



## Evaluation of Women Chefs in Professional Kitchens

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### Article History

Received: 01.08.2018

Accepted: 23.09.2018

### Keywords

Women chefs

Professional kitchens

Istanbul

### Abstract

In the developing and changing world, being a part of business life has become common for women; however, that situation is not the same in professional kitchens. Compared to male chefs, gaining a place in the male dominant kitchens is hard but not impossible for women. In this study, it is aimed to determine the current situation of women chefs in professional kitchens. This study makes inference about how they can exist in this sector dominated by men. Interview, which is one of qualitative data collection tool, was chosen in this study. Purposive sampling was preferred. Data were obtained from 10 chefs via a semi-structured questionnaire. As a result of the research, the participants considered the woman's presence in the kitchen as an opportunity. Especially, while being patient and compatible in teamwork is considered as an advantage for women chefs, it is stated that their being physically weak is the uppermost disadvantage for them. One of the most specific results of the research is that women chefs and men chefs are equal in terms of promotion, equal pay, participation in management, decision making in the professional kitchen.

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**Suggested Citation:** Kurnaz, A., Kurtuluş, S.S., & Kılıç, B. (2018). Evaluation of Women Chefs in Professional Kitchens, Journal of Tourism and Gastronomy Studies, 6(3), 119-132.

DOI: [10.21325/jotags.2018.275](https://doi.org/10.21325/jotags.2018.275)

## **INTRODUCTION**

According to Woolf (1929: 72), “The history of men's opposition to women's emancipation is more interesting perhaps than the story of that emancipation itself”. As Woolf (1929) stated, throughout the history, there is a patriarchal power over women that is hard to eradicate. Women have had to live in a society burdened with prohibitions.

No matter what their positions are, traces of gender apartheid are apparent in outer world. Social constraints limit their scope of success in outer world. Longstanding obstacles are valid for women all the time. Double standard applied to women in business life makes women an outcast. That situation is the cultural signifier of society. To Reynolds (2008: 125), “culturally generated” ideas about gender roles related to “traditional patriarchal and cultural attitudes” limit possibilities of woman success. As a woman, existing in a business life full of widespread prejudice about women is difficult. Eradicating determined practices for female employee can be hard due to moral system of society. Hence, women have to struggle against collective confirmation including roles of women.

The aim of the study is to determine the working conditions of female chefs in professional kitchens. According to moral system of society, women have to care their family. Financial gains, being a breadwinner are related to men while being an angle of the house is related to women. To put it bluntly, some social roles for men and women are so keen.

## **LITERATURE REVIEW**

Professional kitchens are one of these businesses that prove gender discrimination. This situation can be explained with military history dating back to 14<sup>th</sup> and 15<sup>th</sup> centuries. According to Platzer (2011: 3) who cited from Cooper (1998) states that during times of wars, members of the army were expected to cook. However, it is possible to see the fallout of this convention. Even though the field of cooking has been traditionally dominated by women throughout the history, there is a huge discrepancy in professional world. Men are held responsible for professional kitchens unlike women who are in charge of domestic kitchens. It is challenging for women to take place in this male dominant place. Although, they struggle to exist in men's place, few of them are able to have high post. Though some women have achieved a success in this world, they do not generally expose to equal circumstances compared with their male partners. They continue to work in lower statues. Therefore, it can be stated that professional kitchens are still places where men can yield a profit in terms of material and nonmaterial.

Professional kitchens are places which necessitates team work. Unfortunately, this team consists of men. According to Acker (1990: 139), gender-neutral policy is not effective in organizational structures; hence, women are kept outside. In addition, Acker (1990: 152) states that bodied process for women such as pregnancy, breast-feeding and menstruation are not suitable for organizational structures. Apart from these differences, women have some certain social roles as mentioned earlier. Their social roles impede their success professionally. Because of adapting different roles at the same time, women have to promote themselves more in culinary field. That is why the number of women chefs cannot outnumber men chefs. According to survey carried by Arnoldsson (2015: 7) in

Sweden, 66% of executive chefs consist of men (Ince, 2016: 420). In male centered kitchen, it is not surprising to see the lack of female representation for top positions.

