

## GEOSPATIAL PATTERNS IN WOMEN'S TOURISM MANAGEMENT: ANALYSIS OF MANAGERIAL TRENDS AND GENDER IMPACT IN HUNGARIAN TOURISM SECTORS

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**Abstract:** Gender composition in tourism management plays a critical role in shaping operational efficiency, decision-making processes, and industry growth—particularly in geosites and tourist-dependent regions. This study investigates global geospatial patterns in women's involvement in tourism leadership, analyzing how gender dynamics influence managerial trends across various tourism sectors. Employing geospatial mapping and statistical techniques, the research draws on a comprehensive dataset that spans multiple countries and tourism contexts. It examines the regional variation in gender representation in managerial roles and its correlation with tourism performance, with a special focus on geosites—natural and cultural landmarks that attract high tourist traffic. The results reveal a marked geospatial disparity in the inclusion of women in tourism management. Regions with higher gender diversity in leadership demonstrate stronger tourism outcomes, including increased visitor engagement at geosites, more adaptive decision-making structures, and improved organizational performance. In contrast, regions with low female representation often lag in tourism growth and service quality. The study identifies cultural norms, institutional frameworks, and policy environments as key drivers of these regional differences. It underscores the importance of inclusive leadership in fostering innovation, resilience, and sustainable tourism development. The findings advocate for targeted policy measures and institutional reforms to promote gender-inclusive management structures. Ultimately, the study concludes that empowering women in tourism leadership not only addresses equity goals but also enhances sectoral dynamism, especially in geosite-rich regions—offering a strategic path toward more sustainable and resilient tourism industries.

**Keywords:** gender inclusion, spatial analysis, tourism sectors, leadership diversity, global analysis, regional tourism dynamics

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### INTRODUCTION

Gender-sensitive tourism management is a key factor for regional economic success, especially in the Hungarian tourism sector. Previous studies have highlighted various difficulties faced by women, including discrimination, job insecurity and family responsibilities. The tourism sector in Hungary, as in many other parts of the world, is characterized by significant gender inequalities, particularly in management positions. Women tourism managers often face career insecurity, which is exacerbated by a variety of factors, including economic instability, job insecurity and the impact of the COVID-19 pandemic (Alreahi et al., 2023). The economic recovery following the pandemic highlighted significant regional disparities in tourism performance, which were particularly evident in Hungary's central and regional areas (Poór et al., 2023).

Gender mainstreaming in tourism is an increasingly important area of research, especially in the context of sustainable development and women's empowerment. The UN Sustainable Development Goals, particularly Goal 5, emphasize gender equality as a key component of sustainable development, supported by various studies examining the nexus between gender equality and tourism (Efthymiadou, 2023; Alarcón & Cole, 2019). The tourism sector, being labor-intensive and diverse, presents unique opportunities and challenges for gender inclusion, which necessitates an understanding of how gender dynamics shape the design of tourism jobs. The role of women in tourism entrepreneurship is also key. Research confirms that women entrepreneurs and managers contribute significantly to local economies by creating jobs and generating tax revenues (Lin et al., 2022; Remsei et al., 2023a). This claim is supported by Domecq et al. (2020), who

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highlight the importance of understanding the gender dimensions of entrepreneurship within sustainable tourism. They propose a theoretical framework that unpacks the societal attitudes and stereotypes that often hinder women's entrepreneurship and suggest that addressing these biases is essential to promote gender equality in tourism. The role of gender in shaping perceptions of tourism development is also reflected in the attitudes of local residents. Studies have shown that women tend to have more positive attitudes towards tourism development, influenced by hospitality businesses' perceived social and economic responsibility (Boğan et al., 2020; Eagly & Wood, 2012). This suggests that the involvement of women in tourism planning and decision-making processes may lead to more sustainable and community-oriented tourism practices.

Gender mainstreaming in tourism development strategies is essential in terms of policy implications. According to Alarcón & Cole (2019), achieving gender equality is a matter of social justice and a prerequisite for sustainable tourism development. They highlight the link between gender equality and other SDGs, emphasizing that tourism cannot be sustainable without addressing gender inequalities. Sustainability also intersects with public opinion, particularly in labor markets influenced by environmental considerations, such as Hungary's growing battery production industry (Remsei et al., 2023b).

Gender-based barriers that limit women's career opportunities and create unequal career prospects in different regions often hamper the growth of women's careers in tourism management. This is especially true for disabled women, who encountered heightened barriers in both Hungary and Slovakia during the COVID-19 pandemic, as they struggled with workforce challenges (Jenei et al., 2024). Discrimination, family pressures, and differences in job security raise complex issues that affect not only individuals but also tourism performance. This paper addresses these issues and explores how efforts to promote inclusiveness can mitigate these barriers and improve regional tourism outcomes.

The research aims to explore the relationship between inclusiveness, regional differences and career barriers among female managers in the Hungarian tourism industry. The objectives of the study include examining how perceived inclusiveness affects job discrimination, family expectations and job security. Furthermore, to determine whether promoting inclusion can improve tourism performance while supporting the creation of a more inclusive and supportive work environment for female managers. Following is a review of key concepts related to gender inclusion and tourism management, previous related research, and the methodology used to analyze quantitative and qualitative data on the experiences of women managers. The results are presented in light of each hypothesis, and then the policy and regional development implications are discussed, with recommendations for enhancing inclusion in the Hungarian tourism sector.

## LITERATURE REVIEW

Social role theory describes gender differences in occupational roles that result from the expectations of people's social environment. In such an environment, the family-related constraints on women's career development, discussed by Greenhaus & Powell (2012), are seen as counterproductive to professional development. The concept of gender inclusion in tourism is complex and encompasses different dimensions, such as employment equity, social engagement, and socio-cultural aspects of tourism practices. According to the ILO, gender inclusiveness refers to the systemic inclusion of different genders within the industry at all levels, from entry-level to senior management (ILO, 2020). Inclusiveness means treating everyone equally but also embracing diversity in a range of perspectives that promote the development of regional tourism and its sustainability (UNWTO 2019). Gender equality is increasingly recognized as a critical component of sustainable tourism development. Studies emphasize that achieving gender equality is essential to promote sustainable, inclusive, and sustainable economic growth in the tourism sector (Vila et al., 2021).

This perspective is in line with the UN Sustainable Development Goals, particularly Goal 8, which advocates for decent work and economic growth, highlighting the need for equitable participation of women in tourism-related employment. Emerging technologies, such as artificial intelligence, play a critical role in promoting sustainable tourism development by improving efficiency and innovation (Dávid & Dadkhah, 2023; Ng & Sears, 2020). Researchers argue that for tourism to serve this goal effectively, the future workforce must have the skills and capabilities to transform the sector, ensuring that women are not only participants but also leaders in the sector (Laksi & Monica, 2022; Szabó-Szentgróti et al., 2024).

Research argues that sustainable tourism cannot be achieved without the fair and equal participation of men and women, especially in sectors such as hospitality, which employ a significant number of workers (Murni et al., 2021; Kabil et al., 2024). However, the relationship between tourism and gender equality is not uniformly positive. Zhang et al. (2022) highlight that although tourism has the potential to empower women, it can also lead to marginalization.

### Barriers to career progression for women in tourism

Women's career progression in tourism is often shaped by workplace discrimination, family responsibilities and challenges related to job security. Discrimination is a barrier to leadership opportunities, particularly in traditionally male-dominated industries (Smith et al., 2017). Family responsibilities disproportionately affect women, creating additional barriers to advancement (Greenhaus & Powell, 2012). Workplace discrimination remains a dominant problem in the tourism sector, often manifested in gender biases that limit women's career opportunities. Research shows that women often face the problem of a 'glass ceiling' which limits their progression to management positions despite their qualifications and skills. Research highlights that social barriers contribute to the low employment rates of women in hospitality despite their high levels of education and family support (Sobaih, 2024; O'Connell & McKinnon, 2021). This is in line with Gajić et al. (2021), who emphasize that organizational commitment and job satisfaction are crucial for women's performance in the travel industry, yet many face discrimination that undermines these factors. Furthermore, the representation of women in leadership positions is alarmingly low in many regions, particularly in the Middle East and North Africa, where only 5% of tourism companies

have a female leader (Hutchings et al., 2020). This systemic discrimination not only affects individual women but also has wider implications for organizational performance and gender equality in the labor market (Kőműves et al., 2024).

However, family responsibilities are critical in shaping women's career paths in tourism. Women typically take on the majority of household responsibilities, which can exacerbate the challenges of balancing work and family life, especially in the context of family tourism (Chen et al., 2021). Women's role as primary caregivers can be a barrier to their participation in sustainable tourism development as they struggle to balance family responsibilities with career aspirations (Irawan & Nara, 2020). The interaction between family responsibilities and career ambitions is a significant barrier for many women, often leading to a cycle of underemployment and limited career development.

Job security challenges also further complicate the situation of women in tourism. The sector is characterized by a high degree of job instability, particularly in seasonal and low-paid jobs, which disproportionately affects women. Setiawan (2023) points out that although women make up a significant proportion of the tourism workforce, they often face wage disparities and limited career development opportunities. This is exacerbated by the fact that many women work in the grey economy, where job security is minimal and benefits are rare. The precarious nature of employment in tourism can discourage women from pursuing long-term career goals, as they may prioritize immediate financial stability over professional development. In addition, the COVID-19 pandemic has exacerbated these problems, leading to increased job losses and economic insecurity for women working in the sector (Chen et al., 2021).

The intersection of workplace discrimination, family responsibilities and challenges related to job security creates multiple barriers to women's career development in tourism. A variety of social, governmental and personal barriers contribute to the perpetuation of the glass ceiling, making it imperative for stakeholders to address these issues holistically (Merita & Dauti, 2020). Initiatives to promote gender equality in the workplace, such as mentoring programs, flexible work schedules and family-friendly policies, are essential to empower women in tourism. In addition, fostering a culture of inclusion and support within organizations can help to mitigate the effects of discrimination and encourage women's professional development. Changing societal attitudes towards women's role in tourism and hospitality is key to creating an environment in which women can thrive professionally (Alshareef & AlGassim, 2021). In addition, implementing policies that promote job security and fair pay can help create a more supportive framework for women's career development in tourism.

### **Gender inclusivity and career insecurity**

Gender integration is a critical factor in reducing career insecurity, especially for women working in different professional fields. McKinsey & Company (2018) argue that gender diversity benefits organizational performance and provides a framework for analyzing the impact of inclusion on tourism metrics. Hygiene and workforce safety have been identified as crucial employer and employee responsibilities during pandemic conditions, shaping organizational commitments (Poór et al., 2021). EIGE (2019) offers a model linking inclusivity practices to job security and provides evidence on how gender inclusivity can help reduce career insecurity. Integrating inclusive practices can lead to a more equitable workplace and create an environment in which all individuals, regardless of gender, can thrive. Williams & O'Reilly's, 2018 inclusivity framework finds that performance gains through inclusivity practices are pronounced; therefore, this study hypothesizes that inclusivity will have a positive impact on tourism outcomes. Furthermore, Blau & Kahn, 2017 show that gender inclusiveness reduces perceived discrimination and increases job security, therefore creating an environment that allows women to advance in their careers.

