BIBLIOMETRIC ANALYSIS OF FEMALE LEADERSHIP RESEARCH IN HOSPITALITY

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Abstract
The aim of the paper is to explore the female leadership in the hospitality industry, be-cause businesses within the hospitality sector should actively seek to attract skilled women, develop their potential as future leaders, and promote them to retain them in the organization over the long term.
The work is based on a bibliometric analysis of papers published on the Scopus platform in the period 1994-2023 and was conducted starting from an advanced search using the keywords 'women hospitality', 'hospitality leadership', 'female leadership' that are found in the title of the article, abstract or keywords.
The authors started from the research question: What is the situation regarding the specialized literature on female leadership in the hospitality industry? To answer this question, they proposed the following objectives: identifying the number of publications regarding female leadership in the hospitality industry, determining the evolution of the number of publications, establishing the most common types of published works and highlighting a bibliometric map regarding the countries with the most publications on this topic.
The analysis was conducted in August 2023 using Microsoft Excel for creating graphical representations and the VOS Viewer software to visualize connections among the representative keywords in the selected articles. The bibliometric analysis served as a rigorous and objective method to explore the body of knowledge available in the field of hospitality and female leadership.

Key words: *leadership; hospitality; women hospitality.*

JEL Classification: *M12, M50, Z32.*

I. INTRODUCTION

Although the presence of women in senior positions within hospitality leadership is progressively growing, with women achieving modest advancements at the CEO and president levels, there is evidence of improved gender diversity at operational and managerial levels in the hospitality business, women still make up a very small portion of senior management and executive leadership positions (Gröschl and Arcot, 2014).

This paper is based on the bibliometric analysis of the evolution of women hospitality in the last three decades. The title of this article is "Exploring female leadership in the hospitality industry: a bibliometric analysis of scholarly publications" and the purpose of the research is to learn how female leadership in hospitality industry has changed over time.

The authors started from the research question: What is the situation regarding the specialized literature on female leadership in the hospitality industry?

From our point of view, bibliometrics is an important tool in the realm of research and academia as it involves the quantitative analysis of publications, providing insights into the patterns, trends, and impact of scientific output. By using bibliometrics, it can be fulfilled the objective of a paper that can represent the basis of future research.

Therefore, is proposed a multifaceted strategy in order to provide a thorough response to the research question addressing the status of specialized literature on female leadership in the hospitality sector. The initial goal is to get a count of publications that are specifically about female leadership in the hospitality sector. This first stage is crucial to understanding quantitatively the scholarly interest in female leadership within the framework of the hotel industry. The aim was to assess the coverage of this topic over time by systematically tallying and cataloging these publications. The authors realized a thorough overview of the research landscape

using the quantitative analysis as the basis.

The second goal is to explore the temporal component of this research field beyond simple quantification. The authors looked at the development of the number of publications during the previous three decades. This longitudinal analysis played a crucial role in identifying trends, changes, and pivotal moments in the exploration of female leadership within this industry. Understanding the research's development can offer important insights into the dynamically changing nature of this topic.

The third goal is to classify and examine the different published works that contribute to this paper in order to acquire a more nuanced perspective. Is important to determine whether research on female leadership mostly found in scholarly publications, essays, conference papers, or other means of communication. This analysis will provide light on the wide range of perspectives and approaches used in the industry.

Given the international scope of academic research, the fourth goal is to create a bibliometric map that identifies the nations that have produced the most works on female leadership in the hospitality sector. This geographic viewpoint will shed light on regional variances in research priorities and point out potential areas for collaboration.

Finally, the authors suggested making a visual representation of the keyword relationships among the pertinent publications. The thematic relationships and clusters within the academic debate revealed by this network analysis. Also, in this paper are presented the main ideas, current subjects, and interdisciplinary intersections influencing the debate about female leadership in hospitality by mapping the links between keywords.

In order to begin this bibliometric analysis, the authors proposed not just to continue research into women's leadership but also to consider the significant implications of this research for the hospitality industry.

This paper is organized into four main sections. The first section, Literature Review, highlights the latest research relevant to the topic. Next, the Materials and Methods section outlines the methodologies employed in this study. Chapter 2, Results and Discussions, presents key findings alongside in-depth analysis. Finally, the Conclusion chapter summarizes our main insights and final thoughts.

