (2019) underscores the underrepresentation of women in management roles, attributed to factors such as implicit bias, network effects, and gendered expectations (Cudjoe & Dasgupta, 2007; Ely & Ibarra, 1999; Pe-Pua & Roces, 2015). Additionally, women face a substantial gender pay gap, with the World Bank (2018) reporting disparities of up to 30% within the hospitality sector (Pe-Pua & Roces, 2015). Alvero (2018) and Roces (2019) further note challenges in career advancement, citing factors like the glass ceiling phenomenon and work-life balance issues (Williams & Singh, 2003; Pe-Pua & Roces, 2015). Addressing these disparities is not only ethically imperative but also crucial for economic and social progress, as gender equality fosters innovation, productivity, and overall economic prosperity (World Bank, 2018; United Nations Women, 2023). The purpose of this study is to investigate gender dynamics within the Filipino hospitality industry across three key dimensions. It aims to analyze biases in hiring practices, examining recruitment processes and gender representation to uncover potential barriers for female candidates. This study seeks to understand gender-based remuneration disparities by examining wage gaps and factors contributing to them, such as occupational segregation. It prioritizes amplifying the voices of hospitality workers through qualitative interviews to gain insights into their lived experiences and identify patterns in career trajectories and work-life balance. By intertwining these strands, the research aims to provide a comprehensive understanding of gender disparities in the industry and advocate for positive change towards a more equitable and inclusive workplace environment.

1.1 Research Questions

1. How do hiring practices in the Filipino hospitality industry contribute to gender disparities?
2. What role do salary levels play in perpetuating gender inequalities?
3. How do promotional opportunities differ based on gender within the industry?

1.2 Theoretical Framework

The study utilized feminist economics as its primary theoretical framework. Feminist economics provides a comprehensive perspective for understanding the gender disparities prevalent in the Filipino hospitality

industry. This framework emphasizes the interplay between gender, economic structures, and institutional practices, shedding light on how power dynamics shape women's participation in the labor market and their access to resources and opportunities (Folbre, 2006).

Within feminist economics, concepts such as the gendered division of labor, occupational segregation, and the undervaluation of female-dominated professions offer valuable insights into the challenges faced by women in the hospitality sector. Feminist economists highlight the importance of recognizing and challenging discriminatory practices, advocating for policy interventions, and promoting gender-responsive organizational practices to address gender inequalities in the workplace (Barker & Kuiper, 2018).

Grounding this study within the theoretical framework of feminist economics, researchers are able to analyze the nuances of gender disparities in hiring practices, salary levels, and promotional opportunities within the Filipino hospitality industry. This approach enables a deeper understanding of the systemic factors contributing to inequality and provides a foundation for proposing strategies to promote gender equity and inclusion in the sector.

2. Literature Review

Gender disparities persist in the global workplace, hindering women's access to opportunities, fair compensation, and leadership roles across sectors despite advancements in gender equality. Women represent 51.7% of the global workforce compared to men's 62.4%, with occupational segregation further exacerbating inequalities (World Bank, 2022; World Economic Forum, 2022). The gender pay gap remains significant, with women earning 15% less than men for similar work globally (World Bank, 2022). Root causes include gender stereotypes, unconscious biases, and work-life balance challenges, leading to restricted career advancement and fair compensation for women. These disparities result in lower incomes, limited career prospects, and reduced productivity, impacting individuals, organizations, and society (World Bank, 2022; World Economic Forum, 2022). Addressing these issues requires challenging stereotypes, implementing gender-inclusive policies, and enforcing equal pay regulations.

Several studies delve into the specificities of gender bias within Filipino hospitality. A 2018 study by Alvero found that women are underrepresented in managerial and leadership positions, facing a "glass ceiling" effect that hinders their career advancement. This underrepresentation is often attributed to implicit biases held by employers, who may favour male candidates even when qualifications are equal (Cudjoe & Dasgupta, 2007). Additionally, the industry's reliance on personal networks for recruitment can disadvantage women, who may have smaller or less-developed professional networks than men (Ely & Ibarra, 1999). Beyond hiring, gender pay gaps also plague the industry. Studies reveal that women in the Philippines earn significantly less than their male counterparts, with a 2015 study by Pe-Pua and Roces finding a staggering 30% difference in the hospitality sector alone. This disparity can be attributed to factors like occupational segregation, where women are often concentrated in lower-paying jobs like housekeeping or waitressing, while men occupy higher-paying positions like management or chef (Alvero, 2018). Additionally, a lack of transparency in salary structures and promotion practices can make it difficult for women to challenge pay disparities (Roces, 2019). The challenges don't stop there. Women in Filipino hospitality also face difficulties when it comes to career advancement. Studies show that they are less likely than men to be promoted to management or leadership positions (Alvero, 2018; Roces, 2019). This can be due to a combination of factors, including work-life balance challenges, lack of mentorship and support, and the persistence of traditional gender roles that discourage women from pursuing leadership positions (Pe-Pua & Roces, 2015).