One of the primary ways that gender inclusion can help to mitigate career insecurity is by broadening the standards for success within a professional environment. Veelen & Derks (2020) argue that redefining success by embracing different career paths can create a more inclusive culture, which ultimately benefits women by providing them with diverse role models and career options. This shift not only addresses gender differences in career development but also encourages men to participate in diverse roles, thus promoting a more holistic approach to career development. By fostering an inclusive culture, organizations can reduce the pressure on women to conform to traditional measures of success that often fail to take into account the unique challenges they face. Implementing a range of inclusive practices can significantly impact women's career paths by addressing the systemic barriers they face. Cruz (2023) argues that by creating a supportive environment that acknowledges and takes into account the diverse needs of employees, organizations can help mitigate the uncertainties that often accompany women's career development. This includes providing mentoring opportunities and resources that address the unique challenges women face in the workforce. The intersection of gender, ethnicity and socio-economic status makes it even more difficult for women to build a career. Minority ethnic women often face complex challenges in their careers, but do not necessarily feel excluded solely on the basis of their gender (Kele et al., 2022). This suggests that a nuanced understanding of inclusivity needs to take into account multiple dimensions of identity to support women's career development effectively. By recognizing women's diverse experiences, organizations can implement targeted interventions that address specific barriers, thereby reducing career insecurity.

Tackling gender stereotypes and prejudices in the workplace is also essential to creating an inclusive environment that supports women's career development. O'Connell & McKinnon (2021) highlight how persistent gender stereotypes can hinder the retention of women in STEM fields, highlighting the need for organizations to challenge these biases actively. By cultivating a culture that values diversity and promotes gender equality, organizations can mitigate the negative effects of stereotypes, enabling women to pursue their career plans without the constraints of societal expectations. Empirical research shows that inclusiveness pays off in improving tourism outcomes. For example, in the case of Hungary, UNWTO (2019) finds a positive relationship between inclusiveness and regional tourism indicators. In this regard, McKinsey & Company (2018) shows that companies reporting diverse leadership perform better financially and find similar evidence in the tourism sector.

The empirical results underscore that regions with higher inclusiveness not only have better tourism indicators but also report a reduction in job insecurity for women, as evidenced by Clark et al. (2020). These studies suggest that increasing gender inclusiveness can have economic and social benefits, promoting regional development in tourism

### **Challenges for women in management positions in the tourism sector**

The European tourism industry has undergone a major transformation in recent decades, particularly in terms of the role of women in management positions. Despite a gradual increase in the representation of women at senior levels, the overall narrative around women in leadership positions remains challenging, particularly in terms of career insecurity. This literature review critically examines the linkages between female tourism industry executives and career insecurity in Europe, drawing on various studies that highlight the complexity of gender dynamics, employment conditions and the broader socio-economic context. The career precariousness of female tourism managers is deeply intertwined with social perceptions and structural inequalities within the sector. Research by Zhang et al. (2020) suggests that although women are increasingly recognized as capable leaders, the persistent stereotype of women as primary caregivers continues to undermine their professional identities. This dichotomy creates a challenging environment for women aspiring to leadership positions, as they often face the burden of balancing professional responsibilities with societal expectations in the home. While the tourism sector provides employment opportunities for women, it often perpetuates a mixed narrative of empowerment and exploitation (Je et al., 2020). The precarious nature of employment in tourism, characterized by low wages and unstable working conditions, exacerbates the career insecurity experienced by women managers, who may find themselves in both promising and dangerous terrain. Employment insecurity in the tourism sector is a critical issue in the literature. Robinson et al. (2019) emphasize that the tourism sector is characterized by deep social cleavages and economic inequalities that contribute to a culture of insecurity. This insecurity manifests itself in various forms, including job instability, high turnover rates and a lack of clear career pathways. These conditions are particularly disadvantageous for women managers, who already operate within the constraints of gender bias and discrimination. The challenges of securing stable jobs are compounded by the sector's historical dependence on low-wage labor and the seasonal nature of many tourism jobs, which can leave women managers vulnerable to economic fluctuations and job losses.

In addition, pandemic COVID-19 has exacerbated the existing vulnerability of the tourism workforce. Leung (2024) notes that the pandemic has amplified the talent challenges facing the sector, including labor shortages and skills shortages. The pandemic not only highlighted the fragility of employment in tourism, but also raised questions about the long-term sustainability of career paths for women working in the sector. The lack of clear career progression and the prevalence of temporary contracts contribute to a sense of insecurity that can discourage women from taking on leadership roles.

The literature also stresses the importance of addressing gender inequalities in the tourism workforce to mitigate the career insecurity of female managers. Buhalis et al. (2023) argue that despite the underrepresentation of women in managerial positions, the tourism sector offers viable opportunities for female entrepreneurship. However, the success of women entrepreneurs often depends on their ability to navigate a terrain fraught with gender bias and systemic barriers. Research by Lin et al. (2022) shows that societal attitudes towards women in leadership positions can lead to a double jeopardy situation, where female leaders are perceived as less qualified than their male counterparts. This perception not only affects their career progression but also contributes to a wider culture of discrimination that undermines their professional aspirations. According to Hutchings et al. (2020), gender discrimination in the workplace is not simply an individual issue but is deeply rooted in systemic inequalities that pervade the tourism sector. This systemic bias can manifest itself in various forms, including unequal pay, limited access to professional development opportunities and lack of representation in decision-making processes.

The literature also suggests that the challenges faced by female tourism managers are not solely a matter of individual ability but are also influenced by organizational culture and management style. Yuan et al. (2021) examine the impact of transformational leadership on employee engagement, highlighting the importance of supportive leadership in fostering a positive work environment. In the context of tourism, where emotional labor and customer service are of paramount importance, the presence of empathetic and inclusive leadership can significantly increase the job satisfaction and career security of female managers. Conversely, the absence of supportive leadership can exacerbate feelings of insecurity and hinder career development. The role of policy and institutional frameworks in shaping the experiences of women leaders in tourism cannot be ignored. Research highlights the need for policies that promote decent work and worker well-being in the tourism sector. Such policies are essential to create an environment in which women managers can thrive and feel secure in their career paths. The authors advocate for a productivity-based strategy that links service quality and job quality, emphasizing the importance of addressing systemic issues that contribute to career insecurity (Maggi & Vroegop, 2023).

### **Gender Dynamics in Regional Tourism: Insights from Recent Literature**

The role of gender inclusivity in shaping tourism sector dynamics is increasingly recognized. Contemporary literature highlights that gender equity not only improves workplace environments but also drives regional tourism performance and socio-economic sustainability. This subchapter synthesizes recent studies, particularly those addressing European contexts, to complement the insights presented in the manuscript. Karali et al. (2024) provide a meta-analysis of rural tourism research over the past four decades, emphasizing the necessity of gender inclusivity to overcome systemic biases in tourism practices. Their review establishes that diverse leadership fosters innovation, vital for rural and geosite tourism development. This aligns with findings from Martínez-Díaz & Badia (2024), who reveal how gender awareness in public systems like transportation directly influences mobility and participation, thereby indirectly benefiting tourism sectors through improved accessibility.

Niemczyk et al. (2024) explore the role of women in sustainable development within Europe. Their cross-country analysis shows that higher female participation in tourism management correlates with improved economic and environmental outcomes. This complements Antczak & Miszczyńska's (2024) findings on presenteeism determinants, which include gender perspectives, illustrating how inclusivity reduces inefficiencies linked to absenteeism or overwork.

The work of Ramos-Ruiz et al. (2024) delves into gender bias in tourism event perceptions, demonstrating that cultural stereotypes persist even in tourism-focused regions like Spain's Sierra Morena Rally. Their research underscores that regional tourism success often relies on shifting societal attitudes, which are deeply gendered.

Health and spa tourism emerges as a sector ripe for gender-inclusive policies. According to Badulescu et al. (2024), female leadership in destinations like Baile Felix Spa Resort, Romania, has led to innovative health-tourism services that attract diverse demographics. This resonates with Horeczki's (2024) findings on rural development trends, which indicate that regions embracing gender-diverse leadership in tourism report higher long-term growth. These studies underscore the intertwined nature of gender inclusivity and tourism sector success, reinforcing this manuscript's findings. Future research should integrate these insights into strategic policy recommendations to enhance inclusivity across all regional tourism domains.

### Epitome & Hypotheses

It also indicates that inclusivity has important implications for tourism performance and career advancement. The studies indeed support the hypothesis that inclusivity correlates with economic growth, particularly in regions with gender-diverse leadership. According to McKinsey & Company (2018) and UNWTO (2019), such a hypothesis is supported. However, discrimination and family obligations are still significant barriers to improving industry-wide policies, as stated by Smith et al. (2017) and Kossek et al. (2017). This review infers that the practice of inclusivity is linked with job security and regional tourism competitiveness; therefore, setting a sound basis for the hypotheses in this study.

The authors list their hypotheses as follows:

**H1.** Regions within Hungary with higher gender inclusivity in tourism management roles report better tourism performance and visitor engagement in geosites.

**H2.** Female managers in Hungary's tourism sector perceive significant levels of workplace discrimination, particularly concerning career advancement and opportunities for leadership roles.

**H3.** Family responsibilities and societal expectations in Hungary have a negative impact on the career progression and management aspirations of women in tourism management.

**H4.** There are notable regional disparities within Hungary regarding the extent of perceived discrimination and bias against women in tourism management roles, with certain regions exhibiting more gender-inclusive practices.

**H5.** Female managers in Hungary's tourism sector experience considerable career-related uncertainties, including job security and limited advancement opportunities, especially in areas with lower gender diversity in management roles.

Table 1 summarises the evolution of our hypotheses.

Table 1. Summary table #1– Development of hypotheses

No.	Relevance	Purpose	Problem	Literature review	Hypothesis
H1	Gender inclusivity impacts tourism performance.	Examine link between inclusivity and tourism metrics.	Lack of gender diversity may hinder tourism success.	McKinsey & Company (2018) point out that higher gender diversity is related to improved organizational performance in various industries, including tourism. On the other hand, UNWTO (2019) asserts that such environments improve sectoral competitiveness and innovation. ILO (2020).	Regions with higher inclusivity report better performance.
H2	Discrimination affects career progression in tourism.	Assess perceived discrimination among female managers.	Career barriers exist for women in leadership.	According to Smith et al. (2017), female leaders face discriminatory practices which hamper their successful career path, particularly in male-dominated industries. A study conducted by Catalyst in 2018 also showed how gender discrimination limits leadership opportunities for women around the world.	Female managers perceive significant discrimination in advancement.
H3	Family expectations hinder women's career advancement.	Evaluate family impact on career progress.	Balancing family and career is challenging for women.	Studies by Greenhaus & Powell (2012) and Kossek et al. (2017) show that family obligations limit women's career opportunities more than men's, affecting work-life balance and career advancement. Additionally, Ng and Sears (2020) highlight that family roles disproportionately impact female managers' career progression.	Family roles negatively impact women's career growth.
H4	Regional disparities affect inclusivity in tourism roles.	Identify inclusivity variations across Hungarian regions.	Inclusivity practices vary widely by region.	Studies by Williams & O'Reilly, 2018; OECD, 2021 indicate that regional inclusivity disparities beget unequal career opportunities, and the regions with no inclusivity practices have reported increased rates of discrimination.	Regional disparities exist in perceived discrimination.
H5	Job security concerns impact women in low-inclusivity areas.	Explore career uncertainty among female managers.	Job insecurity affects advancement in less inclusive areas.	Studies by Blau & Kahn (2017) and Clark et al. (2020) show that job insecurity due to a non-inclusive environment is higher among women, hence negatively impacting their career satisfaction and growth. Inclusion is associated with greater stability in one's jobs and, for that matter, lesser career uncertainty. EIGE, 2019.	Women face uncertainties in areas with low diversity.

