

THE SALARIES OF EMPLOYEES IN TOURISM INDUSTRY OF VOJVODINA (SERBIA) AS A GENDER INEQUALITY INDICATOR

DOI: <http://dx.doi.org/10.18509/GBP.2019.59>
UDC: 338.486.2:[331.2:305(497.113)]

Vuk Garača
Svetlana Vukosav
Danka Curaković
Milan Bradić
Maja Banjac

Department of Geography, Tourism and Hotel Management,
Faculty of Natural Sciences, University of Novi Sad, **Serbia.**

ABSTRACT

The position of men and women in the area of employment and work has a chain of specificities, which differ depending on the type of job. Tourism is a part of economy where the female workforce is more dominant, but the researches have shown that men and women are not equally distributed on all workplaces. Practice shows that men in most cases are employed in higher and better-paid positions. That is how the significant differences in average salaries of men and women in this part of economy. However, this difference is especially expressed according to level of education of men and women, where women's salaries with the same level of education are lower than men's salaries with the same level of education. Now, these salaries are the most significant indicator of gender inequality, even in developed western democracies of Europe and America, where men and women on same working positions and with the same level of education have different salaries in favour of men. The aim of this paper is to determine quantitative differences in salaries according to gender and level of professional qualification in the tourism industry of Vojvodina (Serbia). The main methods used in this paper are: statistical, analytically synthetic and descriptive. The correlation analysis was very important, which was used to draw a connection between the ten-year statistical series in the period from 2008 to 2018.

Key words: gender inequality, the structure of employees, statistical analysis, tourism industry, Vojvodina (Serbia)

INTRODUCTION

The gender identity is formed during early childhood, but depending on from how society defines the roles of men and women [1]. It was determined that men and women show a wide spectrum of actions which are mostly learned and not biologically predestined [2]. The differences between women and men as social creatures are the products of social structure. In that case, gender inequality is determined as a result of 'the social upgrade of biological genderness' [3]. The early determination of classification to a biological gender has a significant impact on psychological development of a child and represents the beginning of a process called gender encapsulation, adopting preferences, skills, features of personality, behaviour and self-understanding, which society considers as appropriate for certain gender [4].

The division of roles between genders, as an accredited system of values and an expected model of behavior in all aspects of life, is what keeps and reproduces gender inequality. Defined gender models of behaviour through socialization are learned and transferred from one generation to another [5]. With the development of modern society, gender differences are smaller, while in traditional societies stereotypes are very harsh. Every deviance is unusual, and often anathematized and sanctioned. However, the report of International Bank for Reconstruction and Development [6]. showed that the expenses of gender inequality are very high and the societies in which the inequality is present pay high cost, because this leads to poverty, slower economic growth, weaker management and lower quality of life. The same report highlights Gender inequalities are highest in poor countries and in these countries within poorer classes of society.

Advancing in the career can be defined as an individual influence and a behaviour process of an individual, that lead to aspects, which involve choice of profession, role integration, career model, work values and making decisions [7]. Two widely spread indicators of success are promotion and the height of salary [8]. Numerous researches show a bigger presence of female managers in tourism industry when compared to other industries. Even though numerous researches show a greater presence of female managers, for example in hotel industry more than in other industries, in reality there is a bigger possibility that female managers are mostly present in the first lines of management and in supervisory function (supervisors) [9].

So for example, there are only 32% of female managers in EU companies, 10% of women in boards of directors of the largest companies and 29% of women scientist and engineers all over Europe [10]. When it comes to the accommodation sector, the American association of hotel and hospitality showed in its study from 2004 that 67,8% of their employees are women and 32,2% are men. In spite of the greater presence of women, the decrease in number of women compared to the increase in number of men in managing position is still visible.

