



Contents lists available at ScienceDirect

International Journal of Hospitality Management

journal homepage: www.elsevier.com/locate/ijhm

Shifting patterns: How satisfaction alters career change intentions

Sean P. McGinley

Florida State University, Dedman School of Hospitality, 288 Champions Way, UCB 4111, Tallahassee, FL 32306, USA

ARTICLE INFO

Keywords:

Protean career orientation
 Career variety
 Career satisfaction
 Career change intentions
 Self-determination theory
 Control theory

ABSTRACT

Advancing a nascent stream of research linking career attitudes and paths to future professional mobility, this paper investigated how the career satisfaction interacted with both a protean career orientation and career variety to predict the career change intentions of hotel managers. Based on two studies this paper found that, protean career orientation and career variety had effects on career change intentions that were moderated by career satisfaction. Specifically, when hotel managers were less satisfied with their careers they reported as being less likely to continue following their established career path. However, when career satisfaction increased hotel managers were more likely to intend follow their previously established career paths and reported behavioral intentions consistent with their career orientations.

1. Introduction

In general, the labor market has changed to be more transactional in nature (Rousseau, 1995), and transactional psychological contracts (even when fulfilled) are more likely to lead to turnover with hospitality leaders (Collins, 2010). Conversely, recent evidence suggests in the hotel industry, positive workplace relationships aid in organizational retention, "...the combined effect of low entry barriers for new entrants and poor financial compensation for positions below executive level confers an inferior status on hospitality careers. Therefore, workplace relationships assume great importance in validating workers' senses of professional identity" (Mooney et al., 2016 p. 2602. In addition to work being more transactional, the technological, economic, and political changes in the United States have left more workers feeling insecure (Benach et al., 2014). Citing the Threat-Rigidity Hypothesis of Staw et al. (1981); people who perceive threats to their employment will engage in familiar strategies), Shoss (2017) claims as people perceive that their future work conditions will deteriorate resultant of unstable futures they are more likely to commit to previously used strategies to navigate their careers and are less likely to seek out novel outcomes. As a response to the unstable work environment and in support of Shoss (2017) many workers no longer take a "traditional" approach to their careers and have adopted more adaptive, self-directed, and versatile career management strategies (Clarke, 2013; Sullivan and Baruch, 2009), which Mooney et al. (2016) claims is part of the contemporary career in the hotel industry. However, within the neo-career conceptualization of work and careers little work has been conducted on predicting why certain people have adopted attitudes that are reflective of such alternative career paths beyond the more

traditional approaches (Rodrigues and Guest, 2010; Sargent and Domberger, 2007). In addition to the scant research predicting career attitudes, there is paucity in research regarding the effects of those attitudes (Ribbens et al., 2015). The present study focuses on managers in the hotel industry, which has the highest rate of turnover (one indicator of employment instability) in the United States, to better understand the actions people plan to take based on their career attitudes.

In 2016 the accommodation and food service sector had the highest rate of people quitting their jobs and the highest rate of total separations (involuntary turnover, layoffs, and furloughs) in the United States economy (US Bureau of Labor Statistics, 2017). Given the sector had the highest level of voluntary turnover, understanding why is of paramount importance especially considering the industry had a higher rate of hires (75.3%) than it did total separations (72.9%), meaning employment is growing at a time of high voluntary turnover. Managers in this economic sector have an acute need to improve retention rates, while expanding the industry's labor pool and in order to do so; they must understand the reasons for the high rates of voluntary turnover.

More specifically within hospitality research, questions need to be asked and answered regarding why certain population segments of the industry leave the industry altogether on account of hiring rates outpacing total separations indicating a growing demand for labor. Robust research has been conducted on turnover in the hospitality industry, with Carbery, Garavan, O'Brein, and McDonnell (2003) finding a series of psychological, perceptual, and affective variables explaining turnover intentions for hotel managers in Ireland. Simons, McLean Parks, and Tomlinson (2017) found hotel workers' turn over to be related to the integrity of their managers, and in a Chinese context hotel supervisors were found to be more likely to quit when they engaged in

E-mail address: smcginley@fsu.edu.<https://doi.org/10.1016/j.ijhm.2018.05.003>Received 15 November 2017; Received in revised form 1 March 2018; Accepted 6 May 2018
0278-4319/ © 2018 Published by Elsevier Ltd.

emotional labor, but the effect was attenuated when they were able to receive emotional support at the hotel (Xu, Martinez, & Lv, 2017). While turnover has been a focus of hospitality research it is also important to know the reasons for leadership leaving the industry in this dynamic labor market, because managerial career change not only costs more, but also reduces operational productivity for longer stretches of time than line-level turnover (Hinkin and Tracey, 2000). Beyond the costs associated with career change McGinley et al. (2014) identified a loss of industrial resources in the form of competent and trained professionals, and a general lack of attention to the career change phenomenon regarding hotel managers in the hospitality literature.

