

Factors determining employee career success in the Chinese hotel industry: A perspective of Job-Demand Resources theory

LEI, Chun, HOSSAIN, Md Sazzad, MOSTAFIZ, Md Imtiaz and KHALIFA, Gamal S.A.

Available from Sheffield Hallam University Research Archive (SHURA) at:

<https://shura.shu.ac.uk/28848/>

This document is the Accepted Version [AM]

Citation:

LEI, Chun, HOSSAIN, Md Sazzad, MOSTAFIZ, Md Imtiaz and KHALIFA, Gamal S.A. (2021). Factors determining employee career success in the Chinese hotel industry: A perspective of Job-Demand Resources theory. *Journal of Hospitality and Tourism Management*, 48, 301-311. [Article]

Copyright and re-use policy

See <http://shura.shu.ac.uk/information.html>

Factors Determining Employee Career Success in the Chinese Hotel Industry: A perspective of Job-Demand Resources Theory

Abstract

This present study examines the relationship among competency development, empowering leadership, employee-organisation relationship, psychological flexibility and career success in the Chinese hotel industry. Using the survey data of 560 employees working in 45 hotels, the salient results of PLS-SEM suggest that the interplays of competency development and empowering leadership significantly enhance the employee-organisation relationship and career success. Empowering leadership also significantly affects the competency development of the employee. Furthermore, this study highlighted that the impact of psychological flexibility is much higher when employees excel in the employee-organisation relationship and career success. Finally, the employee-organisation relationship significantly enhances employee career success. These results advance the understanding of past research and suggest that career success should be the employee's target following influencing factors in the hotels. These findings suggest that career success may be expanded to include the JD-R theory and is valid in the Chinese employee career setting.

Keywords: Competency Development, Organization-Employee Relationship, Empowering leadership, Psychological Flexibility and Career Success

1.0 Introduction

The current hotel market is dynamic and under increasing competitive pressure in China. Hotel operators have long understood the value of perceived career success to withstand the coming rivalry and sustain high-quality workers (Yang & Lau, 2015). Recently, scholars (Ngo & Li, 2015) have drawn growing attention to the concept of subjective career success (i.e., how employee measure their career progression). When careers become essential than ever, the work experience and achievements have frequently viewed and reinterpreted by individuals (Ren & Chadee, 2020). In China, staff who remain in the hotel industry need to follow a narrow path that typically takes seven to fifteen years to pass beyond middle-level management (Ren & Chadee, 2020; Wang et al., 2011).

Moreover, the hotel sector has undergone drastic, rapid changes and high competitiveness levels (Hossain et al., 2020; Ren & Chadee, 2020), which have significantly influenced workers' career development. Career success has been gaining considerable interest for applications in management, applied psychology and social sciences studies (e.g., De Vos et al., 2011; Enache et al., 2011; Hogan et al., 2013; Zacher, 2014). Several scholars have typically examined how specific career strategies can help employee success and how different personality traits relate to career success (Guan et al., 2019; Wang, 2013). This study examines individual career success, which defines "the degree of personal fulfilment or feelings about career achievements and future opportunities" (Wang et al., 2011, p.997). It is

an essential construct to study because it provides employees with a sense of self-satisfaction and contributes to their positive self-image.

Due to rising autonomy, researchers have investigated skills and experience that can be essential for employees to execute their tasks effectively (Ibrahim et al., 2017). The study of Ng, Eby, Sorensen, & Feldman (2005) and Restubog et al. (2011) focused on the general predictors of career success. Still, it did not analyse the role of the organisation and employee's subjective career success. The current study addresses the unfilled gaps by synthesising fragmented results from the hospitality discipline into a coherent framework concerning the proposed relationships. Ciesinger (2011) has proffered career success as being subjective that reflects an employee's reaction towards self-improvement in personal career development. It is the actual or perceived accomplishments that individuals have accumulated as a result of employment.