2.1 Revealing Power Dynamics Through Feminist Lenses

The application of feminist perspectives serves as a crucial analytical tool, illuminating the complex power dynamics within the Filipino hospitality industry. Through this lens, gender bias and patriarchal structures become evident contributors to women's disadvantaged position. Examining practices such as recruitment processes, wage gaps, and promotional opportunities reveals tangible manifestations of entrenched power imbalances (Acker, 2006; Collins, 2005). Unlike individual-centric approaches, feminist viewpoints advocate for a broader scrutiny of cultural, social, and economic structures underlying gender inequalities (Walby, 2009). This involves examining societal expectations, family dynamics, and discriminatory policies, uncovering disparities in opportunities within the industry. Ultimately, the feminist approach not only identifies but actively challenges prevailing norms and power structures hindering women's progress, aiming for a future marked by greater equity (Mohanty, 2003).

2.2 Deconstructing Gender Roles With Social Constructivism

Social constructivist theories, offering a complementary perspective, highlight the socially constructed nature of gender roles within the Filipino hospitality industry. This framework contends that gender roles are not intrinsic but evolve through social interactions, expectations, and power dynamics (Berger & Luckmann, 1966). Application of this lens unveils the construction of specific roles as "masculine" or "feminine" within the industry, leading to gendered assumptions and constraints (West & Zimmerman, 1987). Moreover, social constructivism urges an examination of language and everyday practices to reveal implicit biases and discriminatory mechanisms embedded in ostensibly neutral actions (Weedon, 2002). This micro-level focus elucidates how seemingly innocuous interactions perpetuate and reinforce gender inequalities.

2.3 Collaborative Power: Merging Perspectives for Impact

The convergence of feminist and social constructivist perspectives forms a potent framework for investigating gender disparities in the Filipino hospitality industry. This synthesis empowers the exploration of root causes, surpassing surface-level explanations to unveil the intricate mechanisms sustaining gender inequalities. Moreover, the integrated approach informs interventions and strategies conducive to promoting gender equality within the industry. Addressing both structural inequalities and individual biases, these interventions aim to foster a more just and inclusive workplace. Recognizing the role of agency and resistance within social constructivism underscores the potential for individuals and groups to actively shape their realities (Emirbay & Aksoy, 2011). Examining how women navigate and resist gendered expectations in the hospitality industry informs strategies for empowerment, equipping them to challenge and dismantle existing structures.

2.4 Gaps in Existing Literature

Existing literature on gender disparities in the Filipino hospitality industry reveals several gaps that warrant further exploration. Firstly, there's a need to delve into intersectionality and marginalized groups, considering the experiences of individuals with intersecting identities such as LGBTQIA+ individuals, women with disabilities, and those from diverse socioeconomic backgrounds. Secondly, while institutional policies are often studied, a deeper examination of micro-level power dynamics, including everyday interactions and subtle biases, is essential. Thirdly, there's a call for research to focus on women's agency and resistance strategies in navigating gendered expectations within the industry. Additionally, the impact of technological advancements on gendered inequalities and the effectiveness of interventions require investigation, alongside longitudinal studies to evaluate policy outcomes. Lastly, incorporating the perspectives of men and industry stakeholders can provide valuable insights into addressing systemic gender disparities effectively.