II. LITERATURE REVIEW

Research on emotions and leadership highlights the critical role of emotional intelligence in driving effective leadership (Singh, 2023). Findings reveal that eth-ical leadership reduces ethical ambiguity and job stress while enhancing employees' performance quality, with implications for theory, management and future research (Charles et al., 2021).

As Khan et. al (2022) argued, research on gender-related aspects in hospitality and tourism remains confined to a narrow scope of topics. Gender-based discrimination stems from the belief that women are often perceived less competent for leadership roles in comparison to men (Sundermeier, 2024). Also, Nielsen (2016) identified the presence of gender disparities driven by inequalities and discrimination. Furthermore, this pattern is evident globally within the hospitality industry, where discussions on gendered leadership and diversity are notably absent (Gewinner, 2020). "Gender stereotyping and its impact on perceived emotional leadership in the hospitality industry: A mixed-methods study" (Xiong, 2022) highlights the impact of gender stereotypes on leadership traits in the hospitality industry, emphasizing the need to move beyond the traditional association of masculinity with leadership.

These perceptions stem from assumptions that form the primary reasons behind the existence of the glass ceiling phenomenon. These assumptions include the idea that leadership success is associated with masculine traits, prevailing gender stereotypes, and societal expectations related to gender roles (Xiong, 2022). Additional factors contributing to the glass ceiling comprise inadequate access to impactful mentorship, conflicting family responsibilities, limited opportunities to acquire experience, exclusion from internal professional networks, and higher performance standards set for women compared to men (Jadnanansing et al., 2021).

The study by Săseanu & Toma (2018) makes it clear that women have successfully displayed their ability in a variety of fields despite historical prejudices that limited them to domestic tasks and parenthood. This emphasizes how important it is for them to participate in organizational leadership as well as public affairs. The study draws attention to persistent differences between men and women who aspire to high positions within hierarchical institutions.

Notably, women who want to hold high-level positions frequently face tougher evaluations than their male counterparts, which reflects a different set of expectations. In the context of the hospitality industry, where customer interaction and care are crucial, traits associated with transformational and female leadership align well. These traits often include empathy and communication, which are commonly associated with women and are essential in the hospitality sector (Beiza et al., 2024). This suggests that women might possess a natural

advantage in effectively managing teams within this industry. Furthermore, such leadership approaches hold promise in creating work environments that resonate with the preferences of Millennials (Ngan and Litwin, 2022).

The female involvement in hospitality activities is crucial, not only because of the significant time and effort that women devote to cooking, setting the table, serving guests, cleaning up, and tidying up, but also because the female figure is central to society's and supranational imagery. However, in a situation where men predominate, women just play a passive presence role (Curro, 2019; Cohen, 2020).

In the realm of hospitality, the rigorous demands characterized by extended work hours and weekend commitments underscore the critical importance of work-life balance for women. Within leadership positions in the hospitality sector, women encounter a significant hurdle in achieving a harmonious equilibrium between work and personal life (Ngan and Litwin, 2022).

Within the hospitality industry, a significant gender pay disparity is evident, characterized by a more pronounced income distribution. Women working in hospitality tend to have lower levels of seniority compared to their male counterparts, often occupying positions with less responsibility and supervision. Additionally, female employees are more likely to be engaged in lower-skilled occupations and find themselves segregated into lower-wage establishments. These various factors collectively contribute to the observed gender pay gap in the hospitality sector. Even while possibly direct discrimination appears to be less of a problem in the hotel industry, it is still a significant issue because, by the most conservative estimate, it accounts for 30% of the overall gender wage inequality (Casado-Díaz et al., 2022). This practice disadvantages female coworkers compared to their male counterpart, considering this as a form of employment discrimination (Vargas-Jiménez et al, 2020).

Gender diversity in managerial teams refers to the representation of men and women across entry-, middle-, and top-management levels (Song, 2020). In the hospitality industry, women constitute approximately 50% of entry-level man-agement teams and 47% of hotel general manager positions (González-Serrano, 2018). Understanding the factors that influence and result from gender diversity is a crucial step toward mitigating both horizontal and vertical segregation in the hospitality and tourism industry (Russen, 2021).

By placing women in low-level cleaning jobs that replicate household labor, the hospitality sector reproduces the gender hierarchy. Several scholars have already reported on this, concluding that it frequently occurs in the employment market and is especially prevalent in the hospitality sector. These results led us to investigate why employers disproportionately assign women to lower-skilled professions, regardless of their educational attainment. This prompted speculation that gender norms may be a significant factor in these kinds of choices (Vargas-Jiménez et al, 2020).