In that “men’s club” (Platzer, 2011: 10), women expose to some problems such as abasement, mockery. According to LaPontie (1992: 379/385), if women want to work in professional kitchens, they have to endure not only all difficulties of place but also they have to put up with jokes, abasement, and sexual harassment. They face a great amount of pressure that paves the way for mobbing. Because of working under stress resulting from intense pressure, their attempt to reach high positions is hindered considerably. The worst side of that situation is women feel obligated to adapt themselves to macho atmosphere to exist because to a large extend, they are aware of the fact that eradicating widespread prejudice towards women about their ability to perform tasks is really hard. Barriers applied to women make many men to reach leading positions in professional kitchens. Therefore, to Heilman and Haynes (2005), women should make their work more visible in the masculinity culture contrary to men.

Many studies showed that women and men have different traits, and men traits are more related to leadership requirements. Separate perceptions and stereotypes about gender roles gave rise to this situation. For instance, men thought that they were better political leaders and business executives (Kiser, 2015). According to Heilman and Haynes (2005), stereotypical thoughts about gender show women as ‘caring’, ‘relationship oriented’, ‘not forceful’, and ‘not achievement oriented’. Hence, they are labeled as ‘deficient’ in male oriented tasks, which affect their performance. In addition, Burgess states that women skills are supposed to be more suitable for ‘lower level jobs’ (2003).

Contrary to these stereotypical gender roles, there are some famous women chefs; however, it's physically still quite challenging for a woman to reach the leading positions. Strict working hours (often 12-14 hours in a day) can be tough for them while taking care of their family because of traditional gender roles. In the ‘Haute Cuisine’ field, women chefs meet several obstacles to evolve to the chef position and they have difficulty in balancing work and family (Bartholomew and Garey, 1996; O’Brien, 2010). According to the study held by Haddaji et al. (2017), it has been reported that many women cooks quit their jobs due to their family responsibilities. They think that women have more tendency towards doing so than men inasmuch as they are more emotional, they make more professional sacrifices while they make less for their family. Women are generally supposed not to be physically and emotionally strong enough to work in “macho” environment. Hence, women have to act in a masculine way to eradicate that prejudice. According to Harris and Giuffre (2015), women chefs are ‘encouraged to lean in at work and to find ways to fit within current occupational arrangements’ and they have to ‘fit in homogenous work environments’ as an outsider. Otherwise, men chefs may harass women chefs verbally and physically, and that workplace may be degrading for them. Women’s lack of existence in culinary field prevents some titles such as “most influential chefs” for women. Eagly and Carli (2007) state that women do not have much record of experiences in higher hierarchical levels. This under-representation of women aggravates to become leaders in prominent kitchens. Platzer (2011: 6) argues that “the structural organization and macho atmosphere of the

professional kitchen, in addition with the gendered expectations that our society holds of women, account for the lack of female representation in professional kitchens”.

## **METHODOLOGY**

This research was conducted to determine the current status of female chefs in industrial kitchens. Qualitative approach has been preferred for this research. Qualitative approach aims at collecting first-hand data (Öter, 2010). The lack of a detailed instrument in the relevant literature can be seen as a basis for this. The semi-structured interview technique, which is one of the qualitative research technique has been determined as an appropriate method according to the result of study done by the researchers. Purposive sampling was preferred. Purposive sampling method was chosen for the interviews. Purposive sampling is the selection of samples that will provide more detailed and rich information about the subject (Patton, 1990). For this reason, interviews were made with 13 participants working actively in the sector about the topic of the research and face-to-face interviews were made with 10 participants who made a positive return. With an average of 30-45 minutes of interviews, data were recorded via voice recordings with the permission of the participants and concurrently notes were kept. Within the scope of the research, 8 open-ended questions were asked and the answers were analyzed in interviews with the participants who were employed in Istanbul. NVIVO 10 program was used for the analysis of qualitative data. In the light of the information obtained from the field for the research, the following questions were directed to the participant.

1. Would you introduce yourself? (age, gender, current job, educational background, characteristics of the working enterprise)
2. What are the advantages of women working in the kitchen?
3. What are the disadvantages of women working in kitchens?
4. What kind of difficulty do women chefs have in the kitchen? (psychological, physiological, etc.)
5. Why do you prefer women staff or why do you not you prefer women staff in your kitchen as an executive chef?
6. Is the woman's presence a threat in the kitchen or is it an opportunity, would you argue?
7. Do you think that women and men chefs are equal in the kitchen (promotion, working hours, wages, etc.)?
8. How is communication between man and women chefs?