Further, in recent decades the literature on employment relations with the organisation has gained considerable attention (Gruman & Saks, 2011). The Employee-Organization Relationship (EOR) is probably the most important in the marketing literature that has been established with various behaviours (Eldor & Vigoda-Gadot, 2017). As a job demand and resource, the EOR is an apparent conceptual convergence in organisational problem-solving practices and maintaining good relation toward a specific goal (Park et al., 2014). However, the scientific recognition of EOR (Audenaert et al., 2018) in a continuous process and virtual void remain concerning the potential overlap and other less traditional concepts. It has mainly focused on how individuals can utilise a good relationship regarding their career success, although both parties (employee and employer) essentially benefited (Ashforth & Rogers, 2012).

In addition, prior research has shown that a leader's organisational processes are significant, especially to a specific goal for both individual and organisation (Gharama et al., 2020). Drawing the Job-Demand Resource (JD-R) Model, leaders can express their confidence into the skills and stress of staff work and involved in decision-making from the individual perspective. On the contrary, scholars describe empowerment leadership (EL) as an initiative towards sharing, autonomy, and assignments for followers, teams, or communities through a series of leads to increase employee engagement and achievement (Fausing et al., 2015; Cheong et al., 2019).

The leading following empowerment is the ability of a person to go beyond criteria for understanding and taking responsibility for new working circumstances toward a specific career goal-oriented (Lorinkova et al., 2013). Although efforts are made to condemn empowering as an inadvertent means, research and realistic application encounters have shown encouraging evidence promoting empowerment pertinence because it leads to positive results for organisations and individuals (Kim et al., 2018).

Moreover, the notion of competency development refers to "the need for the capacity to meet ever-evolving consumer requirements" (Demski & Arabie, 2008). Employee competency is a crucial factor in developing organisational competitiveness (Hossain et al.,

2021), as seen in strategic human resource management. Preceding research complements competency development to excel in employee skills and abilities (Wang, 2013; Shariff et al., 2014; Jiang & Alexakis, 2017). In competence-oriented structures, organisations, instead of their position or role, seek to define the talents essential to good working results and delegate roles to the staff based on strengths or qualifications (De Vos et al., 2015). This competency-based approach encourages more agile than conventional work methods whose hierarchical values can preclude practitioners from adapting rapidly to evolving organisation's needs and personal success in their career.

Furthermore, this study also focuses on psychological flexibility as a cognitive lens to examine employee perceptions with "flexible work" to explain under which circumstances workers handle the conflicts and stresses. It is increasingly common, with its advantages supported by professional management (Asikainen et al., 2018). Existing studies are replete with the relationship of overall employment flexibility and work-related outcomes (Ituma & Simpson, 2009). However, less attention has been given to psychological mechanisms for flexibility as an influential factor to career success (Culié et al., 2014). This study addresses the inconsistency and propounds a contingency moderation mechanism of psychological flexibility to complement employee career success.

The present study contributions are two folds: Firstly, psychological flexibility's moderating role is a critical contribution to career success. This contribution explores the first moderating role of psychological flexibility between competency development and career success (see figure 2). The study criteria analysed subjective workload assessments, employees psychological pressure and job demands. According to JD-R interpretations, both perceived and actual workload is one of the most common conditions for flexibility at the workplace. For example, Tripathi et al. (2021) showed in a study of hotel workers that while subjective workloads anticipate tremendous resilience, tension and strain, they did not expect progress in their careers. Meanwhile, the second moderating role of psychological flexibility between empowering leadership and career success (see figure 2). JD-R theory also described relevant premises that can be categorised as job demands or resources with all forms of job features and explain how job impacts health insufficiency and motivation; working environments that offer opportunities for workers to prosper on a job. We believe that employee wants to uphold the status quo and strive to evaluate their work environment favourably. With their career guidance and goals particular, such perceptions of career achievement are likely to arise with psychological flexibility in the workplace.

Secondly, the mediating mechanism of EOR between influencing factors and career success in the hotel industry, yet there is a dearth of empirical evidence in the previous studies. Another JD-R criterion showed that engaged workers participate in job-building, contributing to higher work levels and relationships with organisations (Le Blanc et al., 2017). JD-R theory is crucial in workplaces needing a balanced approach to work and employee career (Berthelsen et al., 2018). Thus, the market for workers is split between the social facets of daily employment and organisational elements. We propose that the EOR could have a potential mediator in this study.