This arrangement of labour force in higher positions was known earlier, so from 1987, we have a term known as a glass ceiling [11] to describe the difficulties which women meet on their way to the top of corporation ladder. This term was a subject of many discussions in the literature about women in management [12], [13], [14]. Most of the researches deal with examining gender differences in organisation, finding proofs about 'glass ceiling' phenomenon, which prevents women from getting better paid executive positions [15], [16], [17].

Statistics also show that, even though women are more present in the hotel industry, they still earn less [10]. Empirical data show bigger differences in salaries between men and women on the same or similar positions [18]. For example, several types of researches show totally different division of income between a male and a female worker in the hotel industry, where women earn less than men [19], [20], [21]. Gibelman's study [12] shows important differences in salaries in service professions based on gender. It is quoted that during 2000 women earned 24% less than men, which is a decrease in the gap when compared to 1979, when women earned 37% less than men. Women managers in the accommodation sector and in the food and beverage sector earn just 58% of salaries of men incompatible jobs [21].

The difference in salaries, as one of the signs of gender inequality between men and women, is present in Serbia. Observed through levels of education, women have smaller salaries according to all educational categories. Education is not a guarantee that women will have the same salaries as men. The data about employing legal persons, (above 50

employees) show that women's salaries are smaller than for every level of professional qualification, even though the qualification structure of women is better than the qualification structure of men [23]. The same author writes that even though women make 58,7% of employees with a university degree professional, their salaries are 18 per cent lesser than those of men [22]. A very important indicator of gender inequality is the time spent on different activities. A measurement of time spent shows that men average more time during the day doing better paid job (1,8 percent higher), while women spend 2,1 times much time doing an unpaid job, or in total, they work an hour more than men [24]. But even when they are employed, women have the burden of balancing between family and professional role.

Based on previous experiences from viewed literature and based on accessible data from the Statistical office of the Republic of Serbia, we came to the subject, aim and tasks of this paper. The subject of this paper is gender equality or inequality in the tourism industry of the Autonomous Province of Vojvodina. The aim of this paper is to determine the existence and degree of quantitative signs of that inequality. The aims of this paper are related to research of individual indicators of gender inequality in the tourism industry which are statistically visible, such as unequal salaries compared to gender, which we can determine from data about the average salary according to gender, professional qualification and belonging to certain pay grade.

METHODOLOGY

Several methods were used during the research process 1) exploring primary and secondary data; 2) statistical method and 3) synthetic, comparative, critical and descriptive method.

Desk research involves studying of a primary and secondary data [25]. Through this method we got the statistical data about the number of employees according to gender, their structure according to their professional qualification, average earnings according to their gender, professional qualification and distribution of employees according to pay grade. The data delivered from official publications of the Statistical office of the Republic of Serbia based on which series of data were formed for the period from 2008 to 2017. Domestic and foreign literature from the field of this work was also taken into account.

The statistical method comprised from deep analysis of perennial statistical series of data about gender and educational structure of employees in the tourism industry of Vojvodina, for the period from 2008 to 2017. Statistical data gathered during the first phase, so-called desk research, were processed with different statistical methods like average value, percentage, growth or fall of the value of the statistical data within the series [26].

Along with these, in this work next methods are used: synthetic where based on secondary and statistical data, where their systematical use brought us to concrete conclusions; comparative, where statistical data were mutually compared; critical, where there was a critical attitude toward data from literature and data delivered through statistical analysis; descriptive, where certain result is explained.

It is not easy to statistically determine the number of employees in tourism, because tourism is an aggregation of economic and non-economic activities, which makes all of those who have a direct or indirect role in making touristic products and/or transfer of touristic service, statistically connected for totally different activities. That is why the sector with the highest number of employees and the most representative is the hospitality

sector, which is statistically considered as a particular group and gives relatively good and large data through which we can track the state of gender equality in the touristic economy of Serbia. Here should be noticed that this research includes employees in economic associations, companies, agencies, cooperatives and organisations in social, cooperative, mixed, state and private property. But, those employed in some small enterprises, with **entrepreneurs**, and in the Ministry of defence and the Ministry of Internal Affairs are not included in this research; this means that the number of employees and its structure shown in this work represents sub-aggregation of the total number of registered employment in the hospitality sector. That is why all the data shown in this work, don't have a purpose of presenting the real salaries of those employed in the tourism industry of Vojvodina, but just to check the structure of employed people according to gender, professional qualification and height of earning.