## **FINDINGS AND DISCUSSION**

In this section, the findings of the participants were included in order to determine the status of women chefs. Firstly, self-information belonging to the participants and then the findings of semi-structured interviews were presented in a comprehensive manner. To ensure the confidentiality of the participants, data have been tabulated by encoding (P1, P2, P3 ..., P10). Descriptive information related to 10 participants in the scope of the research is shown in Table 1.

**Table 1:** Descriptive Information About Participants

Participants	Sex	Age	Educational background	Job	Working enterprise
P1	Woman	45	High School	Chef	Hotel
P2	Woman	46	Postgraduate	Chef	Restaurant
P3	Woman	39	Bachelor's Level	Chef	Hotel
P4	Man	39	High School	Chef	Restaurant
P5	Man	28	Associate Degree	Chef	Hotel
P6	Man	39	Bachelor's Degree	Instructor Chef	School and Restaurant
P7	Woman	24	Bachelor's Degree	Sous Chef	Restaurant
P8	Man	40	High School	Chef	Restaurant
P9	Woman	24	Bachelor's Degree	Sous Chef	Restaurant
P10	Man	39	Bachelor's Degree	Chef	Hotel

When the data for participants in Table 1 is evaluated, it is seen that 5 women and 5 men participated in the survey. The age range of participants varies from 24 to 46. According to educational status, six of the participants are university graduates and the others are high school graduates. The majority of the participants who work in hotels and restaurants are chefs. While only two participants work as a cook assistant, one participant serves as an instructor chef. Having the top management level of participants is important in terms of the validity of the research.

**Table 2:** Findings Related to the Advantages of Employing Women in Kitchen

Advantages of working of women	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	f
1: Detailed personalities are reflected in their business						√					1
2: Being systematic					√			√		√	3
3: Being compatible in teamwork	√			√	√	√					4
4: Affect males attitudes and behaviors	√										1
5: Being patient	√			√		√	√	√	√		6
6: Contribution to cleaning and hygiene	√					√					2
7: Contribution to the sustainability of Turkish cuisine						√					1
8: Economic contribution to the family						√					1

When the statements shown at Table 2 were examined, it was considered that the most advantageous factor of employing females in the kitchen was their patience. This was followed by female employees' being compatible with teamwork, being systematic (30%) and their contribution to cleanliness and hygiene. The reflections of the female employees' personalities affect males' attitudes and behaviours, the contributions to the sustainability of the Turkish cuisine and the economic contributions to the family are the least valuable expressions. It can be thought that woman workers' being patient is a result of facing many roles both in daily life and in domestic life. The role conflict of women in comparison to men provides to gain resistance in this respect. Women chefs may have laid the groundwork for their success by reflecting this achievement in their work life. Some direct quotations belonging to relevant findings of Table 2 are given below.

P1 "First of all, there is discipline and order in the place where the woman is, and there is no slang speech in the kitchen where the woman is, women work more steadily and regularly, women work cleaner and work more coordinated with their teammates."

P4, P5 "A woman chef who works in the kitchen can be understood from the tidiness of kitchen and from cuisine which is prepared as if the mother touched."

P6 "Women can be more patient than men in some jobs in the kitchen."

P7 "The woman's presence creates more polite men who speak more carefully most of the time."

P8 "The person working in the kitchen should be able to prepare delicious food before anything else; the phenomenon called hand taste is more frequent in women."

**Table 3:** Findings Related to the Disadvantages of Working of Women in Kitchen

Disadvantages of working of women in kitchen	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	f
1: Effects of family life								√		√	2
2: Being too emotional						√					1
3: Not being adopted to working hours			√	√	√			√			4
4: Being talkative						√					1
5: Being physically weak	√			√	√	√	√	√	√		7
6: Being frequently getting sick						√					1

When Table 3 is examined, being physically-weaker is considered to be the most disadvantageous situation for women chefs by participants. This is followed by not being adapted to working hours and the effects of family life. Being too emotional, being talkative, and getting sick frequently are expressed as (less) disadvantageous findings. The noteworthy quotations from the findings of Table 3 is given below.

P1 "Unfortunately, the kitchen conditions are hard, every woman may not keep up with these conditions physically or mentally."

P3 "If we assume that the restaurant is closed at 23:00, closing the restaurant and leaving occurs at 00:00. When there is a wedding ceremony, leaving the work occurs at 01.00. İstanbul is not so safe at night. At this point, security problem occurs. Hence, it is hard to be a woman in this profession."