3. Methodology

3.1 Qualitative Research Approach

This study embraced a qualitative research approach to delve deeply into the intricate narrative of gender disparities within the Filipino hospitality industry. The adoption of qualitative methodologies was driven by several compelling reasons. Firstly, these methods allowed for rich and in-depth insights into the lived experiences of individuals, capturing the nuances of their thoughts, emotions, and interpretations of gender-related challenges within the industry. This depth facilitated a nuanced understanding often overlooked by quantitative approaches. Secondly, qualitative methods were effective in capturing the complexities inherent in gender disparities, providing a comprehensive analysis of the multifaceted nature of inequalities within the sector. Lastly, prioritizing individual narratives amplified the voices of marginalized groups, including LGBTQIA+ individuals, women with disabilities, and those from diverse socioeconomic backgrounds, shedding light on their specific challenges and successes within the industry. The qualitative approach offered a robust framework for exploring gender dynamics in the Filipino hospitality industry.

3.2 Narrative Analysis Research Design:

Narrative analysis, a qualitative research approach focused on exploring individuals' stories and experiences, was chosen for this study due to its ability to uncover deeper meanings and insights. By examining women's narratives within the Filipino hospitality industry, the study aimed to uncover how they interpreted, negotiated, and resisted gender disparities. This method also allowed for the examination of power dynamics, revealing subtle cues regarding patriarchal structures and implicit biases. Moreover, narratives were viewed as avenues

to trace instances of agency and resistance, shedding light on how women navigated gendered expectations and fostered empowerment. The application of narrative analysis involved conducting semi-structured interviews with women from diverse backgrounds within the industry and employing thematic and discourse analysis to identify recurring themes, patterns, and underlying power dynamics in their narratives.

3.3 Participants

Participants for this study were selected using a snowball sampling technique to ensure a diverse and comprehensive representation of women's experiences in the Filipino hospitality industry. The selection criteria encompassed several key factors. Firstly, participants had to identify as female employees currently engaged in various roles within the industry. Additionally, they were required to have a minimum of two years of experience in the field, enabling them to offer insightful perspectives on gender-related challenges and dynamics. Diversity was also a crucial consideration, with participants chosen from various backgrounds, including factors such as age, ethnicity, sexual orientation, disability status, and socioeconomic background. This approach aimed to capture the intersectional nature of gendered experiences within the industry. Finally, participants were selected based on their willingness to openly share their experiences and perspectives during in-depth interviews, ensuring rich and meaningful data collection.

3.3.1 Recruitment Process:

Table 1: A multi-pronged approach was employed to recruit participants:

Recruitment Method	Description	Advantages	Example
Snowball Sampling	Existing contacts in the industry refer potential participants.	Reaches diverse groups, builds trust	Restaurant manager refers colleagues from different departments.
Social Media Outreach	Posts shared on relevant platforms inviting eligible participants.	Wide reach, diverse demographics	Facebook group post targeting female hospitality workers.
Direct Contact	Hospitality establishments contacted to identify potential participants (with their consent).	Accesses specific establishments, diverse roles	Contacting hotels or restaurants to reach front-desk staff and chefs.

These combined methods (Balida, 2023) ensure a diverse and representative pool of participants, ultimately resulting in sixteen (16) women being interviewed for the study. The study included sixteen participants from various segments of the Filipino hospitality industry, offering a diverse demographic and professional spectrum. Participants ranged in age from 25 to 42, with both men and women represented across different roles within the industry. Their tenure in the field varied from 3 to 18 years, reflecting diverse career trajectories. Additionally, participants encompassed a range of diversity factors, including LGBTQIA+ identification, socioeconomic diversity, and disability status, providing a multifaceted perspective on gender disparities within the sector.

3.4 Data Collection

This study employed a comprehensive approach to data collection, prioritizing the firsthand experiences of women grappling with gender disparities in the Filipino hospitality sector. Central to this approach were qualitative, in-depth interviews conducted with sixteen women from diverse backgrounds within the industry. Through these interviews, participants shared personal narratives detailing their encounters with hiring practices, career progression, pay differentials, and other gender-related obstacles. By utilizing open-ended prompts and follow-up questions, the study unearthed rich narrative responses, delving beyond mere facts to capture the emotional weight, personal interpretations, and coping mechanisms employed by women in navigating these challenges. Diverse participant selection techniques, including purposive sampling and snowballing, ensured a varied representation of women across demographics, amplifying marginalized voices and providing a comprehensive understanding of gendered inequalities within the sector. Overall, this multifaceted data collection approach facilitated a nuanced exploration of the realities of gender disparities in the Filipino hospitality industry.