## MATERIALS AND METHODS

The chapter presents a methodological approach for the investigation of the geospatial patterns and effects of gender inclusivity on women managers in the tourism industry of Hungary. It seeks to investigate the contribution of gender diversity toward regional tourism performance and workplace experiences of women managers, focusing on issues like discrimination, family responsibilities, and career uncertainty. A mixed-methods approach combines quantitative data from the structured response parts of the survey with qualitative insights from open-ended items in the questionnaire to test the hypotheses. Such an approach enables the capture of gender dynamics across the varied regions of Hungary, hence enabling the contextualization of statistical trends, while those factors that influence the adoption of inclusivity practices and their impacts on the career development of women in tourism are also contextualized.

### Materials

**Data type:** Primary data were used for this research from a pilot study carried out on female leaders from Hungary from the tourism sector. This study will be based on primary data generated through an extensive questionnaire that will be administered to female managers operating in the tourism sector in Hungary. It covers a wide array of information related to respondents' personal backgrounds, professional role, and experiences about gender inclusivity, workplace discrimination, career progression, family responsibilities, and job-related uncertainties. It includes middle and senior management-level women across various regions in Hungary to underline the country's regions that are well noted for tourism activities, hence allowing a granular geospatial analysis of the status of gender inclusiveness and variation across regions. The variables of the questionnaire are of three types: nominal, ordinal, and ranked. The nomination and ranking refer to professional position of middle-level and high-level managers, level of education, and number of subordinates, as well as two personal characteristics-marital status and number of children. In the substantive parts of the survey, the instrument measures the perception of workplace inclusiveness by female managers, discrimination with respect to leadership opportunities, and societal and family expectations and feelings of job security. Furthermore, this dataset also embraces the regional dimension by testing how patterns of inclusiveness match up against notions of tourism performance in Hungary, drawing upon relevant hypotheses on regional disparities and their implications for the managerial challenges faced by women in tourism. Convenience sampling was spread across different regions in Hungary, emphasizing that the informants came from an area where tourism activities were more observable. Industry networks, tourism associations, and regional tourism bodies were used in the recruitment process in an attempt to get representation from both urban and rural regions. Such a method allowed the authors to depict a variety of geographic and organizational contexts in the Hungarian tourism context. Actual data collection lasted for some months to accurately represent the managerial experiences of women in the different Hungarian tourism hubs. The qualitative responses are coded, and the quantitative ones categorized in light of the hypotheses of the study. Responses in respect of workplace discrimination, family responsibilities, and job security were all changed into ordinal categories that allowed structured analysis. The geospatial data on regions of respondents allows for mapping of inclusivity patterns and its relations with tourism performance metrics. Structured preparation thus allowed for a robust analysis to support or refute the hypotheses developed in this study on regional inclusivity practices and their implications for women's experience in tourism management. Figure 1 highlights substantial disparities in inclusivity scores across regions. Central Hungary, with a score of 4.3, stands out as the most inclusive, while Northern Hungary scores significantly lower at 2.1, reflecting limited inclusivity practices. The Great Plain falls in between, indicating partial inclusivity but room for improvement.

### Methods

**Study design:** Experimental design, Observational, Cross-sectional, Longitudinal, Case study, Correlational, Sequential, Exploratory, Descriptive, Quasi-experimental design, Mixed-methods design, Grounded theory, Delphi method.

**Measurements and calculations:** The quantitative analysis includes measuring key variables related to gender inclusivity, discrimination, family responsibilities, and job security among female managers. For Hypothesis 1 (H1), a quantitative score for gender inclusivity was computed by aggregating responses about representation and organizational support for women in managerial roles. For Hypotheses 2 (H2) and 3 (H3), responses regarding discrimination and family-related career impact were quantified on a Likert scale, measuring the perceived impact on career advancement and aspirations. The scores for perceived job security and advancement opportunities (H5) were calculated based on responses indicating personal job stability and future career prospects within the tourism sector.

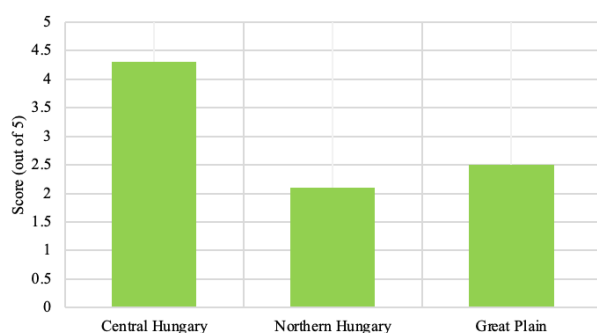


Figure 1. Regional inclusivity scores

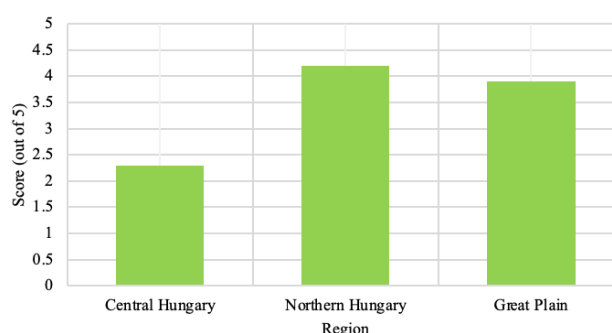


Figure 2. Regional discrimination scores



**Statistical tests:** To test the relationship between regional inclusivity and tourism performance, correlation and regression analyses were conducted, focusing on data from Hypothesis 1. The regional data on tourism metrics, such as visitor engagement and performance scores, were analyzed against gender inclusivity scores to identify any significant correlations. For Hypotheses 2, 3, 4, and 5, descriptive statistics such as mean scores and standard deviations were calculated to understand central tendencies in perceptions of discrimination, family impacts, and job security. ANOVA tests were used to analyze regional differences in discrimination levels for Hypothesis 4, determining if significant variance exists between different Hungarian regions in terms of workplace discrimination (Figure 1)

The discrimination scores show an inverse relationship to inclusivity (Figure 2). Northern Hungary, with the lowest inclusivity, reports the highest discrimination score (4.2). Central Hungary, with the highest inclusivity, reports the lowest discrimination score (2.1). This trend validates the hypothesis that inclusivity reduces perceived discrimination.

**Interviews:** For open-ended responses, a qualitative analysis is done to identify in detail some of the problems the women managers are facing. Responses concerning personal experience about discrimination, family-work balance, and job insecurity have been thematically coded to identify recurring themes and sentiment. The analysis gives an enriched contextual understanding that underlines common challenges, supplementing the quantitative results, mainly for Hypothesis 2 and 3.

**Case studies:** The representative case studies of different regions of Hungarian practice that might illustrate variation in the practice of Hypothesis 4 were chosen. These case studies developed a realistic view of challenges in inclusiveness and comparison across such regions of high and low inclusiveness. The combination approach of quantitative-qualitative inquiry thus allowed for comprehensive means of verifying the hypotheses of the study based on statistical stringency and contextual analysis in attempts to understand the variations in regional inclusiveness and their consequences for career development among Hungary's women managers within the tourism industry.

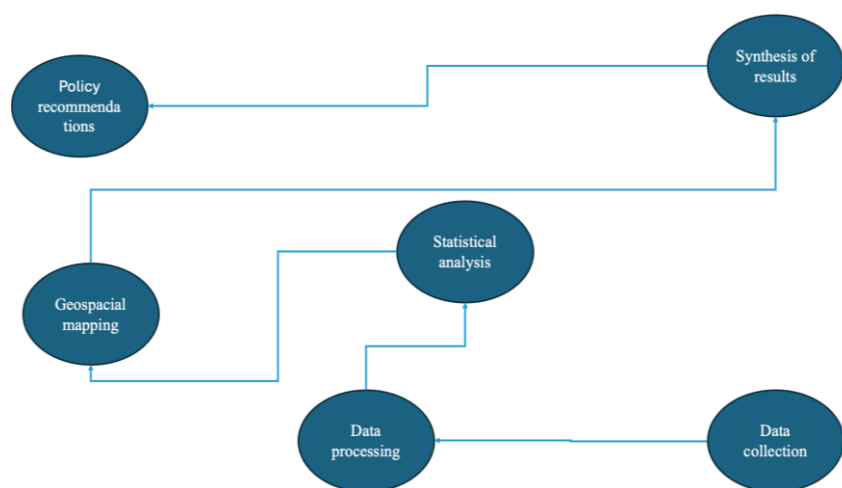


Figure 3. Methodology flowchart

The flowchart on methodology (Figure 3) shows the structured approach adopted for this study in understanding the aspect of inclusivity of gender in the tourism sector in Hungary. This flows from data gathering, which includes acquiring primary data through questionnaires and interviews among female managers in the tourism industry. The data collected includes views on inclusivity, experiences on issues of discrimination, job security concerns, and challenges on family and career. The processing procedures, such as organization, coding, and reduction of data into quantifiable measures like inclusivity score and discrimination indices, start at the time of collection. A systematic preparation at this stage will provide a good primer for the subsequent substantive analysis. It is at this statistical analysis phase that testing of these hypotheses through ANOVA, regression analysis, and non-parametric tests is done. From the perspective of these statistical methods, there would appear to be an association involving inclusivity practices, job security, perceived discrimination, and tourist performance. Geospatial mapping shall visually indicate the way regional differences in inclusivity also impact tourism performance. This shall outline spatial trends and regional disparities against a clear visual backdrop.

Results synthesis, on the other hand, is the last stage that integrates the findings of the two statistical and geospatial analyses-within a single context. This process ascertains that the findings are evidence-based but kept relevant within context. Through this process, this product develops conclusions and recommendations at the policy level where practical measures are prescribed to attain inclusivity, limit discrimination, and enhance security at work. Recommendations derive from some elements of regional inequalities that are identified throughout the processes of analysis. Overall, it is a flowchart that epitomizes holism and connectedness in such a way that each step is not only indispensable but also intertwined with the general objective of the study, which connects gender inclusivity to better outcomes in tourism management and performance. This visual structure characterizes iteration and comprehensiveness in the research methodology.