One area that needs further advancement in the scholarly conversation is the views people harbor in unstable labor markets to understand how their attitudes inform future behavior. The present study concerns the most prevalent career attitude in the contemporary careers literature (Hofstetter and Rosenblatt, 2017), which is primarily based on the premise of employees' self-reliance and willingness to manage their careers independently. The protean career orientation (PCO) is a values-driven concept, where a person is driven by internal values rather than allowing others to define what career success is or how to achieve said success (Briscoe and Hall, 2006; Briscoe et al., 2006; Hall, 2004). The industry's high rate of turnover (US Bureau of Labor Statistics, 2017) means colleagues, subordinates, and superiors are all quitting a focal manager's organization leading to heightened perceptions of poor future workplace conditions. As people turnover they will adopt that same strategy in the future when other people in their organization turnover, if they perceive poor future outcomes related to the company's loss of human resources (Shoss, 2017), essentially creating a loss spiral. Therefore, in the hospitality industry the neo-career attitude PCO may be a particularly salient variable predicting the outcomes of managers, because as people harbor the attitude they would be hypothesized to respond to the instability of the industry's labor market by self-directing their careers away from current employers and in doing so may continue to seek out professional mobility as a way to respond to the unstable nature of the industry's employment dynamics (Shoss, 2017; Staw et al., 1981), and that accumulation of experiences is hypothesized in this study to inform their future behavior.

To better study PCO Baruch (2014) developed a measurement scale, and he claimed the field has been hamstrung previously by a lack of a consistent measurement. As a result of the poor measurement, Baruch (2014) posits much of the associations between career attitudes and outcomes are misunderstood and the field will benefit by multiple measurements and the discovery of moderators. Therefore, this study proposes not only will a hotel manager's level of PCO predict career change, but so will previous protean-like behaviors (protean paths) and this paper also tests for moderated associations. In keeping with Control Theory (Carver and Scheier, 1982) and Self-Determination Theory (Ryan and Deci, 2000) this study proposes that hotel managers may actually intend to manage their careers contrary to their career attitudes and previous professional behaviors. In sum, this study seeks to answer the following questions: How are attitudes and previous behaviors associated with career change intentions, and; Why do hotel managers change careers and leave the hotel industry, while others plan to remain a part of the industry?

2. Literature review

2.1. Self-determination theory

Self-Determination Theory is an organismic motivational theory that, "assume[s] that humans are inherently motivated to develop their interests and skills, to connect and contribute to other people, and to move toward their fullest potential" (Sheldon et al., 2003, p. 358). Organismic theories are, therefore, growth-oriented, focusing on peoples' innate needs for development, unlike hedonic theories of

motivations that emphasize needs, cognitive processes, and behavioral consequences as a result of an individual trying to maximize pleasure or minimize pain (Ryan and Deci, 2001). Ryan and Deci (2000) proposed a scheme of four motivations that help to explain behavior 1) External Motivation, which explains how people engage in behaviors for rewards; 2) Introjected Motivation, which explains that a person engages in behaviors to avoid feeling guilty; 3) Identified Motivation, which explains that a person engages in behaviors to express values or other personally important feelings; and 4) Integrated Motivation, which explains that a person engages in behaviors to live up to a coherent integrated self-concept. Ryan and Deci suggest external and introjected motivations are perceived as controlling, whereas identified and integrated motivations are perceived as autonomous, because the person's motivation is intrinsic and consistent with a concept of self. Therefore, a person's intrinsic motivation may be responsible for determining career behaviors, as Zafar et al. (2017) claimed that as workers became more internally and values motivated they became more likely to take steps to ensure they were employable in the general labor market, not just valuable to their current employers. Self-Determination Theory may, therefore, be applicable to career management activities not just workplace engagement and workplace performance as it is traditionally studied (Jex and Britt, 2008), potentially SDT may play a role in predicting professional mobility as well. The next section will discuss PCO as an attitude, which may help to explain how employees elect to manage their careers, and understanding that their internal motivation may as SDT suggests be to further develop their interests, skills, and live up to their fullest potential. Therefore, this study focuses on a person's identified motivation, because a career attitude like PCO helps define values, which in turn are expected to explain behaviors, consistent with SDT conceptualization of identified motivation. As such a worker's career attitudes are likely to be instilled by held values (in the case of PCO Hall (2004) posits the values of: self-determination, freedom and growth, being mobile, defining success subjectively, and seeking fulfillment through work) and behaviors are resultant.

2.2. Protean career orientation

Organizational scholars have referred to the change in how careers are managed as the "protean career" (Hall, 2004). The PCO differs from the traditional career that was common in the years after the Second World War—in which the organization was the dominant force in learning, succession planning and employee development. Hall (2004) suggests that workers have increasingly shifted from being committed to organizations to being committed to professions, from allowing the organizations for which they work to direct their careers to being self-directed, and from valuing advancement in one organization to valuing freedom and growth. In part the protean career orientation induces certain professional behaviors as stated, "The protean career orientation [PCO] motivates states such as agency (through self-direction) and clarity (through being values-driven) to guide job search activities, which are more specific states than having a global sense of confidence in self" (Waters et al., 2014 p. 411). Beyond being highly mobile in search of learning and development opportunities, individuals can also take personal responsibility for what opportunities to pursue, as opposed to organizationally sanctioned career progression opportunities, or as Ryan and Deci (2000) would posit in their paper on SDT people who have a protean career orientation are acting on their identified motivation.

One of the key aspects of PCO is people are in charge of their own career development and progression, rather than deferring to the organization to map out their own individualized succession plans, as one would have done when planning to be employed by a company for an entire career (Homori, 2010). One way that people can take control of their own development and progression is to engage in lateral moves, or job transitions that take place at the same level of the hierarchy within

Download English Version:

<https://daneshyari.com/en/article/11005030>

Download Persian Version:

<https://daneshyari.com/article/11005030>

[Daneshyari.com](https://daneshyari.com)