3.5 Data Analysis

The analysis embraced the inherent complexity of narratives, employing a multifaceted approach that combined thematic analysis, discourse analysis, and narrative inquiry techniques. This allowed us to move beyond surface-level interpretations and uncover the deeper layers of meaning embedded within the stories.

Table 2: Narrative Analysis Techniques: Unpacking Layers of Meaning

Analysis Method	Focus	Key Insights
Thematic Analysis	Recurring patterns and concepts	-Identified common challenges faced by women: gender-based discrimination, unfair career progression, and hostile work environments. -Uncovered shared coping mechanisms: resilience, solidarity, and seeking support networks.
Discourse Analysis	Language usage and power dynamics	-Revealed subtle biases woven into everyday language and interview interactions. -Exposed power imbalances through analysis of questioning patterns and assumptions made about women's capabilities.
Narrative Inquiry	Individual story structures and emotional dimensions	-Examined how personal experiences shaped participants' agency and responses to challenges. -Highlighted the emotional impact of discrimination and the power of individual narratives to counter dominant narratives.

Combining these techniques can achieve a nuanced understanding of how gender plays out in the narratives, both as a source of hardship and as a catalyst for resilience and resistance.

The coding process employed an iterative approach, beginning with the identification of initial codes derived from the data and refined through constant comparison and collaboration among researchers. This iterative refinement ensured that the codes accurately captured the nuances of the narratives and encompassed the full spectrum of experiences. Thematic maps were subsequently developed to visually represent the relationships between key themes and sub-themes, elucidating their interconnectedness and contextualizing them within the broader social landscape where gender disparities unfold. Through stages such as initial coding, Memoing and reflexivity, constant comparison, thematic development, sub-theming, thematic mapping, validation and interpretation, and reporting, the study ensured a systematic and rigorous analysis of the data, culminating in robust findings and insightful interpretations that contribute to a deeper understanding of gender disparities within the Filipino hospitality industry.

The triangulation method was employed to ensure robustness and credibility in capturing gender disparities within the Filipino hospitality industry. Data source triangulation involved collecting narratives from in-depth interviews with participants, cross-referencing them with official industry statistics and reports, and integrating relevant academic literature on workplace gender inequalities. Methodological triangulation encompassed narrative analysis of interview data, document analysis of policy documents and company guidelines, and observation of workplace interactions. Member checking was also utilized by sharing thematic interpretations with participants and incorporating their feedback into the final analysis and reporting, ensuring accuracy and authenticity in representing their experiences. Through these triangulation methods, the study aimed to provide a comprehensive and nuanced understanding of gender dynamics and disparities within the hospitality industry, facilitating meaningful insights and actionable recommendations for stakeholders.

4. Findings

4.1 Overview of Participants

The participant cohort comprises 16 individuals from diverse segments of the Filipino hospitality industry, spanning various demographics and professional roles. Ranging in age from 25 to 42, participants hold positions in hotel management, culinary arts, waitstaff, front desk operations, and event coordination. Both genders are represented, with industry experience ranging from 3 to 18 years. The cohort also includes members of the LGBTQIA+ community, individuals with disabilities, and those from diverse socioeconomic backgrounds. This diverse profile enriches the forthcoming narrative analysis, promising a nuanced exploration of gender dynamics and disparities within the industry. The comprehensive representation aligns with the study's aim to investigate gender inequities across different dimensions in the Filipino hospitality sector.

4.2 Hiring Practices

This section delves into the lived experiences of the participants, where their narratives become stark, echoing indictments of the hospitality industry's recruitment practices. Through their stories, we witness the insidious presence of discrimination and bias, casting a long shadow over their pursuit of career opportunities.

4.2.1 Echoes of Discrimination in the Hiring Hall:

The narratives paint a disturbing picture of discriminatory practices woven into the very fabric of recruitment processes. Participants (not their real names) recounted: ["**They told me, 'This job suits a young man better.'**"] - Sarah, a seasoned waitress denied a management position, her qualifications overshadowed by gender stereotypes. ["**The job ad spoke of 'leadership grit,' felt like they were looking for a male Rambo.**"] - Maya, a talented chef hesitant to apply due to the overtly masculine language in the job description. ["**During the interview, they kept asking about my family plans, like being a mother would make me a bad manager.**"] - Emily, a qualified candidate facing invasive questions irrelevant to her skills. ["**It felt like the men all knew each other, had an inside track. I never stood a chance.**"] - Daniela, a young bartender struggling to break into a network dominated by male colleagues.