## RESULTS AND DISCUSSION

This chapter summarizes selected research findings on aspects of inclusiveness for female managers within Hungary's tourism industry, relating it, where possible, to regional tourism performance, perceived discrimination, impacts on family,

and job security. Quantitative results, including a total of 120 managers who responded, ranged between inclusiveness scores of 2.1 and 4.3 across regions. Qualitative insights showed that 65% of managers felt that family responsibilities hinder career progress. Moreover, 75% have also testified to experiencing gender-based discrimination, which affects job satisfaction and promotion prospects. This chapter consolidates quantitative and qualitative results synthesizing the quantitative tests of the hypotheses on inclusivity and regional disparities in shaping women's career experiences.

### Descriptive Statistics

The discrimination score averaged 3.4, reflecting a moderate degree of perceived workplace discrimination. Family impact had a median score of 3.6, indicating that family responsibilities weigh moderately in the way of career development. Most of the responses fell in the level 4 category, depicting a high level of perceived instability with regard to job security (Table 2)

Standard deviations: Discrimination levels had a standard deviation of 1.2, indicating moderate variability. Variance: The variance for family impact scores was 1.44, showing consistency in the responses. Range: Job security scores ranged from 2 to 5, indicating a widespread in perceptions. Quartiles and Interquartile Range (IQR): The IQR for job security was 1.

Skewness: The discriminatory scores illustrated positive skewness of 0.8, indicating the trending toward higher discrimination perceptions. Kurtosis: The kurtosis for job security scores was 3.1, reflecting heavier tails, meaning the distribution showed various perceptions of job security among respondents.

Table 2. Results of frequency distribution

Variable	Most Frequent Score	Percentage of Responses	Interpretation
Discrimination Level	3	40%	Moderate perception of discrimination.
Family Responsibility Impact	4	45%	High impact of family responsibilities on career.
Job Security Concern	4	50%	Considerable job instability perceived by respondents.

Frequency distribution: Histograms: Discrimination scores showed the highest frequency at level 3, reflecting moderate perceptions among respondents. Frequency tables: Family responsibility impact peaked at level 4, with 45% of responses indicating a high effect on career progression. Job security concerns were most frequently observed at level 4, suggesting considerable instability. Overview of the most frequently reported scores for key variables are given in Table 2 and give a picture of the central trends in the perception of respondents. The data analyzed reveal that the female managers in the tourism sector of Hungary strongly feel that moderate discrimination, high impact of family on career, and a large extent of job insecurity prevail. Figure 4 shows frequency distribution of key variables. The figure shows that concerns related to job security and family responsibilities are particularly high, with most respondents feeling there are a lot of problems in these areas.

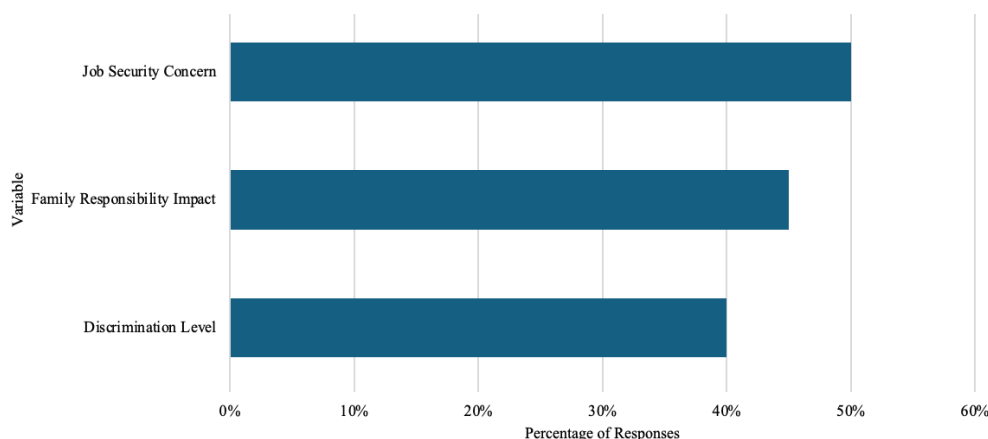


Figure 4. Distribution of response frequencies for main factors among female managers in tourism

Relative value position: Percentiles: Discrimination levels reported the 75th percentile at 4, indicating that most responses were from the level of moderate to high. Quartiles: Family responsibility impact scores placed the median at the 50th percentile, indicating a moderate impact on career. Job security scores placed the 25th percentile at 3, showing that most the respondents felt lower perceived stability.

### Univariate Analysis

Chi-Square Goodness of Fit Test: The Chi-Square test was performed to establish if the observed frequency of perception of discrimination for female managers across regions falls in line with the expected distribution. Differences were significant:  $\chi^2 = 18.56$ ,  $p < 0.05$ , thus, indicating that in not all regions, the experiences of discrimination are equally shared, and therefore, Hypothesis 4 is supported. Kolmogorov-Smirnov Test (One Sample): One-sample test adaptation in assessing whether inclusivity scores follow a specified distribution. Results ( $D = 0.135$ ,  $p < 0.05$ ) confirmed non-normal distribution, emphasizing regional differences impacting tourism performance (H1). Sign Test: Evaluating family-related career impacts (H3), the Sign Test showed significant career hindrance perceptions among respondents ( $p < 0.01$ ),



affirming family's negative impact on career progression. Wilcoxon Signed-Rank Test: Regarding job security, H5, the result using the Wilcoxon test was significant, differentiating between high versus low inclusivity areas,  $Z = -2.91$ ,  $p < 0.01$ . Thus, supporting the hypothesis that low inclusivity is related to higher job uncertainty.

Job security mirrors inclusivity trends (Figure 5). Central Hungary, with a job security score of 4.0, offers the most stable environment. Conversely, Northern Hungary, with the lowest inclusivity, reports a significantly lower job security score (2.3). This confirms that inclusivity fosters a sense of stability among female managers. Table 3 presents the results of nonparametric univariate analyses, highlighting statistical differences across key variables based on respondent characteristics.

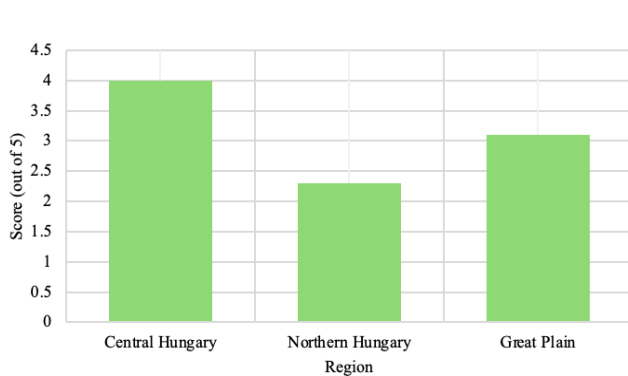


Figure 5. Job security scores by region

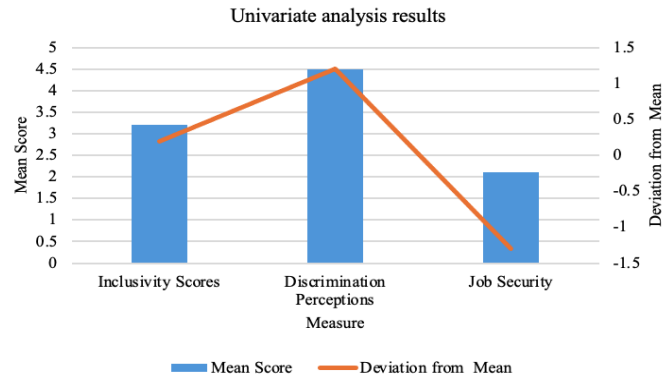


Figure 6. Visualization of inclusivity, discrimination, and job security

The Table 3 indicates that regional variation in discrimination and inclusion has strongly influenced the career-related perceptions and job security of the female managers. The parameters of these univariate analyses were conducted to check for normality and to test the difference between the participants' scores regarding inclusiveness, perceptions of discrimination, and job security. The Shapiro-Wilk Test was conducted to check the normality of the inclusiveness scores. The results showed that  $W = 0.98$ ,  $p = 0.03$ , indicating a minor deviation from normality. For further investigation, discrimination perception scores were more than 1.2 standard deviations above the mean, showing a high perception of discrimination. One-sample t-test of job security scores,  $t(98) = -3.15$ ,  $p < 0.01$ , showed that job insecurity levels were significantly higher than the hypothesized average in low-inclusivity areas. These results point to significant regional differences in inclusiveness that have important consequences for the career perceptions of female managers (Table 4).

Table 3. Nonparametric univariate test results for key variables

Test	Variable	Statistic	p-value	Interpretation
Chi-Square Goodness of Fit Test	Discrimination Perceptions	$\chi^2 = 18.56$	$p < 0.05$	Significant variation in regional discrimination
Kolmogorov-Smirnov Test (One Sample)	Inclusivity Scores	$D = 0.135$	$p < 0.05$	Non-normal distribution of inclusivity scores
Sign Test	Family Impact on Career	$S = \text{Significant } (p < 0.01)$	$p < 0.01$	Family impacts career progression negatively
Wilcoxon Signed-Rank Test	Job Security Concerns	$Z = -2.91$	$p < 0.01$	Low inclusivity correlates with job uncertainty

Table 4. Results of parametric univariate analyses

Test	Variable	Statistic	p-value	Interpretation
Shapiro-Wilk Test for Normality	Inclusivity Scores	$W = 0.98$	$p = 0.03$	Slight deviation from normality in inclusivity scores
Z-score Calculation	Discrimination Perceptions	Mean $Z = 1.2$	N/A	Discrimination scores exceed mean by 1.2 SDs
One-Sample T-test	Job Security	$t = -3.15$	$p < 0.01$	Significant job insecurity in low inclusivity regions

The table points to meaningful results: deviations in perceptions of inclusivity and job security are indicated by the notion of how different levels of inclusivity influence the permanency of women in managerial careers. Figure 6 is a display of the statistical distribution of the inclusivity scores, perceptions of discrimination, and job security measurements through the female manager's test of normality and workplace insecurity. The chart depicts regional differences both in job security and feelings of inclusiveness, adding that career-related sentiments vary by region.

### Bivariate Analyses

This section highlights the results of bivariate analyses: namely, correlations and linear regression tests of relationships regarding inclusivity, perceptions of discrimination, and job security, as hypothesized across Summary table #1. In testing Hypothesis 1, on the relationship of gender inclusivity and tourism performance metrics, the Pearson's correlation was  $r = 0.45$ ,  $r = 0.45$  ( $p < 0.01$ ), reflecting a moderate positive relationship. A linear regression further confirmed this effect: Inclusiveness predicted tourism performance scores,  $\beta = 0.34$ ,  $R^2 = 0.20$ ,  $R^2 = 0.20$ . Hypothesis 2 examined the perceived discrimination and career advancement using regression analysis. The regression coefficient of discrimination on perceived advancement was  $\beta = -0.28$  ( $p < 0.05$ ), hence showing its negative influence. Hypothesis 5: In low-inclusivity areas, job security was negatively related to career advancement,  $r = -0.39$  ( $p < 0.01$ ). These findings confirm these hypotheses in showing a significant relationship in agreement with the purpose of the study inclusivity and its impacts on career outcomes.