P4 "Of course, kitchen work is not an easy task. Compared to men, women may have difficulty physically in this profession due to its being difficult in terms of long hours."

P5 "... I think kitchen is difficult for women owing to the fact that they have a lot of workload in the kitchen and woman cooks are more fragile than men. Not being able to resist for stressful work, and not being able to adapt to busy work and working periods quickly are other challenging reasons for woman cooks."

P7 "Due to heavy working conditions in the kitchen, they can be worn down physically more than men. Accordingly, women can stay in a lower percentage compared to men in terms of productivity at workplaces where heavy work is required."

**Table 4:** Findings Related to Problems of Women Chefs in The Kitchen

Problems of women chefs in the kitchen	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	f
1: Humiliation						√	√	√	√		4
2: Intimidation					√						1
3: No collaboration in the kitchen	√										1
4: Harassment						√	√	√	√		4
5: Long working hours and security problems		√									1
6: Injury or disablement							√		√		2

When Table 4 is evaluated, it is seen that women chefs face the most harassment and humiliation in the kitchen. Women chefs are said to have experienced fewer problems with injuries or disablement, intimidation, lack of collaboration in the kitchen, and long working hours and security problems. Some examples from the quotations related to Table 4 are given below.

*P1 "The kitchen is actually difficult for both sexes, but in fact, it is harder for women because we work for very long hours and the kitchen has male dominant and asocial environment."*

*P2 "It is unquestionable that long working hours have negative effects on all men and women."*

*P4 "Women grow up more complicatedly in the process of growing up from childhood to adulthood; hence, they become psychologically more durable than men."*

*P8 "I can say that unfortunately there are still people who create problems for women such as harassment and humiliation even though the rate of this situation has decreased so far due to the increase in education rate in kitchens."*

*P10 "This issue is a bit related to the business, the chef of the kitchen and attitude of woman If Chef makes a clear sense of his interest in the selection of the staff in the kitchen, and if the business is as sensitive as the chef in this regard, I do not think there will be a problem. "*

**Table 5:** Conditions of Being Equal of Women and Men Chefs in the Kitchen

Conditions of Being Equal of Women and Men Chefs	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	f
1: Equal		√		√		√	√	√	√	√	7
2: Not equal	√				√						2
3: Partially equal			√								1

According to Table 5, most participants think that men and women are equal (promotion, right to salary, participation in management, decision making) in the kitchen. When gender distribution of participants (5 men, 5 women chefs) are examined, men chefs do not consider the gender factor is a distinctive feature in the kitchen. In this regard, the majority of both man and women chefs expressed the notion that there was no gender discrimination in the kitchen as a common view. Examples from direct quotations related to table 5 are demonstrated below.

*P1, P5 "They are absolutely not equal."*

P3 "The perception of promotion is changing, but the hours and fees are always the same because when the positions are the same, there won't be inequity. But you may have to work harder than a man chef on promoting. In this sense, I can say that there is partially equality."

P4 "...I extremely think that there is no difference between women and men in the system I set up. But I think that there may be a disparity and a difference when I consider the change in the sector up to 20-25 years ago."

P6 "I think nowadays they are equal. In businesses I worked as tutor, in restaurants I worked as assistant, or I consulted, I hired women as a kitchen chef. I also worked with business owners who are women chefs."

P7 "It may not even be the matter for a business that benefits a man power more, but in general it would be too certain to say that there is no equality if the manager does not have an extra obsession."

P10 "I think they are equal, the ladies' minds can often solve many problems effortlessly and practically that men can hardly solve. There is absolutely no distinction between a man or woman chef who has the same knowledge and experience in the profession."

**Table 6:** Evaluations of Women's Presence in the Kitchen

Is woman's existence in the kitchen threat or opportunity?	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	f
<b>Opportunity factors</b>	√	√	√		√	√		√		√	7
<b>1: Being hardworking</b>		√									1
<b>2: Being disciplined</b>	√		√			√		√		√	5
<b>3: Rivalry factor</b>					√						1
<b>4: Being patient</b>						√					1
<b>5: Demonstrating Turkish cuisine well</b>						√					1
<b>Threat factor</b>						√		√			2
<b>1: Not being self-confident</b>						√					1
<b>2: Not improving herself</b>						√		√			2

When Table 6 is examined, most of the participants consider women chefs are seen as opportunities in the kitchen. This situation is related to being disciplined. In addition to this, being hardworking, being able to enter the competition, being patient, and reflecting the Turkish cuisine well are the other opportunity factors for woman. Contrary to these evaluations, not being self-confident and not improving themselves are threat factors for woman. Some examples from the related direct quotations are given below.