Consequently, businesses within the hospitality sector should actively seek to attract skilled women, develop their potential as future leaders, and promote them to retain them in the organization over the long term (Segovia-Pérez, 2019). While self-reported measures indicate a growing acceptance of female managers due to the congruence between their characteristics and industry demands, it remains unclear whether underlying implicit biases, which impact the quality of interpersonal interactions and decisions related to hiring stigmatized groups, are as favorable. If negative implicit biases do exist, strategies must devised to mitigate them before the hospitality industry can effectively implement a gender-inclusive leadership agenda (Ngan and Litwin, 2022).

The battle for customers in the hospitality sector has been intensifying in recent years (Rescalvo-Martin et al., 2022). Because every customer and service experience is unique, hospitality employees need a certain level of autonomy and discretion in delivering services to address customers' varying needs, demands, and expectations (Ro, 2011). This, along with other factors, creates distinctive challenges for managers in this specialized sector (Bowen, 2002).

III. MATERIALS AND METHODS

The work has as its basis a bibliometric analysis of papers published on the Scopus platform in the period 1994-2023. Regarding the query methodology, it was utilized the AND operator to encompass all relevant keywords such as 'women hospitality,' 'hospitality leadership,' and 'female leadership' found in the title, abstract, or keywords of the articles. The authors opted for all document types, included all publication stages, and applied no additional filters. As a result, they identified 51 papers that met the predefined criteria.

The bibliometric analysis served as a rigorous and objective method to explore the body of knowledge available in the field of hospitality and female leadership. It provided a robust foundation for drawing conclusions and generating new ideas for subsequent research or the development of practices in the field. Is considered that this bibliometric analysis represents a starting point for more elaborate research on this topic.

The analysis was conducted in August 2023, utilizing Microsoft Excel for creating graphical

representations and the VOSviewer software for visualizing the connections among the representative keywords found in the selected articles.

IV. RESULTS AND DISCUSSIONS

Next, are the results of the analysis, with the comments considered necessary and useful in understanding the essence of the article.

The provided data from Figure 1 represents the yearly distribution of publications related to women in the hospitality industry from 1994 to 2023. Between 1994 and 1998, there was a relatively low level of research activity, with only a few publications in total. From 1999 to 2005, the number of publications remained consistently low, with occasional years having no publications at all.

Starting around 2006, there was a noticeable increase in research activity, with the number of publications gradually rising each year. The year 2008 saw a significant spike in research output, with three publications, possibly indicating increased interest in the topic.

After 2008, there were a few years with low or no research output, but overall, the trend of increasing research continued. From 2015 onwards, there seems to be a notable upsurge in the number of publications, indicating a growing interest and focus on the topic of women in the hospitality industry. The years 2021 and 2022 showed the highest number of publications in the dataset, suggesting a peak of attention and research on the subject during this period. The data for 2023 might be incomplete, as the count is currently at three publications, and the year is ongoing. In summary, the data reflects a gradual increase in research output related to women in the hospitality industry, with a notable surge in recent years, indicating a growing awareness and interest in this area of study.

Figure 1. No. of publications evolution
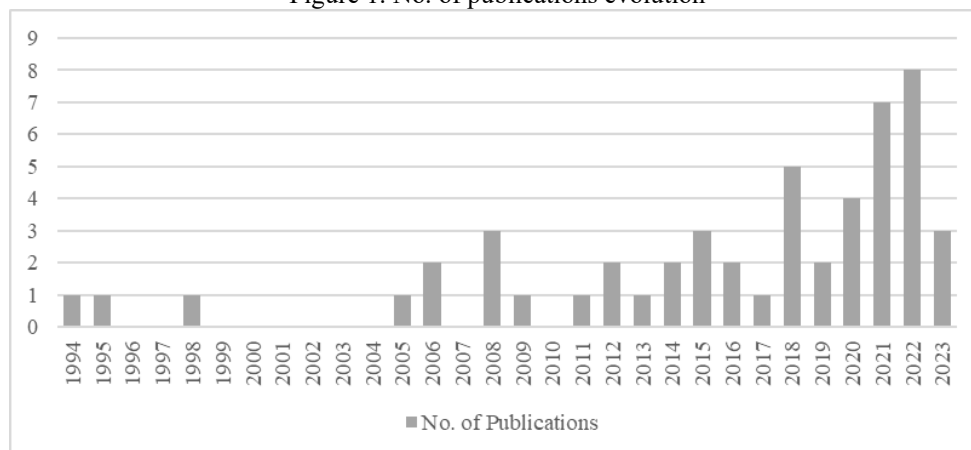
Source: Authors

As it can be observed in Figure 2, the categorization of publications by document type provides insights into the variety of ways in which research on women's leadership in the hospitality industry is disseminated.