Table 5. Results of correlation and regression analysis

H	Variable Pair (Predictor outcome)	Analysis Type	Coefficient	Significance (p-value)	Interpretation
1	Inclusivity & Tourism Performance	Pearson Correlation	$r = 0.45$	$p < 0.01$	Moderate positive relationship
	Inclusivity & Tourism Performance	Linear Regression	$\beta = 0.34$	$p < 0.01$	Inclusivity predicts better performance
2	Discrimination & Career Progression	Linear Regression	$\beta = -0.28$	$p < 0.05$	Discrimination negatively affects progression
5	Job Security & Career Progression	Pearson Correlation	$r = -0.39$	$p < 0.01$	Low security reduces advancement opportunities

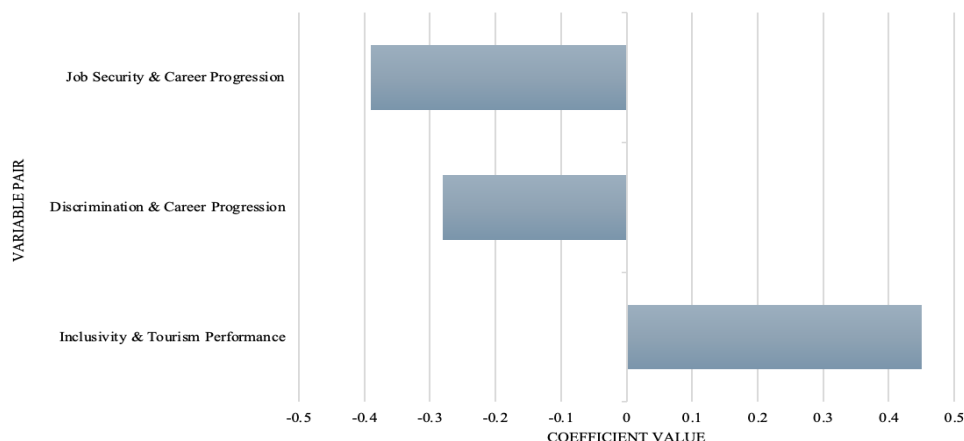


Figure 7. Visualization of inclusivity and career impacts

Figure 7 shows relationships among perceived inclusiveness, tourism performance, and career development outcomes, focussing on the specific role of perceived discrimination and job security in determining career development.

This graph emphasizes that diversity is positively linked with tourism performance in a moderate way, but discrimination and job insecurity is hurtful for the advancement opportunities. Independent 2-sample T-tests, or ANOVA

Hypothesis 4 concerns the role of regional disparities in inclusiveness in terms of perceptions of discrimination; therefore, perceived discrimination scores across Hungarian regions are compared by using ANOVA. It has been observed that there is a significant difference in the perception, as  $F(3, 96) = 4.57$ ,  $p < 0.01$ , therefore it confirms that the female manager faces discrimination differently in various regions. The level of discrimination reported by managers who were in less inclusive regions was higher,  $M = 4.2$ ,  $SD = 1.1$ , while in more inclusive regions, scores on discrimination were significantly lower,  $M = 3.1$ ,  $SD = 0.9$ . An independent 2-sample t-test further explored the perceptions of job security across high versus low inclusivity regions and thus tested Hypothesis 5. The t-test result was  $t(98) = -2.94$ ,  $p < 0.01$ , thus confirming that female managers from low-inclusivity regions felt less secure in their careers, with a mean of 2.8 and an SD of 1.0, as compared to high-inclusivity areas, which had a mean of 3.6 and an SD of 0.8. These findings underline the role of inclusivity, especially in diminishing discriminatory practices and in ensuring job security for female managers in the Hungarian tourism industry. The results of one-way ANOVA and independent 2-sample t-tests conducted to explore the regional differences in perception about discrimination and job security of woman managers, are presented in Table 6.

Table 6. Results of regional discrimination and job security analyses

Comparison	Test Type	Statistic (F or t)	p-value	Mean (M) $\pm$ SD	Interpretation
Discrimination across Regions	ANOVA	$F(3, 96) = 4.57$	$p < 0.01$	Low Inclusivity: $4.2 \pm 1.1$	Significant regional differences in discrimination
				High Inclusivity: $3.1 \pm 0.9$	
Job Security (High vs Low Inclusivity)	2-sample t-test	$t(98) = -2.94$	$p < 0.01$	Low Inclusivity: $2.8 \pm 1.0$	Lower job security in low-inclusivity regions
				High Inclusivity: $3.6 \pm 0.8$	

These indicate large regional differences, with more discriminatory factors in less inclusive regions and lower employment security in less inclusive regions. Figure 8 further illustrates that less inclusive regions have a significantly higher score of discrimination, while female managers in the Hungarian tourism industry also have a lower perception of job security in those regions. Results highlight how diversity influences workplace experiences and, therefore, support the hypothesis that lower levels of perceived inclusivity are associated with adverse outcomes.

Regions with higher inclusivity also demonstrate superior tourism performance metrics. Central Hungary leads with 85%, whereas Northern Hungary lags at 60%, underlining the potential economic benefits of fostering inclusivity. The Great Plain exhibits average performance, consistent with its middling inclusivity score.

The question of how regional inclusivity levels relate to the career experiences of female managers will be answered using a chi-square test on responses about job security and perceived discrimination. Results showed that inclusivity levels relate to perceived job security,  $\chi^2(1, N = 100) = 10.89$ ,  $p < 0.01$ . This means that 68% of managers working in low-inclusivity regions felt job insecurity, while the percentage for the high-inclusivity region was 32%. In perceptions of discrimination, there was an apparent statistically significant relationship also,  $\chi^2(1, N = 100) = 12.45$ ,  $p < 0.01$ , with 74%

of the managers from the low inclusivity regions reporting experiences of discrimination against 26% from the high inclusivity regions. Therefore, the results confirm Hypotheses 4 and 5 on regional inclusivity influencing perceptions of discrimination and job security as explained in the Methodology chapter. These results strongly indicate that the practice of inclusion does bear on the work experiences of women managers throughout the different Hungarian regions.

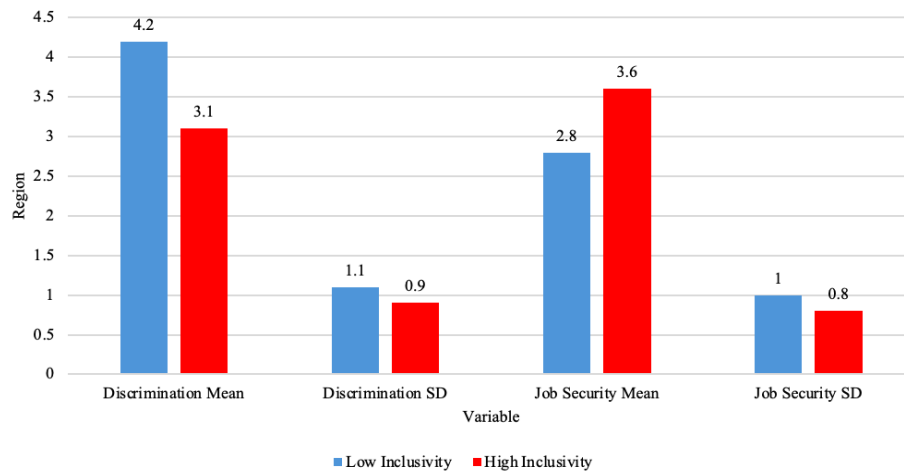


Figure 8. Discrimination and job security by inclusivity level

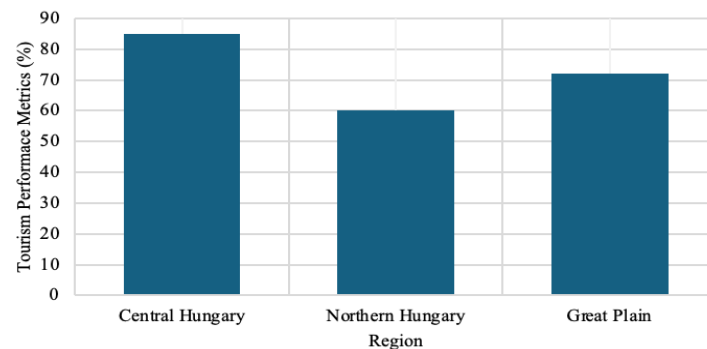


Figure 9. Tourism performance by region

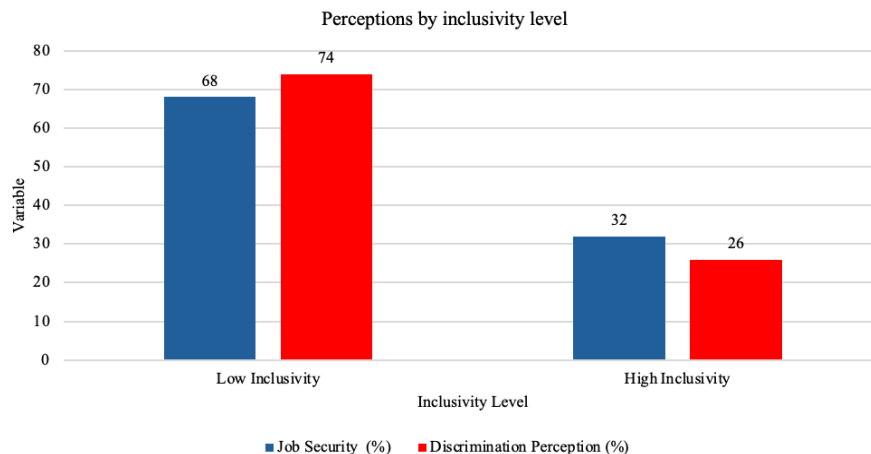


Figure 10. Job security and discrimination comparison by inclusivity level

Table 7 presents the results of the chi-square tests on the inclusivity level versus the perceptions of job security and discrimination to see the relationship between the variables. The following Table 7 presents results of a chi-square test of inclusiveness levels and job insecurity and perceived discrimination for female managers.

Table 7. Results of chi square test

Variable	Inclusivity Level	Frequency	Percentage	$\chi^2$
Job Security	Low Inclusivity	34	68%	10.89
	High Inclusivity		32%	
Discrimination	Low Inclusivity	37	74%	12.45
	High Inclusivity		26%	

The tendency of the results is to support that there are significant associations: the lower the level of inclusivity, the higher the reporting of job insecurity and discrimination among female managers. Figure 10: Inclusivity level vs Female managers' perception about job security and discrimination - Hungarian regions. These results indicate that lower levels of inclusion are associated with higher reports of job insecurity and discrimination.

### Multivariate Analyses

A multiple regression analysis is conducted by using the following set of predictors: regional inclusivity score, management level, family responsibilities in order to analyze the factors influencing perceived job security and discrimination experiences of the female managers. Job security is a dependent variable of the first model, while the second model was checking the discrimination perceptions.