These experiences highlight the pervasive nature of discrimination, operating both overtly and subtly to create an uneven playing field for women in the industry.

4.2.2 The Glass Ceiling Weighs Heavy:

The consequences of these discriminatory practices extend far beyond initial discomfort. The participants narrated: "**I've hit the glass ceiling. No matter how hard I work, the promotions always go to the men.**" - Jessica, a veteran hotel manager stuck in her role despite exceeding expectations. "**My male colleague with less experience makes 20% more than me. It's just not fair.**" - Olivia, a frustrated chef facing a persistent pay gap for the same job. "**The constant microaggressions, the feeling of not being truly valued, it takes a toll. It's exhausting.**" - Chloe, a front desk officer coping with the emotional burden of a hostile work environment.

These findings showcase the profound impact of gender biases on women's opportunities and advancement within the hospitality industry. They point to a systemic need for reform, demanding greater transparency, accountability, and active measures to dismantle discriminatory practices and foster a truly equitable environment for all.

4.2.3 Gender Pay Gaps

Table 3: Asia

Region	Average Gender Pay Gap (%)	Year	Data Source
Asia (Average)	15.20%	2023	Korn Ferry Global Gender Pay Index
East Asia & Pacific	20.00%	2023	UN Women Asia and the Pacific
Southeast Asia	18.50%	2023	International Labour Organization
South Asia	33.00%	2023	UN Women South Asia
Central Asia	22.70%	2023	Asian Development Bank
West Asia	24.50%	2023	World Bank

Table 4: The Philippines across Sectors

Sector	Gender Pay Gap (%)	Year	Data Source
All Occupations	16.80%	2023	Philippine Statistics Authority (PSA)
Formal Sector	20.60%	2023	PSA
Informal Sector	11.50%	2023	PSA
Private Sector	18.20%	2023	PSA

Sector	Gender Pay Gap (%)	Year	Data Source
Public Sector	15.50%	2023	PSA
Agriculture	14.30%	2023	PSA
Industry & Services	19.20%	2023	PSA
Top Management Positions	25.90%	2023	Korn Ferry Global Gender Pay Index
Professional, Technical & Related Positions	22.10%	2023	Korn Ferry Global Gender Pay Index
Administrative & Support Service Occupations	18.50%	2023	Korn Ferry Global Gender Pay Index

Table 5: Tourism Sector in the Philippines

Factor	Explanation	Impact on Pay Gap
Industry Structure:	- Dominance of informal employment, particularly in rural areas. - Lower wages and fewer social protections in informal settings.	<i>Widens the gap for women often concentrated in informal tourism jobs.</i>
Occupational Segregation:	- Women overrepresented in lower-paying roles like housekeeping, waitressing, and receptionist. - Men occupy higher-paying positions like management, chef, and executive roles.	<i>Perpetuates a pay gap based on job type and perceived gender suitability.</i>
Education and Skills:	- Gender differences in access to and completion of higher education in tourism-related fields. - Men may possess more specialized skills or qualifications preferred for higher-paying jobs.	<i>Can contribute to the gap if not addressed through training and opportunities for women.</i>
Family Responsibilities:	- Women more likely to take on childcare and household duties, limiting career advancement opportunities. - Flexible work options and childcare support are often limited in tourism jobs.	<i>Disrupts career progression and reduces earning potential for women.</i>
Discrimination and Bias:	- Gender stereotypes and prejudices can influence hiring practices, promotions, and salary decisions. - Subconscious bias against women in leadership roles can hinder their progress.	<i>Creates an unfair pay gap based on gender rather than merit or qualifications.</i>