THE SALARIES OF EMPLOYEES IN TOURISM ACCORDING TO GENDER

Salaries, as compensation for work done, are a very important factor in creating and saving a good work atmosphere among employees. Every rise in salary is seen as a reward, and every cut as punishment and injustice. The rise in salaries doesn't necessarily mean that life standard is growing under the influence of inflation. That is why the exchange rate of the euro is used, so salaries are shown both dinars and euros.

Table 1. Average salaries in the accommodation and food and beverage sector in RSD and EUR

Currency/Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Salaries in RSD	27603	28781	30280	33900	28269	37105	35627	38713	43090	45588
Salaries in EUR	338,9	306,3	293,9	332,5	249,9	328,0	303,7	320,7	350,0	375,7

Source: Statistical office of the Republic of Serbia,
Statement 3P12 – The employees with legal persons in Republic of Serbia,
according to total amount of salary and professional qualification, during march (2008 -2017).

The data shown in Table 1, show the constant growth of average salaries of employees in the tourism industry. However, the euro shows that the growth is not so big as we can think on first sight. During the period from 2008 to 2017 average salaries grew only in 36,8 euros (10,9%) or 17985 RSD (65,2%). It should also be mentioned that the average salaries of those employed in the tourism industry were lowest nominally and realistically in 2012 (249,9 euros, which is 26,3% less than 2008) when the consequences of the Global economic crisis were most visible. Yet, what is important here is not if and how much the salaries rise, but the relation between average salaries and salaries in accordance with professional qualification related to employees' gender, which we will see in the rest of this work:

Table 2. Average salaries in the accommodation and food and beverage sector, according to gender (EUR)

Gender/Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Men	342,1	326,4	313,8	355,9	249,2	333,9	309,3	340,1	380,9	419,1
Women	315,1	290,2	277,7	313,8	250,5	323,1	299,0	307,8	329,0	345,9

Source: Statistical office of the Republic of Serbia,
Statement 3P12 – The employees with legal persons in Republic of Serbia,
according to total amount of salary and professional qualification, during march (2008-2017).

Data from Table 2 show the significant difference in height and growth of average salaries according to gender in favour of male workers. The difference between the average salaries of men and women in the same industry in 2008 was 27 euros (7,9%) and in 2017 73,2 euros (17,8%). This means that in 2008 women's average salary was 92,1% of men's and in 2017 82,2% and clearly shows that labour price between men and women is not just different, but it is getting bigger. In the same period, men's average salaries increased in 77 euros (22,5%), while women's salaries increased in 30,8 euros (9,8%), which shows the differences (46,2 euros/60%) based on gender when it comes to average salaries. So, not only the salaries of men in the accommodation and food and beverage sector sector, but they are also faster growing, 2,2% per year, while the salaries of women in the same sector grow 0,9% per year.

SALARIES ACCORDING TO PROFESSIONAL QUALIFICATION AND GENDER

Average salaries of those employed in the tourism industry, according to professional qualification and gender expose all the differences present among employees with the same professional qualification, but from different gender, which possibly the most drastic proof of gender inequality. During the Global economic crisis, in the period from 2008 to 2012, the most drastic differences are with employees with a university degree, where women's average salary at the beginning of the crisis was lesser from men's in 26,3 euros, and in 2012 in 55,7%. Expressed in percentages, during the same period average salaries of women with a university degree decreased in 30,7%, while men's salaries decreased by 24,1%. This clearly shows that during the crisis, women are more submissive and more exposed to the bad influence of the crisis than men. This gap continues after the economic crisis, so in 2013 the average salary of women with a university degree was 104,2 euros lesser than the average salaries of men with the same professional qualification and in the same sector. In 2017, this difference decreased, but it was still significant -12,7 euros. During the observed ten-year period the average salary of men with a university degree has increased in 2,4% (13,5 euros), while the salary of women with the same professional qualification increased by only 1,3% (7,1 euros).