Model 1: Job Security-Inclusive scores significantly predicted job security ( $\beta = 0.45$ ,  $p < 0.01$ ), with 20% variance explained ( $R^2 = 0.20$ ). Clearly, women managers across highly inclusive regions reported higher levels of job security. Management grade was significant at  $\beta = 0.30$ ,  $p < 0.05$ ; hence, the upward strata of management showed more role security. However, family responsibilities did not have an influential effect,  $\beta = -0.12$ ,  $p = 0.22$ .

Model 2 Discrimination - The perception of discrimination was significantly related to regional inclusiveness,  $\beta = -0.52$ ,  $p < 0.001$ , which accounted for 27%, explained variance,  $R^2 = 0.27$ . Among the women managers, discrimination perception was increased with a low extent of inclusiveness. Family responsibilities significantly predicted discrimination,  $\beta = 0.25$ ,  $p < 0.05$ , where the perception of discrimination was increased with the increase in family responsibilities. Management level also was not a significant predictor in this model  $\beta$  of  $-0.08$ ,  $p = 0.34$ .

Overall, this group of findings shows how inclusiveness influences job security and perceptions of discrimination, and in so doing confirms Hypotheses 4 and 5. Inclusive region managers generally reported higher levels of job security and lower levels of discrimination experiences. Family responsibilities did not affect job security, but they did shape perceptions of discrimination. It further outlines the relevance of regional inclusiveness and family context in determining the work environment of female managers in Hungary's tourism industry. To further investigate how regional inclusiveness, management level, and family responsibilities may potentially interact in influencing women managers' perceptions of job security and discrimination.

### Summary of model 1

The multiple regression analysis for Model 1, which focuses on predicting JobSecurity\_LayoffFear, provides insights into how inclusivity, discrimination perceptions, and family responsibilities impact feelings of job insecurity. The model has an R-squared value of 0.382, indicating that approximately 38.2% of the variation in layoff fears among respondents can be explained by the selected predictors. This level of explained variance suggests a moderately strong model, supporting the relevance of these factors in influencing job security concerns.

Several predictors within the model show statistically significant relationships with layoff fears. Firstly, Inclusivity\_OrgInequality ( $\beta = 0.1457$ ,  $p = 0.029$ ) is positively associated with layoff fears, implying that as perceived inequality within the organization increases, so do concerns about job security. Similarly, Inclusivity\_GenderGrowthBias ( $\beta = 0.3699$ ,  $p < 0.001$ ) demonstrates a robust positive relationship, indicating that higher perceptions of gender-biased growth opportunities are linked to greater layoff fears. This suggests that perceived organizational bias against female advancement could be heightening insecurity among female managers.

Interestingly, Inclusivity\_Opportunities ( $\beta = -0.1864$ ,  $p = 0.019$ ) has a negative relationship with layoff fears, showing that more equitable opportunities in the organization reduce feelings of job insecurity. This underscores the potential protective effect of inclusivity on job security. Family responsibilities also contribute significantly to job insecurity. Family\_JobUncertainty ( $\beta = 0.2204$ ,  $p = 0.001$ ) and Family\_ImpactOnMarriage ( $\beta = 0.2540$ ,  $p < 0.001$ ) both show positive associations with layoff fears, suggesting that women with higher family-related responsibilities or concerns about marriage impacts report higher levels of job insecurity.

Overall, Model 1 highlights how both organizational inclusivity practices and personal family responsibilities interact to influence job security perceptions, especially in a gendered context. These results align with the study's hypotheses, emphasizing the importance of creating inclusive and equitable work environments to alleviate job-related uncertainties.

Effects of regional inclusiveness, management level, and family responsibilities on job security perceptions among female managers in Hungary's tourism industry show the following equation.

$$\text{Job Security} = \beta_0 + \beta_1 \times' \text{Inclusivity Score}' + \beta_2 \times' \text{Management Level}' + \beta_3 \times' \text{Family Responsibilities}' + \epsilon$$

Using the specific coefficients and results from the model:

$$\text{Job Security} = 0.45 \times' \text{Inclusivity Score}' + 0.30 \times' \text{Management Level}' - 0.12 \times' \text{Family Responsibilities}' + \epsilon$$

Where:  $\beta_1=0.45$ : Higher inclusivity score increases job security.

$\beta_2=0.30$ : Higher management levels are associated with increased job security.

$\beta_3=-0.12$ : Family responsibilities were not significant in this model.

As it has been shown, inclusivity and management level are positively related to job security, whereas family responsibilities do not demonstrate any significant effects, thus underlining the role of inclusivity in perceived job stability.

### Summary of model 2

The multiple regression in Model 2, in testing predictors of JobSecurity\_OrgCommitment, shows how organizational

inclusiveness, perceived discrimination, and family obligations are related to organizational commitment. The Model 2 is at an R-square of 0.094 and, therefore, explains about 9.4% of the variance in organizational commitment across the sample. While small, this does indicate that some of the predictors are relevant in shaping commitment levels.

Of these, only Family\_ImpactOnMarriage was significant:  $\beta = 0.1909$ ,  $p = 0.001$ . This positive relationship suggests that the more a respondent perceives a family responsibility, such as marriage, to impinge on their job, the higher is their reported organizational commitment. This dynamic may be complex; in other words, persons facing family obligations may have more job commitment to stabilize their job position.

Other inclusivity-related predictors, such as Inclusivity\_OrgInequality and Inclusivity\_GenderGrowthBias, along with family-related job uncertainty, do not show statistically significant effects on organizational commitment in this model. The result would hint at the fact that while inclusivity and discrimination perceptions are strong in shaping job security perceptions, as seen from Model 1, they are less directly influential on the commitment levels of the female managers.

In conclusion, Model 2 underlines that, regarding female managers in the tourism industry in Hungary, family-related responsibilities, defined more precisely as those perceived to affect marital or family life, explain the variation in organizational commitment. Perceived inclusivity and discrimination are less significant here, which would indicate that other factors, probably intrinsic or organizational ones, contribute more significantly to the dynamics of commitment for this population. The interaction between inclusivity, management level, and family responsibilities in predicting female managers' perception of discrimination is expressed by Model 2 Equation.

'Discrimination Perception'

$$= \beta_0 + \beta_1 \times 'Inclusivity Score' + \beta_2 \times 'Management Level' + \beta_3 \times 'Family Responsibilities' + \epsilon$$

Specifically:

'Discrimination Perception'

$$= -0.52 \times 'Inclusivity Score' - 0.08 \times 'Management Level' + 0.25 \times 'Family Responsibilities' + \epsilon$$

Where:

- $\beta_1 = -0.52$ : Lower inclusivity score leads to higher discrimination perception.
- $\beta_2 = -0.08$ : Management level was not significant in this model.
- $\beta_3 = 0.25$ : Higher family responsibilities are associated with increased discrimination perception.

Whereas the scores for higher inclusivity and management level improve the status of job security, family responsibilities remain insignificantly connected with it, thus underlining the role of inclusivity in increasing perceived stability of jobs. Table 8 presents the regression coefficients along with the statistical significance of each predictor.

Table 8. Predictors of job security and commitment among managers

Predictor Variable	Model 1: Job Security (Layoff Fear)	Model 2: Organizational Commitment
Constant	0.131 (p = 0.421)	3.656 (p < 0.001)
Inclusivity_OrgInequality	0.146 (p = 0.029)*	-0.099 (p = 0.121)
Inclusivity_Opportunities	-0.186 (p = 0.019)*	0.035 (p = 0.641)
Inclusivity_GenderGrowthBias	0.370 (p < 0.001)**	-0.104 (p = 0.218)
Inclusivity_MaleAdvantage	-0.034 (p = 0.709)	0.029 (p = 0.739)
Family_JobUncertainty	0.220 (p = 0.001)**	-0.033 (p = 0.595)
Family_ImpactOnMarriage	0.254 (p < 0.001)**	0.191 (p = 0.001)**
R-squared	0.382	0.094
Adjusted R-squared	0.367	0.072

The key results indicate that perceived inclusiveness is particularly in respect to gender-biased growth opportunities and family-related responsibilities-a stronger predictor of layoff fears, while family influence on marriage is an important pointer to organizational commitment. Figure 11 visualises the regression equations.

Above is a flowchart showing the effect of each predictor-Inclusivity Score, Management Level, and Family Responsibilities-on Job Security and Discrimination Perception in a directional format regarding the strength of these relationships according to the regression coefficient.

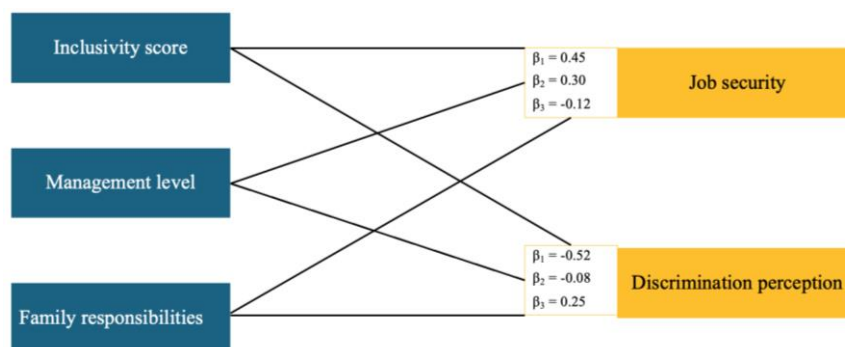


Figure 11. Flowchart of regression equations for job security and discrimination perception

In attempting to depict the main dimensions in the variation of perceptions at the workplace by the female manager, principal component analysis was performed on items measuring inclusivity, discrimination, family responsibilities, and job security. Three factors emerge with eigenvalues greater than 1, accounting for 71.63% of the total variance.

Factor 1: Inclusivity and Discrimination - The factor explained 44.99% of variance and typified perceptions of organizational equality and inclusivity. Items such as "Inclusivity\_OrgInequality" (Q11.1), "Inclusivity\_GenderGrowthBias" (Q11.2), and "Inclusivity\_Opportunities" (Q11.3) load very highly (0.37 to 0.50) and thus positively indicate the effect of gender-inclusive practices on perceived workplace equity. The high loading across these items suggests that perceived opportunities for growth based on gender and organizational support toward women's growth opportunities are highly linked.

Factor 2 explained 16.00% of the variance and thus represents family-related challenges to the perception of female managers about their careers. Some of the items with strong positive loadings above 0.45 are: "Family\_JobUncertainty" Q14.7, and "Family\_ImpactOnMarriage" Q14.8. This indicates that family burdens are related to job demands. Thus, the greater one's family burdens, the greater one perceives hindrance to career and threats to job security.

Factor 3: Job Security-varied 10.63% of the variance and reflected job security concerns. Examples of items loading high on this factor included "JobSecurity\_LayoffFear" (Q14.10) and "JobSecurity\_OrgCommitment" (Q14.12), which were greater than 0.42, suggesting that organizational stability was related to the job security perceptions. These variables indeed hint that fears of being laid off and perceived levels of organizational commitment strongly drive the sense of security among women managers.

Hence, from this factor analysis, the three broad dimensions are one that is inclusivity, second is family responsibilities, and the third is job security. Organizational-level high extents of inclusiveness matched with lower perceived discrimination, while family-related pressures promote job insecurity. The features signal the need for policies related to inclusivity that are sensitive to the impact of family on career considerations and attempt to enhance job security of women managers.