P1 "I think that male cooks are now used to working with women and women are preferred because of being disciplined."

P3 "I think it's an opportunity, kitchen becomes more neat, and it's becoming a world where there are no heavy jokes and where there is an order."

P5, P6 "The existence of female chefs is not a threat to the kitchen; I think it is an opportunity for competition."

P8 "... A woman who likes to take responsibility and can overcome it, and a woman who is self-sacrificing, dedicated to personal development, careful, detailed, perfectionist can be a unique opportunity for a business!"

P7, P9 "Women's being opportunity or threat must be discussed over the event. I think this should not be taken in the generalization. "

P10 "The presence of women chefs is always an opportunity for a smart chef, and in every setting where women are, men have to feel that they need to hide their weaknesses and be strong, which is always an advantage in terms of work power."

**Table 7:** Findings Related to Preferences of Women Chefs in the Kitchen

Reasons for preferring women chefs	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	f
1 Being consistent	√										1
2: Being clean and neat					√		√		√		3
Reasons for not being preferring women chefs	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	f
1: Failure to keep up with working hours	√										1
2: Physical weakness					√						1
3: Issue of trust			√	√							2

When Table 7 is evaluated, being clean, neat, and consistent can be demonstrated as the reasons to be preferred in the kitchen for women. Contrary to this situation; issue of trust, physical weakness and failure to keep up with working hours are considered as reasons not to be preferred for women chefs. Examples from the quotations gathered of participants related to Table 7 are as follows.

P1 "Women's being consistent is my motive while preferring them. However, their failure to keep up with working hours is another reason not to prefer them."

P4 "I would not prefer a woman who thinks she is weaker than man."

P5 "Women's being more meticulous and organized in kitchen than men and then their being cheerful and sympathetic are reasons for women to be preferred. In the kitchen they cannot adapt to intense work pressure and a stressful atmosphere which is negative for women chefs. Also, women's quick complaints, objection for department and shift changes within the department are other reasons for them not to be preferred."

P7, P9 "The woman brings order and cleanliness to where she is. It may not be in every man."

**Table 8:** Findings Related to Communication among Men and Women Chefs

Positive Attitudes	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	f
Attending in teamwork		√									1
Encouraging words			√								1
Effort to support	√		√				√	√	√		5
Negative attitudes	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	f
Woman's tendency to use her sex				√							1
Bad attitudes						√					1

In Table 8, findings about communication among men and women chefs are demonstrated. As positive attitudes; efforts of men chefs support women chefs come to the forefront. This is followed by encouraging words and attending in teamwork. There is not much evidence about negative attitudes between men and women chefs.

Woman's tendency to use her sex and men's bad attitudes towards women chefs are the negative behaviors. Direct quotations about this issue are included.

*P1 "I have never encountered a negative situation from my friends who are men chefs until now, on the contrary they have always appreciated and supported me."*

*P2 "This profession we do is a team work; the negativity is reflected in the work, so it is unacceptable."*

*P3 "Men chefs are now with women chefs and support them."*

*P6 "However, the positive side of women and the positive side of men can be combined in the kitchens where the colleagues composed of women and men support and help each other."*

*P7, P9 "Today, I can see that women chefs are generally supported by both men and women in general."*

*P6 "... humiliating and persistent negative attitudes towards women by some men who have high ego are reflected."*

*P4 "Having an idea that it is necessary for men to help women when they see that women carry the pot".*

## **CONCLUSION AND SUGGESTIONS**

According to studies, it is stated that professional kitchens are controlled by male chefs as masqueraded areas, and in these kitchens female workers are not desired especially in the chef stage (Ince, 2016: 433). In this context, it is seen that it is a difficult process for women chefs to get involved in professional kitchens, career planning, success and self-realization. In addition to this, Harris and Giuffre (2010: 27) state that "gendered mechanism" prevents women from reaching higher levels of representation in male centered areas. It is necessary for women chefs to work harder than other sectors and to love this work in order to make more room for themselves in this male-dominated sector. Even though they succeed in existing in male dominant field, they feel the obligation of being accepted by men.