Table 3. Average salaries in the accommodation and food and beverage sector, according to professional qualification and gender (EUR)

Year/Qualification	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Gender	M	M	M	M	M	M	M	M	M	M
University degree	570,3	578,1	641,2	557,0	432,9	596,6	475,0	556,1	510,0	583,8
Two-year degree	461,2	392,1	457,6	393,7	335,2	347,4	337,9	325,8	289,0	385,0
Secondary edu.	334,2	299,7	300,4	341,8	213,7	310,6	268,3	290,6	395,6	329,6
Elementary edu.	279,0	232,1	311,7	354,7	251,6	170,9	314,2	314,6	261,2	260,6
HS	303,7	368,1	360,8	398,7	320,7	326,8	374,9	361,0	368,0	339,1
S	275,9	302,5	250,7	315,9	251,9	349,2	325,4	319,0	322,6	417,1
LS	268,7	277,2	277,0	314,8	294,0	320,4	277,9	265,7	270,6	303,0
US	224,5	261,5	292,2	382,1	279,4	308,7	289,2	300,1	287,1	331,7

Source: Statistical office of the Republic of Serbia,
Statement 3P12 – The employees with legal persons in Republic of Serbia,
according to to total amount of salary and professional qualification, during march (2008-2017).

Salaries within each of the next levels of professional education, expressed according to gender, are not so drastically different, but there are differences in most cases in favour of men. We can see significant growth in salaries of S men's worker, so the difference between the salaries of S employees according to gender is significantly increased in the period 2008/2017. In 2008 that difference was 31 euro and in 2017 82,7%. So the salaries of S men workers during the observed period increased in 51,2%, while the salaries of S women workers increase in just 36,5%. When it comes to a two-year degree those differences decrease, but still exist. In 2008 the difference in salaries was 48,8 euros, and in 2017 was 36,9 euros in favour of men with a two-year degree, while when the crisis was at its peak the difference was 108,5 euros. During the economic crisis women's salaries with a two-year degree decrease by 45%, and men's in 27,3%. When we analyse secondary education, there are no significant differences and it is the same with elementary education, HS and US. We find a significant difference only during the economic crisis in 2012 in LS, where the difference between the average salaries of men and women with this professional qualification was 70,7 euros.

Table 4. Average salaries in the accommodation and food and beverage sector, according to professional qualification and gender (EUR)

Year /Qualification	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Gender	W	W	W	W	W	W	W	W	W	W
University degree	544,0	475,4	473,2	434,2	377,2	492,4	382,9	530,7	559,7	551,1
Two-year degree	412,4	338,4	329,8	337,4	266,7	313,2	302,8	373,5	364,6	348,1
Secondary edu.	316,1	289,8	289,5	311,0	226,1	296,3	293,9	269,8	287,1	315,5
Elementary edu.	271,8	252,5	258,4	298,4	267,6	352,8	275,7	292,2	337,3	301,1
HS	301,0	342,9	281,2	270,5	333,6	382,9	270,5	420,1	394,9	357,4
S	244,9	253,5	240,5	276,8	223,3	288,2	273,3	273,5	307,4	334,4
LS	238,9	267,5	234,3	248,1	234,5	294,1	280,5	256,0	251,9	283,4
US	240,6	226,0	184,7	314,1	280,2	292,0	307,4	256,3	265,8	302,2

Source: Statistical office of the Republic of Serbia,
Statement 3P12 – The employees with legal persons in Republic of Serbia,
according to total amount of salary and professional qualification, during march (2008-2017).