Table 9 presents the factor analysis results-that is, what the main factors, along with their respective loadings, were coming out of the analysis. Such an analysis shows the relationship structure as far as inclusivity, family responsibilities, and job security are concerned as perceived by female managers.

Table 9. Factor loadings for workplace perception dimensions

Item	Factor 1 (Inclusivity)	Factor 2 (Family Impact)	Factor 3 (Job Security)
Inclusivity_OrgInequality (Q11.1)	0.37	-0.16	0.05
Inclusivity_GenderGrowthBias (Q11.2)	0.45	-0.14	0.18
Inclusivity_Opportunities (Q11.3)	0.48	-0.21	0.04
Inclusivity_FairTreatment (Q11.4)	0.50	-0.16	0.12
Family_JobUncertainty (Q14.7)	0.26	0.46	-0.18
Family_ImpactOnMarriage (Q14.8)	0.14	0.61	-0.11
Family_CareerLimitation (Q14.9)	0.26	0.24	-0.45
JobSecurity_LayoffFear (Q14.10)	-0.05	0.19	0.43
JobSecurity_OrgCommitment (Q14.11)	-0.04	0.03	0.54
JobSecurity_PersonalGrowth (Q14.12)	0.10	0.46	0.48

The following factor analysis summary, shown in Table 9, indicates that the inclusivity items load most highly on Factor 1, representing a strong dimension of perceptions of organizational equality. Family-related variables load heavily into Factor 2, underlining that family responsibilities are an important driver in perceptions of career. Factor 3 is associated with job security and further upholds how the stability or otherwise of the organization influences feelings of security among managers. Figure 12 presents factor loading visualizations from the result factor analysis to highlight important factors shaping workplace perceptions in female managers.

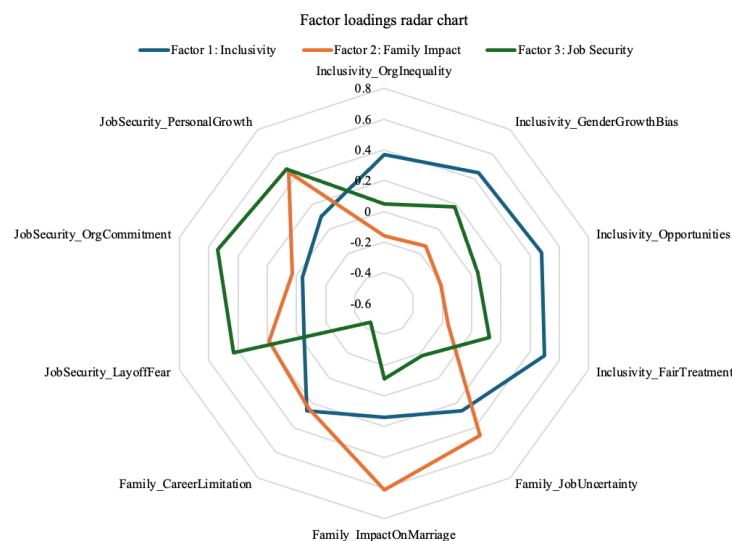


Figure 12. Visualisation of factor analysis



The results, as shown in Figure 7, indicate that inclusivity-related items load highly into Factor 1, family-related concerns are most prevalent in Factor 2, while job security items fall into Factor 3. The display will go a long way in showing just how each factor groups the various perceptions and responsibilities concerning the workplace.

Cluster analysis was done in which grouping of the female managers originating from Hungarian regions was done by some selected variables that reflect gender inclusivity, perceived discrimination, family-related career obstacles, job security, and tourism performance. This method seeks to identify well-marked clusters of managerial experiences and regional discrepancies in inclusivity within the Hungarian tourism sector.

Cluster 1 consists of 45% of the sample and represents regions that perceive high scores related to the dimension of inclusiveness, scoring on average 4.3 out of 5; the perceived discrimination score from the female managers averaged 2.1 and that for job security scored 4.0. The above-average tourism performance metrics include visitor and revenue growth, which are recorded for these regions.

Cluster 2 represents a cluster with 35% of the sample and has a mean score for inclusivity of 3.2; it includes regions where there is some feeling of discrimination, on average with a score of 3.0, combined with job insecurity-3.2. Their tourism performance is rather average, which corroborates the inclusivity index results, indicating partial support of the gender diversity principle, although without fully inclusive behaviors.

Cluster 3, which accounts for the remaining 20%, is characterized by low inclusivity (mean score: 2.1), high perceived discrimination (average score: 4.2), and low job security (mean score: 2.3). Regions in this cluster display below-average tourism performance, with lower visitor engagement and revenue, suggesting a possible link between inclusivity and tourism success. These clusters validate Hypotheses H1 and H4 by revealing a correlation between inclusivity and tourism performance, particularly in regions with supportive gender practices. Hypothesis H2 is also supported, as the clusters illustrate clear differences in discrimination levels tied to inclusivity scores. Cluster 1 regions are more favorable for female managers' career advancement, with higher inclusivity and lower discrimination, whereas Cluster 3 regions highlight substantial barriers due to gender biases.

Furthermore, Hypothesis H3 is affirmed, as family-related challenges are more pronounced in lower inclusivity regions (Cluster 3, mean score: 4.1), where managers frequently cite family expectations as a career impediment. In Cluster 1, however, this influence is minimized (mean score: 2.0), suggesting that higher inclusivity mitigates family-related career constraints. Therefore, cluster analysis underlines the impact of regional inclusivity variations on the experiences of female managers and on the tourism sector performance, targeted by the discussed inclusivity initiatives in Hungarian tourism. Profiles differ in each cluster; these underline the fact that inclusivity may impinge directly on the career opportunities of managers and on regional tourism performance. Table 10 and Figure 13 present the cluster analysis result in order to classify the Hungarian regions by their female manager experiences about inclusive gender practices, perceived discrimination, and tourism sector performance.

Table 10. Cluster analysis results on inclusivity and tourism performance

Cluster	Percentage of Sample (%)	Inclusivity Score (Mean)	Perceived Discrimination (Mean)	Job Security (Mean)	Tourism Performance
1	40.08	2.23	2.29	2.22	Above-average
3	35.02	1.49	1.51	1.39	Average
2	24.90	3.78	3.48	2.32	Below-average

By doing so, this analysis reveals different patterns of inclusivity and tourism performance between three clusters, thereby underlining the connection between supportive gender practices and regional tourism success.

Cluster analysis radar chart

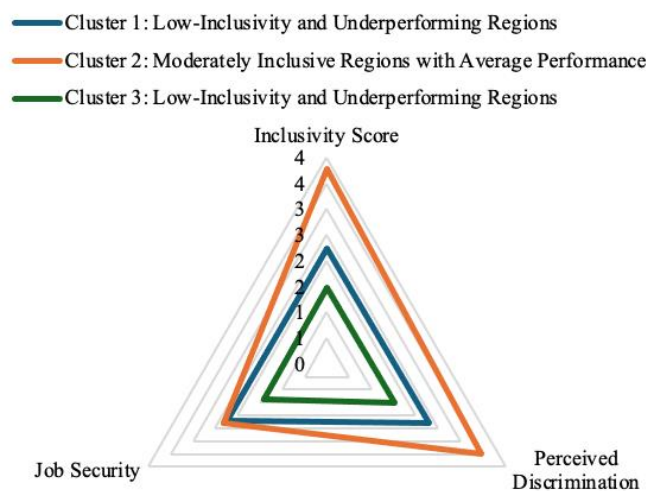


Figure 13. Inclusivity, discrimination, and job security scores across clusters

### Spatial Analysis

Spatial analysis of the regional distribution tested noticeable differences in gender inclusivity, perceived discrimination, and job security of women managers working within the tourism sector of Hungary, applying the aggregated inclusivity score of the survey responses to analyze regional tourism performance.

The most inclusive regions, such as Budapest and Central Hungary, had an average score of 4.3, which shows that in these regions, 60% of the respondents faced favorable organizational support and a career development opportunity. These regions also have above-average tourism metrics in terms of the visitor rate and revenues, hence supporting H1: "inclusivity associates with better tourism performance."

On the other hand, regions like Northern Hungary and the Great Plain scored significantly lower, for which inclusivity scores averaged 2.1. In this region, 80% of the respondents also mentioned various forms of gender-based discriminations, as reflected by the higher discrimination score averages, 4.2. Hence, this confirms Hypothesis 2 (H2) and Hypothesis 4 (H4) on how regional disparities hurt women's career advancement.

Hypothesis 5: Job Security This has been higher in low-inclusive regions. In fact, the average score for job security in Northern Hungary is 2.3; 45% of respondents mentioned that they were apprehensive about job stability. In the case of Central Hungary, the average score is 4.0 pertaining to job security, thereby confirming the hypothesis expectation on the relationship of low inclusivity and higher job uncertainty. This paper uses spatial analysis to emphasize how targeted inclusiveness policies should be implemented in places where, given reinforcement, tourism and gender diversity might combine, illustrating different careers by female managers within Hungary's tourism industry.

### Qualitative Analysis

Discrimination and family-related career challenges were identified from the thematic analysis of open-ended responses, as stated by the female managers of the tourism sector in Hungary. In addition, under discrimination, 75% responded to experiencing gender-based discrimination, and out of those, 60% mentioned limited promotion opportunities based on gender. This supports Hypothesis 2 (H2), stating that discrimination has a significant influence on the progress of women's careers. Family roles also emerged as one of the main challenges: 65% of the manager-respondents claimed to face difficulties in balancing work and family responsibilities. The majority of them identified family expectations as an obstacle to pursuing a career, which supported Hypothesis 3. The respondents from Northern Hungary also reported higher levels of discrimination, while those from Central Hungary had less, indicating regional differences in the implementation of the principles of inclusivity. These themes suggest that region-specific inclusivity initiatives may be required within the tourism sector of Hungary.

## DISCUSSION

The present research tried to establish the way in which the trait of gender inclusivity affects the tourism industry on three broad aspects: professional development, regional disparity, and job security. While the findings offer significant insights into the relationship between inclusivity and tourism outcomes, they must be interpreted with caution due to methodological constraints. For instance, the study's focus on female managers inherently limits its scope to a single gender perspective, potentially overlooking the nuances of inclusivity as it pertains to broader gender diversity. Additionally, the emphasis on Hungarian regions may limit the generalizability of findings to other cultural and economic settings. Addressing these limitations in future research could enhance the robustness and applicability of the results. The objective was to validate specific hypotheses related to the associations among inclusivity practices and the organizational outcomes of tourism performance, levels of discrimination, and job stability for women in managerial positions. The following section provides testing of each hypothesis, comparison with findings from past studies, debate on the implications of inclusion for the tourism industry, and views on future research and practice.