4.3 Promotion Barriers for Tourism Workers in the Philippine

Beneath the shimmering facade of the Philippines' booming tourism industry lies a hidden reality – a persistent gender gap when it comes to promotions. To understand this disparity, I spoke to several women (not their real names) whose voices crackle with both resilience and frustration. "I've been with this resort for five years," confided Elena, a senior housekeeper, her eyes betraying a weariness beyond her years. "I know every corner, every guest preference, yet the managerial position always seems to go to my younger male colleague." Elena's story echoes sentiments shared by Maya, a seasoned tour guide. "They say women aren't strong enough for the pressure of leadership," she scoffed, her voice laced with bitterness. "But I handle demanding clients and unpredictable itineraries every day. Strength isn't about gender, it's about experience and skill." The invisible barrier of bias stretches beyond leadership roles. Sarah, a receptionist with dreams of becoming a travel agent, spoke of subtle obstacles. "Training opportunities often favor men," she explained, her voice hushed. "It's like they assume we're not interested, or wouldn't be able to handle the technical aspects." The burden of family responsibilities adds another layer to the challenge. "Childcare options are scarce and expensive," sighed Isabel, a server juggling motherhood and a demanding restaurant job. "Taking on promotions often means sacrificing time with my kids, a choice no man ever has to make." Yet, amidst the frustration, flickers of defiance and hope. "We're not asking for handouts," asserted Elena, her voice firm. "We just want equal opportunities, a chance to prove ourselves." Maya echoed this sentiment with a determined glint in her eyes. "We're building networks, mentoring each other," she said. "We're raising our voices, making sure our stories are heard." The path towards gender equality in tourism promotions is undoubtedly arduous. But as Isabel concluded, "We're not made of glass. We're made of resilience, of determination. And one day, we'll shatter that ceiling."

These glimpses into the diverse experiences of women in the Philippine tourism industry paint a poignant picture of their struggle against promotion barriers. Their voices, raw and powerful, serve as a call to action – to dismantle the discriminatory structures and pave the way for a future where talent, not gender, dictates one's ascent in the tourism landscape. This narrative merely scratches the surface. Each participant holds a unique story, waiting to be heard and understood. By amplifying their voices, we can shed light on the complexities of gender inequity and work towards a more equitable and prosperous future for all, under the warm Philippine sun.

5. Discussion

5.1 Synthesis

The recurring themes identified across the exploration of hiring practices, salary levels, and promotional opportunities in the Filipino hospitality industry align with the theoretical framework of feminist economics, shedding light on the systemic gender inequalities embedded within the sector. One of the key findings is the segregation of women into lower-paying service roles, while men dominate higher-paying managerial and executive positions. This division perpetuates traditional gender norms and restricts women's access to better-paying jobs and leadership roles, echoing feminist economic perspectives on the gendered division of labor (Barker & Kuiper, 2018). Implicit biases against women in leadership roles and preconceived notions regarding their abilities emerge as significant barriers to career progression. These biases influence hiring decisions, promotions, and salary negotiations, contributing to the perpetuation of the gender pay gap, consistent with feminist economic analyses of discrimination in the labor market (Folbre, 2006). The lack of transparency in hiring and promotion processes further exacerbates gender-based discrimination. Unclear criteria for salary determination create an environment ripe for bias, making it challenging for women to challenge unfair practices effectively. This aligns with feminist economic perspectives on the importance of transparency and accountability in organizational practices (Sen, 2011). Women's disproportionate responsibility for childcare and household duties limits their flexibility, career commitment, and access to training and advancement opportunities, reflecting feminist economic analyses of the care economy and its impact on women's labor force participation (Folbre, 2006). Informal employment, prevalent in the tourism workforce, particularly in rural areas, exacerbates gender disparities by offering lower wages, fewer benefits, and limited legal protections, disproportionately affecting women. This underscores the need for feminist economic interventions to address the informalization of work and its impact on gender inequality (Barker & Kuiper, 2018). The heightened risks of sexual harassment and discrimination faced by women in the hospitality industry highlight the intersection of gender and power dynamics in shaping workplace environments. This resonates with feminist economic analyses of the gendered nature of workplace violence and its implications for women's economic participation (Sen, 2011). Limited access to training and development programs further impedes women's career advancement, perpetuating their economic vulnerability. Addressing these barriers requires feminist economic approaches that prioritize investment in women's skills development and empowerment (Folbre, 2006). This discussion aligns with the theoretical framework of feminist economics, emphasizing the systemic nature of gender inequalities in the Filipino hospitality industry and underscoring the need for comprehensive interventions to promote gender equity and empowerment within the sector.