THE DISTRIBUTION OF EMPLOYEES IN TOURISM ACCORDING TO PAY GRADES

The analysis of employees according to pay grades shows another dimension of social inequalities and injustices, where the existence of technocracy and the total differentiation of one small circle of managers from the rest of the workers is clearly visible, and it's only getting worse during the global economic crisis. From table n. 5 we can see continuous growth in the number of employees in the highest pay grades.

So, during the period from 2008 to 2017 within the total structure of employed people, the percentage of those with the highest salaries (85001 – 110000 RSD) increases from 1,0 to 5,3 % and (110001 and more RSD) from 0,7% to 5,1%. In two pay grades in the range from 45001 – 85000 RSD, there is a continuous growth in the structure of employed people from 14 to 38,8%. The number of employed people in the pay grades from 20001 – 35000 decreases constantly, which is notable in the first two groups, the one without salary and the one with the lowest salaries, with the difference that in last two we can see a decrease in the number of employees in 2012 during the global economic crisis. This can mean that workers with the lower professional qualification and those employed in lower positions are more submissive to the crisis than management. The number of

employees with salaries in the highest pay grades is growing even during the period after the global economic crisis and the number of employees with salaries in lower pay grades is decreasing, which can mean that in the accommodation and food and beverage sector. It is a disadvantage because these data do not exist in comparison to gender differences, because it would show, with respect to data and conclusions about salaries according to gender and professional qualification, that men are present in higher percentages in the highest pay grades which creates the difference in average salaries. This could lead us to another gender inequality, where women with a two-year degree are in lower positions compared to men with the same professional qualification which creates the differences in salaries.

Table 5. Percentage of employees in the accommodation and food and beverage sector, according to pay grades (RSD)

Pay grade/Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Not paid	10,8	15,3	15,0	13,9	13,6	14,0	12,7	10,4	4,3	3,8
1- 20000	21,6	12,5	13,6	8,9	7,2	7,8	3,9	2,4	1,8	1,8
20001-25000	15,0	14,1	14,1	12,9	9,1	6,6	7,1	6,6	6,3	4,1
25001-35000	24,3	23,3	21,3	23,8	24,5	20,4	23,0	20,6	17,2	15,5
35001-45000	13,6	17,1	19,3	19,7	18,9	20,5	19,8	22,8	23,5	25,8
45001-65000	10,1	11,7	10,4	13,3	16,3	19,2	21,1	23,4	28,5	28,0
65001-85000	2,9	3,9	3,1	3,5	5,1	6,1	6,8	8,1	10,2	10,8
85001-110000	1,0	1,2	1,7	2,2	3,2	3,2	3,4	3,4	4,7	5,3
110001-and more	0,7	0,9	1,5	1,8	2,1	2,3	2,3	2,2	3,3	5,1
Total	100	100	100	100	100	100	100	100	100	100

Source: Statistical office of the Republic of Serbia,
Statement 3P12 – The employees with legal persons in Republic of Serbia,
according to total amount of salary and professional qualification, during march (2008-2017).

So, in order to advance in its career, a woman must have higher professional qualification than a man, but that can't guarantee her the same salary. If we take into account the average salary of women with a university degree, which in 2017 was 551.1 euros, which shows that most of them are in the 5th or the 6th pay grade, where the range of salary is from 45000 RSD to 85000 RSD, or from 381 to 714 euros. On the other hand, during the same year, the men with a same professional qualification had an average salary of 583,8 euros, which places them mostly in the 6th pay grade where the range of salaries is from 65001 to 85000 RSD. This analysis points to the fact that women with the same professional qualification either have lower salary on the same working place compared to men or with the same professional qualification work on lower positions Both things represent a rough violation of gender equality, with that the latter fact shows the existence of so-called 'glass ceilings'.