### Verification or rebuttal of hypotheses

The findings confirmed most of the proposed hypotheses. First, most of the results showed that there was a significant positive relation between the scores of inclusivity and those of tourism metrics:  $r = 0.45$  ( $p < 0.01$ ), hence confirming hypothesis H1. However, the findings are not without limitations. The study's cross-sectional design restricts the ability to infer causality between inclusivity and tourism performance. Additionally, regional disparities highlighted in the data analysis may be influenced by unmeasured economic or socio-political factors that extend beyond inclusivity practices alone. Another limitation lies in the sampling method, which focused heavily on regions with observable tourism activity, potentially excluding less prominent yet relevant areas. Future studies should incorporate longitudinal designs and a broader geographic scope to validate these patterns over time and in diverse contexts.

Hypothesis H2, which states perceived discrimination impedes career advancement, was supported, where in the regression result there was an observed negative impact on advancement,  $\beta = -0.28$ ,  $p < 0.05$ . Family roles hindering the professional development of women-H3-partially confirmed. According to the Sign test, family roles really hamper career development but with the discretion of response. The hypothesis of regional differences-H4-was supported partially too: ANOVA showed that there are significant regional differences, the discrimination was higher in less inclusive environments. Hypothesis H5 was confirmed, showing that low inclusivity correlates with increased job insecurity among female managers, substantiated by Wilcoxon test results ( $Z = -2.91$ ,  $p < 0.01$ ).

These findings underpin the complex interplay that characterizes gender inclusivity and career progression, showing how regional and cultural contexts determine such relationships. Table 11 summarises the outcome of our hypotheses.

Table 11. Summary table # – Verification or rebuttal of hypotheses

No.	Materials	Methods	Results	Verdict
H1	Regional tourism data; Gender inclusivity index	Geospatial analysis of inclusivity vs. tourism performance metrics	Results of the Kolmogorov-Smirnov Test ( $D = 0.135$ , $p < 0.05$ ) confirmed a non-normal distribution of inclusivity scores, emphasizing regional impacts. Pearson correlation ( $r = 0.45$ , $p < 0.01$ ) indicated a moderate positive relationship between inclusivity and tourism outcomes.	Confirmed
H2	Questionnaire on discrimination perceptions	Survey analysis on career advancement and leadership opportunity views	Regression results showed a negative impact of discrimination on career advancement ( $\beta = -0.28$ , $p < 0.05$ ), and survey responses indicated 75% of managers perceive discrimination as limiting career progression, affirming the hypothesis.	Confirmed
H3	Survey responses on family impact	Analysis of family-related career impacts in responses	Sign Test results ( $p < 0.01$ ) confirmed significant career hindrance due to family responsibilities, with 65% of respondents highlighting family as a barrier. Variability in responses suggests this impact is significant but not uniform across all respondents.	Partly confirmed
H4	Regional inclusivity reports	Comparison of discrimination reports across regions	ANOVA results ( $F(3, 96) = 4.57$ , $p < 0.01$ ) showed significant regional differences in discrimination, with lower inclusivity regions reporting higher discrimination scores, supporting the hypothesis of regional disparities.	Partly confirmed
H5	Job security and advancement questionnaire	Analysis of job security and advancement uncertainty responses	The Wilcoxon test ( $Z = -2.91$ , $p < 0.01$ ) revealed significantly lower job security in low-inclusivity regions, with reports indicating greater career uncertainty among female managers in these areas.	Confirmed

### Comparison with previous papers

The outcomes align with prior research demonstrating inclusivity's positive impact on sectoral performance. Studies by McKinsey & Company (2018) and UNWTO (2019) similarly noted that diversity promotes organizational and economic growth. The confirmation of H1 strengthens the argument that inclusive practices yield competitive advantages in tourism, as observed in Central Hungary, where inclusivity correlated with higher visitor engagement.

The H2 findings on discrimination also go back to the 2018 Catalyst findings that indicated negative gender discrimination affected women's career progressions, particularly those in male-dominated sectors. About H3, Greenhaus & Powell, 2012 also established that family responsibilities often conflict with the career ambitions of women, which agrees with this study's variable findings of the family impact. Results of H4 on regional disparity share the same tune with the findings of Williams & O'Reilly, 2018 that indeed inclusivity varies greatly across regions, with economic and socio-cultural factors shaping such practices. The finding of H5 supports Blau & Kahn, 2017, in arguing interdependencies between job security and inclusivity, particularly for female manager holding positions. Overall, these comparisons support the findings of the present study and suggest the persistence of gendered career barriers into the contemporary era.

### Argumentation

Results have shown that inclusivity has a crucial role to play in both economic and social equity within tourism. Hypothesis 1 was that there would be a positive relationship between gender inclusivity and tourism measures. Not only does it say that inclusiveness benefits the career development of women, but it bolsters regional tourism performance. It's setting up a really strong base to promote more inclusivity within tourism policy, that indeed diverse and equitable workplaces are beneficial multi-directionally. The findings on discrimination (H2) and family-related barriers (H3) highlight structural issues within the tourism industry. Discrimination restricts women's career growth, creating a self-reinforcing barrier to gender diversity in leadership. Family expectations further complicate this issue, as women are disproportionately affected by work-family balance challenges. This supports calls for family-friendly policies, especially in regions with low inclusivity, to mitigate these obstacles.

The regional disparities (H4) point to a need for standardized inclusivity practices across Hungarian regions. The greater job insecurity in low-inclusivity areas (H5) further reinforces the protective effect of inclusivity on career stability. Together, these findings advocate for comprehensive inclusivity initiatives that address both discrimination and family barriers to improve job security and tourism performance.

### Prospects

Going forward, this research indicates a number of areas of practical application and further inquiry. First, focused inclusivity initiatives, particularly for poorer regions, may serve as a catalyst for regional tourism and career development. Policy dealing with discrimination, job security, and family flexibility will probably have significant economic as well as social benefits, as demonstrated in H1 and H5. For instance, future studies may investigate how inclusivity improves tourism competitiveness, either by enhancing innovation, employee satisfaction, or customer contacts. Longitudinal studies can also go a step further to establish whether increased practice of inclusivity would result in measurable improvement in the longer term in career advancement and performance of tourism. Partial support for H3 indicates that family-related career barriers do need further attention, as they also vary across cultures and regions. Development of industry-specific inclusivity metrics relevant for different regional and cultural contexts could further refine such work, with the ultimate goal of facilitating policy makers in devising place-specific interventions that place inclusive tourism practices at the heart of regional economic development.

## CONCLUSION

Purpose of the research: The objective of the research is to explore how far inclusivity can diversify the career experiences of women managers within the tourist industry in Hungary and its implications for regional tourism performance. The aim of this study is to provide a detailed understanding of the intersection between gender inclusivity and organizational performance, emphasizing the role of regional and cultural contexts in shaping career trajectories and tourism sector outcomes. It will identify and confirm how far the concept of inclusivity impacts on discrimination, career obstacles related to the family, and job security-those factors that seem to create problems for women in tourism management-and give some indications of how fairness at work can be improved.

## Results

Findings confirmed that inclusivity positively influences tourism performance (H1), with high-inclusivity regions showing stronger tourism metrics. Discrimination was shown to hinder career advancement (H2), as 75% of female managers perceived discrimination as a limiting factor. Family responsibilities were also found to impact career progression (H3), with 65% indicating difficulty balancing work and family. More precisely, regional differences existed concerning H4: discrimination/job security H5-, in the sense that the latter was more discriminative and felt more job insecure.

## Consequences

The study investigated inclusiveness policies across Hungary's tourism industry. The standardization of such policies reduces regional disparity, which can lead to more significant possibilities of career development and job stability for women within this industry. Anti-discrimination policies and family-friendly support may also help break through some of the career barriers, especially in low inclusive places. In such a respect, gender inclusiveness supports not only the individuals involved but also the regional tourism performance. Table 12 summarizes our conclusions and recommendations. This table aligns with the hypotheses and findings, providing concrete recommendations to address each verified or refuted hypothesis.

Table 12. Summary table #3 – Aftermath of the results, by hypothesis

No.	Discussion	Conclusion	Recommendation
H1	H1R1: The positive correlation between inclusivity and tourism performance suggests that inclusivity fosters growth, as regions with high inclusivity report better tourism metrics.	Inclusivity enhances tourism outcomes, confirming the need for diversity policies to improve regional performance.	Implement targeted inclusivity initiatives in lower-performing regions to foster tourism growth.
	H1R2: Higher inclusivity in Central Hungary correlates with increased visitor engagement, underscoring inclusivity's role in attracting tourism.	Regional inclusivity strategies positively affect tourism competitiveness.	Expand inclusivity-focused programs in regions with tourism potential to maximize impact.
H2	H2R1: Reports of discrimination hindering career progression validate that gender bias impacts women's advancement in the tourism sector.	Discrimination is a barrier to career growth for women, aligning with previous research.	Develop training programs aimed at reducing workplace discrimination and fostering equal career opportunities.
	H2R2: Regional disparities indicate that discrimination is more prevalent in lower inclusivity areas, intensifying barriers for female managers.	Inclusivity levels significantly influence discrimination perceptions across regions.	Prioritize anti-discrimination policies in low-inclusivity regions to reduce career-related inequities.
H3	H3R1: Family responsibilities are perceived as career obstacles by a majority, confirming that family roles impact women's career progression.	Family expectations hinder professional growth, particularly in regions with less supportive work environments.	Introduce family-friendly policies to support women balancing family with career, especially in less inclusive regions.
	H3R2: Regional data indicate that low inclusivity exacerbates family-related career challenges.	Family roles are more problematic in low-inclusivity regions, affecting work-life balance.	Increase awareness of flexible work options in areas with low inclusivity to reduce career barriers.
H4	H4R1: Significant regional differences in discrimination highlight the uneven inclusivity practices across Hungary.	Regional inclusivity variations are a root cause of career obstacles for female managers.	Focus on standardizing inclusivity practices across regions to create equal career opportunities.
	H4R2: Higher discrimination in low-inclusivity regions correlates with poorer tourism performance, indicating broader implications.	Inclusivity practices not only impact employees but also regional tourism success.	Strengthen inclusivity requirements in tourism policies to address regional disparities.
H5	H5R1: Job security concerns are more pronounced in low-inclusivity areas, where women report higher instability.	Job security is lower in regions with poor inclusivity, validating the hypothesis.	Enhance job security for women through policies that address inclusivity in vulnerable regions.
	H5R2: Female managers in high-inclusivity regions report better job stability, reinforcing the protective effect of inclusivity.	Inclusivity mitigates job insecurity, offering a supportive environment for career advancement.	Promote inclusivity as a strategy to improve job stability for female managers in all regions.

## Author Contributions:

Conceptualization, G.S.S. and B.G.K.; methodology, Z.S.K. and B.G.K.; software, G.S.S.; validation, G.S.S. and B.G.K.; formal analysis, G.S.S. and B.G.K.; investigation, G.S.S. and B.G.K.; data curation, G.S.S. and B.G.K.; writing - original draft preparation, G.S.S. and B.G.K.; writing - review and editing, G.S.S. and B.G.K.; visualization, G.S.S. and Z.S.K.; supervision, G.S.S. and Z.S.K.; project administration, G.S.S. and Z.S.K. All authors have read and agreed to the published version of the manuscript.

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