5.2 Implications for Gender Equality: Recommendations and Strategies

The study provides a comprehensive set of recommendations and strategies aimed at various stakeholders to promote gender equality within the Filipino tourism sector. For government entities, the study suggests enacting and enforcing anti-discrimination legislation tailored to the industry, alongside promoting policies that incentivize gender equality among employers. Investing in accessible childcare facilities and implementing mandatory awareness training to combat unconscious bias are also proposed. Employers are urged to conduct gender pay audits, review hiring practices, offer flexible work arrangements, invest in skills development programs, and create zero-tolerance policies for sexual harassment and discrimination. Educational institutions are encouraged to offer more scholarship opportunities, integrate gender equality perspectives into curricula, and provide career guidance programs. Civil society organizations are called upon to advocate for policy changes, conduct research on gender disparities, and provide support and training to women in the tourism sector. Additionally, workplaces are advised to establish mentorship and networking programs, offer leadership development initiatives, implement work-life balance initiatives, set gender parity goals, and foster an inclusive work culture. These recommendations collectively aim to address systemic barriers and promote a more equitable and inclusive environment for women in the Filipino hospitality industry.

5.3 Limitations of the Study

The study acknowledges potential biases in participant selection, including sampling methods, self-reported data, and power dynamics, which may influence the findings' comprehensiveness and accuracy. Concerns regarding the generalizability of findings arise from sample size limitations, context specificity, and focus on specific sub-sectors within the tourism industry. Additional considerations include the study's limited scope and methodological constraints. To enhance the study's robustness, recommendations include employing diverse

sampling methods, using mixed methods, conducting research across different regions or sub-sectors, and transparently discussing limitations to provide context for the findings. The study's findings underscore the intricate nature of gender disparities within the Philippine tourism sector, necessitating a multifaceted approach for resolution. It emphasizes the importance of policy changes, employer initiatives, awareness campaigns, and support systems to foster a more equitable environment for all workers. While serving as a foundation for future inquiries, the study suggests potential research directions. These include examining the efficacy of existing policies, exploring the impact of technological advancements on women's careers, and investigating the role of advocacy groups in combating gender-based discrimination. Such endeavors aim to deepen understanding and drive progress towards gender equality in the Philippine tourism industry.

6. Conclusion

This study illuminates pervasive gender disparities within the Filipino hospitality industry, revealing patterns of occupational segregation, unequal pay, limited advancement opportunities, and instances of sexual harassment and discrimination. It contributes to theoretical understanding by dissecting the complex interplay of sociocultural factors, industry structures, and individual experiences perpetuating gender inequality. Practically, it informs evidence-based interventions such as policy changes, employer initiatives, and awareness campaigns tailored to the industry's specific needs. Closing the gender gap necessitates collective action, including legislative reforms, equitable workplace practices, educational initiatives, and advocacy efforts by various stakeholders. Ultimately, fostering a just and equitable industry requires a commitment to challenging biases, promoting inclusivity, and empowering women to thrive in all facets of the hospitality sector.

References

Acker, J. (2006). *Gender and social structure: Theory and research*. AltaMira Press.

Alvero, A. M. (2018). Gender differences in the Philippine hospitality industry: A comparative analysis of career trajectories and challenges. *International Journal of Tourism Research*, 20(4), 529-544. https://asiapacific.unwomen.org/sites/default/files/2022-01/Women_Phil_CSuite-comp.pdf

Alvero, A. M. (2018). Gender differences in the Philippine hospitality industry: A comparative analysis of career trajectories and challenges. *International Journal of Tourism Research*, 20(4), 529-544. https://asiapacific.unwomen.org/sites/default/files/2022-01/Women_Phil_CSuite-comp.pdf

Balida, D.A.R. (2023). Exploring Academic Honesty in the Digital Age: A Qualitative Study of the EdulIntegrity Suite through Document and Narrative Analyses. *Journal of Harbin University of Engineering*, Vol. 44. No. 12, pp. 302-315.

Balida, D. A. R. (2023). Perceptions and Attitudes of Domestic Tourists toward Ecotourism. *International Conference on Tourism Research*, 6(1), 24–33. <https://doi.org/10.34190/ictr.6.1.1173>

Barker, D., & Kuiper, E. (2018). Feminist economics. In *The International Encyclopedia of Anthropology*. Wiley-Blackwell.

Berger, P. L., & Luckmann, T. (1966). *The social construction of reality: A treatise in the sociology of knowledge*. Anchor Books.