The predominance of articles indicates a robust engagement with this research area and suggests that researchers are actively investigating different facets of women's leadership within the hospitality sector and sharing their insights with the scholarly community.

The presence of a book signifies a more extensive exploration of the subject, providing a comprehensive perspective on women's leadership in the hospitality industry. The single book publication could potentially offer an in-depth analysis or a comprehensive overview of the research area.

Also, the inclusion of a book chapter suggests that research on women's leadership might be integrated into larger works that cover a broader range of related topics. This format allows for specific insights into women's roles within the context of a more extensive study.

The existence of a conference paper indicates engagement with academic conferences, where scholars present preliminary or ongoing research. This suggests that researchers are actively participating in scholarly conversations and seeking feedback from peers on their work related to women's leadership in the hospitality sector. While there is only one note mentioned, it could provide a unique perspective or address a specific aspect of women's leadership in the industry.

The presence of review articles suggests a desire to consolidate and critically evaluate the available

literature on women's leadership within the hospitality industry.

In summary, the distribution of document types reflects a comprehensive approach to studying women's leadership in the hospitality sector. The prevalence of articles underscores a significant focus on research, while the inclusion of diverse formats such as books, book chapters, conference papers, notes, and reviews highlights a well-rounded exploration of this vital topic.

Figure 2. No. of publication by document type distribution
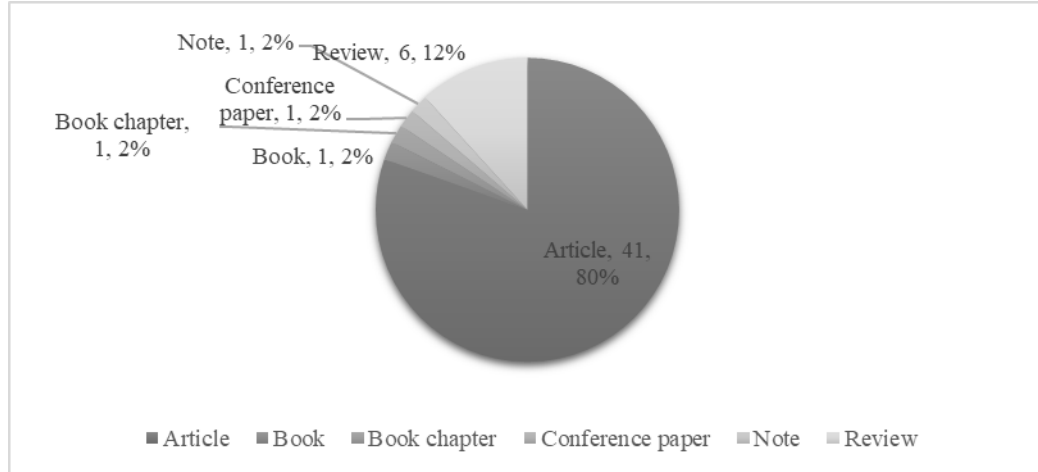
Source: Authors

As it is evident in Figure 3, where is graphically represented the evolution of the number of publications and citations made between 1994 and 2022, it appears that the majority of citations are from recent, current publications, from 2020, 2021 and 2022. This may correlate with the fact that female leadership has experienced greater development in recent times and indicate an intensification of interest and recognition of female leadership in the contemporary context.

Early years such as 1996, 1997, 1999, 2000, 2001, 2002 and 2003 did not record any publications or citations. This may suggest a period of inactivity or beginning in the respective field of research.

Since 2004, it can be seen a significant increase in both the number of publications and the number of citations. This growth suggests a growing interest in research in the field, possibly paralleling the broader development of women's leadership studies.

The years 2008, 2016, 2018, 2020 and 2022 appear to be periods in which both the number of publications and the number of citations experienced significant increases. These years could be associated with important moments or changes in the field of re-search or in the recognition of female leadership. In general, we can see that years with a higher number of publications often correspond to a higher number of citations, suggesting that new and relevant research has attracted more attention from the scientific community.