The factors pertain to the employees' perception of their workplace and have been identified to significantly impact career success (Xie et al., 2016). Chinese employees are potentially different from working employees in other countries in a competitive world (Rui et al., 2017). However, there is insufficient knowledge of work sense, career success and expectations (Ngo & O'cass, 2013). Therefore, our results may have a tangible impact on human capital management in the Chinese hotel industry.

2.0 Job-Demand Resources Theory

The present study has incorporated the JD-R model as a supporting theory for the proposed research framework. The JD-R model introduced in the social sciences literature twenty years ago (Demerouti et al., 2001). In this study, we address to fill up the theoretical gaps in employee career success. The JD-R model vigorously predicts how job demands diminish individuals through an essential impairment process that results in stress, burnout and how job resource reinforce enactment through a motivational process of an employee success (Kwon & Kim, 2020).

However, recent studies move toward seeing the individual's role as a "job crafter" because they bring personal resources to tolerate the work situation and career success (Zeijen et al., 2018). According to JD-R theory, career success is conceptualised as dynamic behaviour through which employees change their job demands and resources to gain a better position in their job career (Yunsoo Lee, 2019). This present study addresses the JD-R theory by (Bakker et al., 2014), framing the associations between psychological flexibility, competency development, EOR, empowering leadership, and outcomes in terms of career success in the hotel industry. JD-R applied as a theoretical base on implementing career success because employees must follow the resource and skills to enhance their careers. The model has been applied in hotels and supported empirical studies for the proposed hypotheses. This theory provides evidence for the buffering role of various job resources on career impact (Dutta et al., 2019). In the present study, we look back at the JD-R model and discuss how it matured into the supporting framework. The JD-R theory inspires researchers and practitioners who want to promote employee career success in the hotel industry.

2.1 Literature Review and Hypothesis Development

2.1.1 Competency Development, EOR and Career Success

Competence is an abstraction that does not demonstrate a material nature and relies on the employee's intelligent behaviour (Mohamed et al., 2018). Therefore, it is not a state but rather a behaviour that comes from a combination of personal resources (Cai & Hobson, 2004) (i.e., knowledge, skills, attributes, experiences, cognitive, emotional ability). Finally, an initiative to improve competence refers to how individual workers regularly engage in various development practices, such as conventional modes of structured learning activity, training, informal learning, on-the-job training, and career growth (Kazley et al., 2016).

Drawing on the JD-R theory, the employee usually focuses on job features as demand and resources to create the ability to develop EOR (Glaister, 2014). Bakker et al. (2014) have

outlined the JD-R theory, which explores individual work responses. The JD-R acknowledges the value of the driving tools (including personal resources). Still, it restricts the position to the encouragement mechanism, which accounts for the relationship between organisation and job outcomes. The relationships between employee and organisation have paid attention in concern towards what is healthy in their operation and individual success. The EOR can usually be seen in two different ways, either from the company or the employee. Thus, the study, along with other factors and career success parallel to one another, implies a lack of insights into how competency development and EOR contribute to career success (Potnuru & Sahoo, 2016).

The factors contributing to EOR comprehension must be discussed in integrating the hotel and experience as job resources predict employee's work enjoyment and motivation. Whether interest plays a vital role in working relationships, most of the literature on the EOR remains silent, where job demand consume energetic resources and job resources fulfil the psychological needs and competence. (Audenaert et al., 2018; Eisenberger et al., 2019). The underlying aim is to encourage employees to embrace service values, reinforce beliefs, and exhibit desirable service behaviours by the EOR toward their career success (Chiang & Birtch, 2010). Hence, competency development influence EOR and, in turn, their career success. Achieving a high level of career success through EOR is regarded as key to retaining competency development committed to the hotel (Ng & Feldman, 2014). Based on the above discussion, we hypothesise as follows:

H1a: Competency development has a positive influence on EOR

H1b: EOR mediates between competency development and Career success

H2: Competency development has a positive influence on Career success

2.1.2 Empowering Leadership, EOR and Career Success

The team members of an organisation expect an empowering leader to acknowledge their ideas and information (Carmeli et al., 2011). The empowering leadership seeks to give employees a sense of meaning in their work, giving time and freedom to decide how to perform work and support effective management of additional responsibilities (Thun & Bakker, 2018). According to the JD-R tactic, it is conceptualised as proactive behaviour through employee job demand and resources to gain a better job fit. It is known that empowering leaders can identify and alleviate concerns to remove work barriers and build strong EOR. Srivastava et al. (2006) have proposed that knowledge motivates an employee quest for answers and meaningful collective effort by organisational relationship to support each other. Accordingly, job resources refer to optimistic self-assessments related to resilience and a person's sense of power that successfully influences their setting. Kuvaas (2008) reported the EOR based on commitments and justice that mediated human resource practice and employee outcomes.