CONCLUSION

Literature quotes have shown that there are different varieties of gender inequality in almost all segments of society, manifested in different ways. Some of them are qualitative, and like that hidden from the public, and some of them are quantitative and could be easily seen for somebody who observes the certain phenomenon. In this paper the theme of analysis was statistical, or quantitative data gathered and published by Statistical office of the Republic of Serbia which on first sight showed that there are certain harms of gender equality in the tourism industry of Vojvodina or in the accommodation and food and beverage sector

as its biggest part. Thanks to the fact that the data gathered and published by SOS are in certain percentage gender sensitive, it was also possible to research this social phenomenon in one part of the economic system of the Autonomous Province of Vojvodina. If that 'gender inequality' had included a wider segment of statistical parameters, the results would have been much specific in showing the type and level of gender inequality.

Besides the data about the number of employees according to gender and degree of professional qualification, the obvious discriminatory position of women in the tourism industry of Serbia is confirmed by the data about the salaries of employees according to the degree of professional qualification. The analysis of a series of data for the ten-year period from 2008 to 2017 shows that there are significant differences in height and growth of average salaries according to gender in favour of male workers. What is concerning here is the fact that this difference grows with years from 92,1% in 2008 to 82,2% in 2017 percentage of average women's salary in average men's salary. In the same period, men's average salaries have increased by 77 euros, while women's average salaries have increased by 30,8 euros. So, not only men's average salaries in the accommodation and food and beverage are bigger, but they are also faster growing in 2,3 average year rate, while women's average salaries grow in 0,9% average year rate.

The years of global economic crisis again represent the timeline during which the gender inequality excels and when it comes to differences in height of salaries according to gender and professional qualification of employees. The most drastic differences are related to employees with a university degree where the average salary of a female worker was 26,3 euros lesser than men's salary and in 2017 that difference was 55,7 euros. The gap increased until 2017, so difference was still significant - 104,2 euros. This analysis shows that women with the same professional qualification either have a lower salary on the same working place compared to men or with the same professional qualification work on lower positions. Both things represent the rough violation of gender equality, with that the latter fact shows the existence of so-called glass ceilings. Through the analysis of data in this paper, we could come to the conclusion that crisis period, like the global economic crisis have a specific influence on increasing the already existing difference between genders. We could somehow expect that during the crisis periods those differences are bigger in lower levels of professional qualification and lower pay grades because women are the most vulnerable within those categories. However the most drastic differences during the economic crisis we could find in the category of those with university degree 55,7 euros, two-year degree 108,5 and LS 70,7 euros.

The statistic data are stern and witness very precisely about quantitative differences, which exist in the treatment of women, the relation between women and men, valuation of their work, abilities, intellect or wishes just because they are opposite or 'weaker' gender. In some next researches, more attention will be paid on qualitative indicators, which represent the real reason and origin of this condition of gender 'equality' in the tourism industry of Serbia. By the fact itself that is challenging, because it will be found out how glass floors and glass ceilings are created what obstacles women face in order to progress in their careers. Also, it will be revealed what of that is fair, and what is a less fair reason why women make a decision not to progress or the system neutralises her from this.