Figure 3. No. of publications and citation evolution in 1994-2023 period
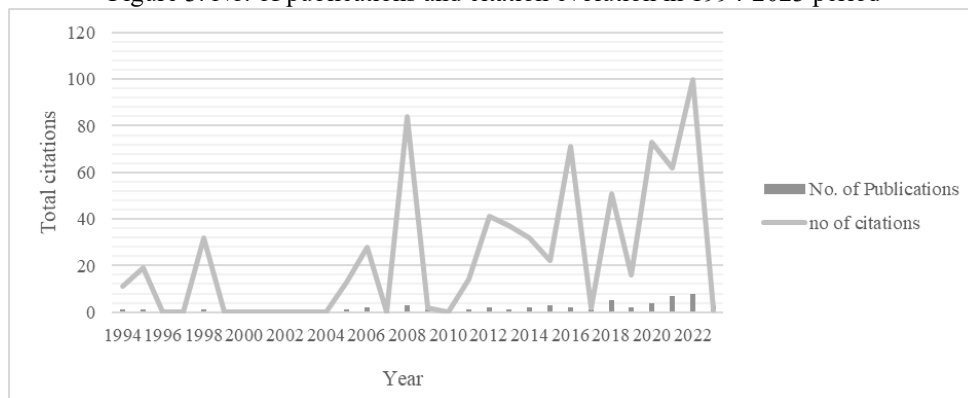
Source: Authors

The data provided in Figure 4 presents the distribution of publications on women's leadership in the hospitality industry across different countries. China stands out with a notable number of publications,

suggesting a significant interest in studying women's leadership within the hospitality sector in the Chinese context. This might reflect the growing importance of women's roles in the industry within the country.

The significant number of publications from the United States signifies a robust interest and effort to study women's leadership within the hospitality industry in the US. This could reflect the prominence of the industry in the country and a heightened awareness of gender dynamics in leadership roles.

The presence of publications from United Kingdom, Spain and Ethiopia indicates a modest but noteworthy effort to explore the dynamics of women's leadership in the hospitality field within these areas.

While only one publication mentioned for India, Mexico, Slovakia and Vietnam, it suggests that there is at least some attention given to the subject of women's leadership in the hospitality industry in these countries.

In summary, the distribution of publications by country highlights a global interest in understanding and exploring women's leadership roles within the hospitality industry. While some countries have a more extensive research presence, the data indicates a growing awareness of the significance of gender dynamics and women's contributions in leadership positions across different countries.

Figure 4. No. of publications by country distribution
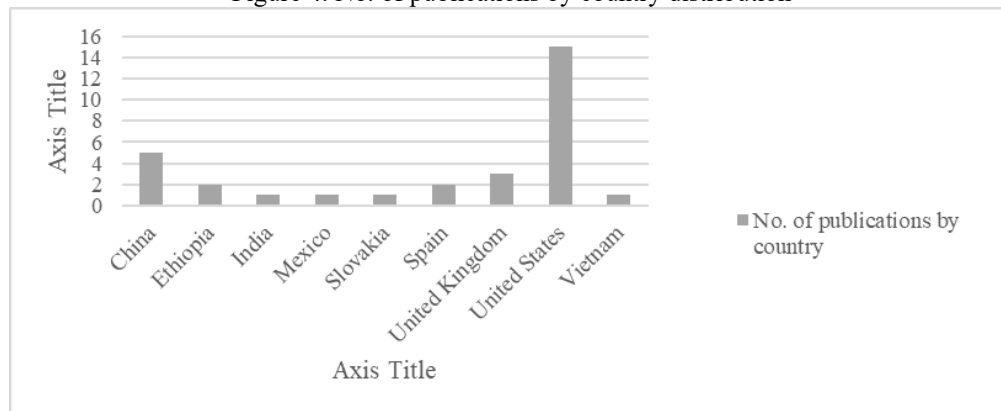
Source: Authors

Below, in Figure 5 is a bibliometric map, which shows the connection between the keywords used in the researched articles. Analyzing the keywords of the studied articles, the key terms "women hospitality," "women leadership," "gender," "glass ceiling," and others that refer to aspects related to women in the hospitality industry highlight a specific interest in studying the roles, contributions, and challenges that women face in this field. These terms are relevant in the context where the hospitality industry may present specific gender-related challenges and stereotypes.