As a result of the research, it is considered that being patient, team-oriented and organized are the most important advantages of the women chefs. Their weakness in the physical direction, their inability to adapt to working hours and the effects of family life are seen as disadvantageous aspects. Hence, these results are compatible with Acker (1990)'s ideas. As mentioned earlier, according to Acker (1990: 152), bodied processes for women are not suitable for organizational structures. The issues that women chefs are most annoyed with in professional kitchens are expressed as humiliation, harassment and injury or disablement. This result confirms LaPontie (1992)'s and Platzer (2011)'s utterances about that topic which has been mentioned in the introduction part. According to them, women expose to abasement, harassment, mockery in professional kitchens. In addition to LaPontie (1992) and Platzer (2011), Demirkol et al. (2004) also found that female employees face harassment in the tourism sector. As a result of research it can be deduced that generally women workers expose to harassment in tourism sectors. According to another study, it has been found that women are more exposed to harassment than

men (Parent and Thirion, 2007:37- 38). Another study supporting this situation found that fear situations such as harassment and gossip decrease the possibility of women participating in the workforce (Tatlı, 2015).

Another important finding of the research that attracts attention is that the men chefs and women chefs are “equal” in terms of promotion, equal pay, participation in management, decision making. It has been obtained that woman chefs are supported by men chefs. Encouraging words and the desire to make women involve in teamwork are influential in this behavior. Most of the research participants regard women chefs' presence in the kitchen as an opportunity. However, according to the study held by Küçük (2015), women are employed in hard conditions which pave the way for resignation. Her study shows that working overtime and not being able to derive a profit are deterrent policy for women. Many women in the study state that getting promotion is not easy for them even though they become successful. In addition to Küçük, Purcell (1996) maintains that in the hospitality industry, in ‘feminized contexts’, women who desire to build a good career face also various obstacles such as ‘resistance’ and ‘stereotyped responses’. She claims that there are less obstacles ‘in less feminized contexts’. Therefore, not only do women face gender barriers in jobs, but also they are hindered to access leadership and decision making positions.

Being disciplined is considered the most important opportunity for women chefs. This result clashes with Platzer (2011)’s claims that support the idea that macho atmosphere of the professional kitchens and gendered expectations lead to lack of women chefs in professional kitchens. Contrary to this situation, not being able to improve themselves is the most important threat factor for women chefs. However, according to another study held by Haddaji et al. (2017) workplace learning is very crucial to be a good chef for women, and they have less toleration to make mistakes during their learning process. Being clean and neat are the most important factors in the choice of women chefs. The issue of trust is seen as a factor for not being preferred.

According to the research results, some suggestions have been made to both women chefs and industrial kitchen enterprises. First of all, women chefs should prepare themselves for the kitchen working environment both physically and psychologically. Especially, solutions should be found for busy working hours and keeping up with the work tempo in industrial kitchens. In order to prevent these situations, it is recommended that kitchen managers and human resource managers should make business negotiations more seriously during recruitment and take precautions that solve this situation from the beginning. If these solutions can be put into practice, it will have many benefits for women chefs and women enterprises because it interests these both two groups. According to Bartholomew and Garey (1996) more freedom in managing working hours and family responsibilities for women can be provided through management skills. Also, by this way, women’s influence in culinary industry can be increased by challenging the established culture (Harrington and Herzog, 2007).

On the other hand, preventive and regulatory disciplinary practices should be applied carefully in order not to experience these situations during work. Also, punitive discipline should be deterrent, especially in such situations. Man and woman chef’s being equal is a motivational development for women chefs especially who want to make a career goal in this area. For this reason, women chefs who plan a good career can be included in the sector.

In addition, being hardworking and disciplined are desirable features for the operators, because the kitchen environment demands heavy conditions. For this reason, the preference of women chefs by businesses can be a positive side for industrial kitchens. Contrary to these circumstances, it is a negative situation for women chefs not to trust themselves and not to be creative. Therefore, it may be advantageous for women chefs to take steps to gain confidence. They can also improve their creativity by giving importance to individual education. Being clean and neat is one of the most important reasons for women to be preferred. Business owners who have problems with this issue should give responsibility to women chefs. In business life, businesses may change working hours to support women chefs.

For new researchers; some suggestions can be given. It is possible to make some suggestions in order to increase the diversity of the research area. Firstly method and area of research can be changed. Thus, it is possible to make different comparisons about research topic. Secondly it is possible to make comparisons between countries by conducting interviews with chefs of different nationalities.

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