REFERENCES

- [1] Smiljanic, V. The development of gender identity, *Psychology (Belgrade)* year XVIII n 3 / 4, 1985.
- [2] Spence, J. T., Deaux, K., Helmreich, R. L. Sex roles in contemporary American society, In G. Lindzey & E. Aronson (Ed.), *The handbook of social psychology*, vol. 2, New York: Random House, 1985.
- [3] Papic, Z. *Sociology and feminism Belgrade: Research center of ASY of Serbia*, 1989.
- [4] Marusic, I. Connection between gender roles and characteristic of personalities of a cybernetic model, Master paper, Zagreb, Faculty of philosophy, 1994.
- [5] Sobot, A. Gender inequality: The challenge of modern demography, *Sociology*, pp. 41-54, 2010.
- [6] King, E., Mason, A. *Engendering development: Through gender equality in rights, resources, and voice*. The World Bank, 2001.
- [7] Kow, W.L., Kwah, Z. S., Lee, C.X., Lee, K.E., Lim. *Barriers to Malaysian Women Career Progression*, 2012.
- [8] Seibert, S. E., Crant, J. M., Kraimer, M. L. Proactive personality and career success. *Journal of Applied Psychology*, vol. 84, pp. 416–427, 1999.
- [9] Maxwell, A.G. Hotel general management: views from above the glass ceiling, *International Journal of Contemporary Hotel Management*, vol. 9/5/6/, pp. 230-235, 1997.
- [10] Baum, T. *International perspectives on women and work in hotels, catering and tourism*. International Labour Office, Geneva, Switzerland, 2013.
- [11] Morrison, A. M., White, R. P., Van Velsor, E., *The Center for Creative Leadership Breaking the glass ceiling: Can women reach the top of America's largest corporations?* Reading, MA: Addison-Wesley, 1987.
- [12] Crafts, D.D., Thompson, L.M. Managers' perceptions of career advancement obstacles for women managers in the food service industry, *Journal of college & university food service* vol. 3 (1/2), pp. 41–56, 1997.
- [13] Davidson, M.J., Cooper, C.L. *Shattering the Glass Ceiling: the woman manager*, Paul Chapman Publishing, London, 1992.
- [14] Knutson, B.J., Schmidgall, R.S. Dimensions of the glass ceiling in the hospitality industry, *The Cornell Hotel and Restaurant Administration Quarterly* vol. 40 (6), pp. 64–75, 1999.
- [15] Silberman, R.G. Executive intelligence: a glass ceiling, *Restaurant Hospitality* 75, pp. 65, 1991.
- [16] Umbreit, W.T., Diaz, P.E. Women in hospitality management: an exploratory study of occupation choice variables. *Hospitality and Tourism Educator* vol. 6 (4), pp. 7-9, 1994.
- [17] Morrison, A.M., Von Glinow, M.A. Women and minorities in management. *American Psychologist* vol. 45, pp. 20-208, 1990.
- [18] Evers, A. and Sieverding, M. Why do Highly Qualified Women (Still) Earn Less? Gender Differences in Long-Term Predictors of Career Success, *Psychology of Women Quarterly*, 38, 93-106, 2014.
- [19] Biswas, R. and Cassell, C. Strategic HRM and the Gendered Division of Labour in the Hotel Industry: A Case Study, *Personnel Review*, vol. 25/2, pp. 19-34, 1996.
- [20] Purcell, K. The relationship between career and job opportunities: women's employment in the hospitality industry as a microcosm of women's employment, *Women In Management Review*, vol. 11/ 5, pp. 17 – 24, 1996.

- [21] Sparrowe, R.T., Iverson, K.M. Cracks in the glass ceiling? An empirical study of gender differences in income in the hospitality industry, *Journal of Hospitality and Tourism Research*, vol. 23/1, pp. 4-20, 1999.
- [22] Gibelman, M. Progress or complacency? Pay equity for Women Circa 2001. *Affilia* vol. 17 (3), pp. 279–298, 2002.
- [23] Avlojas, S. The study about quality of gender sensitive statistics in the area of work, employment and salaries. Belgrade. Direction for gender equality, Ministry of Labour and social politics, Republic of Serbia, 2009.
- [24] Blagojevic Hjuson, M. Gender barometer in Serbia: development and everyday life, Belgrade: UN Women Srbiji, 2012.
- [25] Feifan, Xie, P. Developing industrial heritage tourism: A case study of the proposed jeep museum in Toledo, Ohio, *Tourism Management* vol. 27, pp. 1321–1330, 2006.
- [26] Stojkovic, M. Statistical methods in tourism, Faculty of Science, Department of Geography, Tourism and Hotel Management, Novi Sad, 2008.