Overall, these key terms underline that research in the field of hospitality leadership is concerned with exploring and promoting women's contributions in the industry, understanding the challenges they face, and identifying ways to support their progress within hospitality organizations.

Figure 5. Keywords bibliometric map
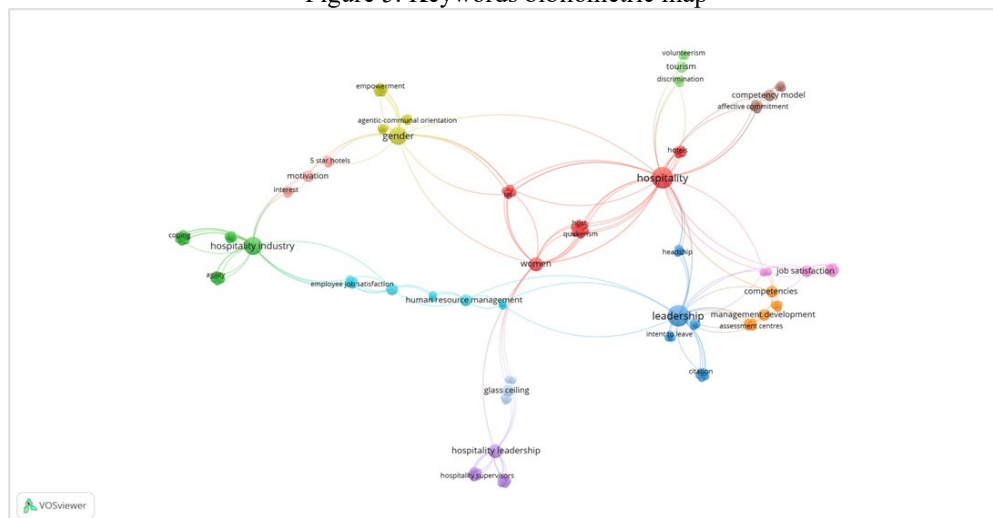
Source: Authors

Examining the citation counts garnered by each author for their articles in the field of hospitality, it is noticeable that, with 77 citations, Brownell J. seems to be an author with significant influence in the researched field. He argues that the hospitality industry faces substantial leadership requirements amid rapid changes. Using an assessment center approach is considered effective for assessing and cultivating essential leadership skills in this area. Gatling A., Kim J.S., Milliman J. group, with 70 citations, have considerable influence, indicating high-quality research in their area of study. The authors emphasize their focus on examining the relationship between workplace spirituality and the organizational commitment and intention to quit among hospitality supervisors. Many authors have varying numbers of citations, indicating variations in their level of influence and recognition within the academic community.

In addition, an uneven distribution of the number of citations observed, with some authors receiving more citations than others do and this may reflect the relevance and impact level of their research. It is important to note that the number of citations is not the sole indicator of influence or research quality. This can offer understanding regarding how an author's work is recognized and integrated into the specialized literature. This section may be divided by subheadings. It should provide a concise and precise description of the experimental results, their interpretation, as well as the experimental conclusions that can be drawn.

V. CONCLUSIONS

In terms of the distribution of document categories, it illustrates a thorough method for researching women's leadership in the hotel industry. The abundance of articles demonstrates a strong emphasis on research, and the presence of many formats, including books, book chapters, conference papers, notes, and reviews, demonstrates a thorough examination of this important subject.

Summary, the periods of considerable rise in both publication and citation counts may signify turning points or changes in the research landscape, maybe connected to developments in the study of female leadership or increased visibility within the field. In general, there is a trend indicating a correlation between increased publication activity and higher citation rates, implying that recent and significant research tends to receive more attention from the scientific community.

The distribution of publications by country emphasizes a global interest in comprehending and delving into women's leadership roles within the hospitality industry. While some countries possess a more extensive research presence, the data indicates an increasing acknowledgment of the significance of gender dynamics and women's contributions in leadership positions across diverse nations.

The goal of highlighting the beginning of the academic effort of researchers regarding the explanation of the phenomenon of female leadership seen through the eyes of the hospitality industry has been achieved.

In conclusion, the research represents a valuable resource for understanding the context in which women evolve in the hospitality industry and for highlighting the impact that female leadership can have. Not only has it shed light on current aspects, but it has also opened doors to future directions of research and practice development that promote a deeper and more equitable involvement of women in this vital industry sector.

VI. ACKNOWLEDGMENT

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