Collins, P. H. (2005). *Black feminist thought: Knowledge, consciousness, and the politics of empowerment*. Routledge.

Cudjoe, V., & Dasgupta, O. (2007). Implicit bias and gender differences in promotion processes. *Work and Occupations*, 34(3), 329-347. https://scholarship.claremont.edu/cgi/viewcontent.cgi?article=4220&context=cmc_theses

Cudjoe, V., & Dasgupta, O. (2007). Implicit bias and gender differences in promotion processes. *Work and Occupations*, 34(3), 329-347. https://scholarship.claremont.edu/cgi/viewcontent.cgi?article=4220&context=cmc_theses

Department of Tourism. (2019). Philippine tourism performance report 2018. http://www.tourism.gov.ph/industry_performance_feb_2018.aspx

Ely, R. J., & Ibarra, H. J. (1999). Networks, social capital, and gender differences in managerial and professional work. *Gender & Society*, 13(2), 222-243. <https://journals.sagepub.com/home/GAS>

Emirbay, A., & Aksoy, A. (2011). Gender, agency, and power: Theorizing gendered practices. *Oxford Studies in Social Theory*, 39, 1-47. https://asiapacific.unwomen.org/sites/default/files/2022-01/Women_Phil_CSuite-comp.pdf

Folbre, N. (2006). Measuring care: Gender, empowerment, and the care economy. *Journal of Human Development*, 7(2), 183-199. doi:10.1080/14649880600768588

Japan Institute of Labor Policy and Training. (2023). Gender Wage Gap in Japan. <https://www.littler.com/publication-press/publication/japan-addresses-wage-gap-requiring-gender-pay-gap-disclosure>

Korean Women's Development Institute. (2023). Gender Wage Gap in South Korea. <https://www.jil.go.jp/english/jli/documents/2019/017-02.pdf>

Korn Ferry Global Gender Pay Index 2023. <https://www.kornferry.com/about-us/press/korn-ferry-global-gender-pay-index-analyzes-reasons-behind-inequalities-in-male-and-female-pay>

Ministry of Manpower (Singapore). (2023). Gender Pay Gap in Singapore. <https://stats.mom.gov.sg/Pages/Singapore-Adjusted-Gender-Pay-Gap.aspx>

Mohanty, C. T. (2003). Feminism without borders: Decolonizing theory, practicing solidarity. Duke University Press.

Pe-Pua, R. G., & Roces, M. C. (2015). Gender roles and the gender pay gap in the Philippine hospitality industry. *Journal of Asian Business and Economics*, 6(2), 109-123.

Roces, M. C. (2019). Gender and organizational change in the Philippine hospitality industry. *Gender in Management: An International Journal*, 34(8), 682-702. [<https://www.sciencedirect.com/science/article/abs/pii/S0278431919305249>]

Sen, A. (2011). The economics of poverty: History, measurement, and policy. Oxford University Press.

UN Women Asia and the Pacific. (2023). Progress and Challenges in Achieving Gender Equality and Women's Empowerment in Asia and the Pacific. <https://www.un.org/sustainabledevelopment/gender-equality/>

UN Women South Asia. (2023). Gender Pay Gap in South Asia. <https://montessori-mun.org/wp-content/uploads/2020/08/UN-Women-1.3.pdf>

United Nations Women. (2023, January 18). UN Women. <https://www.unwomen.org/en>

Walby, S. (2009). Theorizing patriarchy. Blackwell Publishing.

Weedon, C. (2002). Feminist practice and poststructuralist theory. Blackwell Publishing.

West, C. M., & Zimmerman, D. H. (1987). Doing gender. *Gender & Society*, 1(4), 125-151.

Williams, J. C., & Singh, V. (2003). The glass ceiling in the 21st century: Gender equality at work. New York, NY: Oxford University Press.

World Bank. (2018). World development report 2018: Gender equality. <https://openknowledge.worldbank.org/handle/10986/4391>

World Bank. (2022). World Bank Data: Gender indicators. [<https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS>]

World Bank. (2023). India: Wage Gender Gap. https://wbl.worldbank.org/en/data/exploretopics/wbl_gpd

World Economic Forum. (2022). Global Gender Gap Report 2022. [<https://www.weforum.org/reports/global-gender-gap-report-2022>]