Thus, the relationship with the organisation also indirectly helps to achieve success in their career according to the function of job resources (Demerouti & Bakker, 2011). The individual level of analysis, the JD-R model, is necessary for employees to be motivated to empower leadership and career success because of motivational job resources, including

autonomy, feedback and task performance. On the other hand, the EOR is often distracted by heavy work expectations as individual methods like coping, rehabilitation and reward are not used (Demerouti et al., 2015). So, work demands are usually the most significant indicators of fatigue, psychosomatic health complaints and advancement in the professional career by organisational relationship.

Research on the relationship between empowerment and career success is limited. Still, several studies found a positive relationship between leadership and career success (Peng et al., 2019), knowledge and career success (Yu, 2011). On the contrary, empowering leaders are responsible for improving the followers' individuality, encouraging them to think for future growth (Wang et al., 2019). Besides, Job resources could take place at the macro and corporate level (e.g., salaries or pay structures, career development, job security), personal levels (e.g., managers, co-worker assistance), individual roles (e.g., position consistency, decision-making involvement). In support of this, Megheirkouni (2018) found that employees' participation in empowering leadership is related to future career prospects. A direct association between empowering leadership for career success is rare to get in the past literature. Based on the above arguments, we formulated the following hypotheses:

H3a: Empowering leadership has a positive effect on EOR

H3b: EOR mediates between empowering leadership and career success

H4: Empowering leadership has a positive effect on career success

2.1.3 Empowering leadership and Competency development

Leadership traits improve constructive actions and can be attributed favourably to personal development (Gandolfi & Stone, 2018). It is characterised as a mechanism by which the leader shifts control and empower workers by granting them increased responsibilities, decision-making authority over work and resources for their own decisions (Cheong et al., 2019). In recent years, concern for the hotel workforce's quality and competencies has led to increased demands for management and practice standards. JD-R theory outlines how individual characteristics influence occupational well-being and job success (Bakker & Demerouti, 2017). Following this, empowering leaders aspire to give workers a sense of purpose in their jobs, room to decide how to carry out duties and resources required for successful management (Potnuru et al., 2019).

The leaders empower staff to lead and promote self-leadership skills and make a more generous contribution to the organisation (Lee et al., 2017). Similar to leadership, competencies are required as it defines knowledge, skills and abilities for individual development. From the job resources view, an empowering leader's image is positively related to increasing labour problems and social capital in the workplace (Esteves & Lopes, 2017). Likewise, Akkermans et al. (2013) tested a significant heterogeneous sample of employees whether competencies are essential when job demands and resources are high within the organisation.

If the leader empowers his workers, they feel willing to develop autonomy and follow tactics that promote a successful individual and organisational workforce (Van Wingerden et

al., 2017). The development of competence has been found to assign more control workers. Thus, skill growth followers also reduce pressures on individuals and organisations that endorse the development of competencies. In addition to officials' overt endorsement, leadership empowerment also encourages followers to consider multiple choices to achieve their careers. The empowering leadership can be an element of career success that share the power of giving more responsibility and autonomy to the subordinates (Srivastava et al., 2006). Based on the above arguments, we formulated the following hypothesis:

H5: Empowering leadership has a positive effect on competency development

2.1.4 EOR and Career Success

The EOR study has drawn on the JD-R model to provide an analytical basis for considering employees and employers' experiences. EOR is redefined in multi-faceted job demand based on the JD-R model, with different dimensions differing in severity (Shore et al., 2018). Men (2011) has focused a comprehensive discussion on the four quality measures in the relationship between employees and the hotel: trust, shared influence, engagement, and satisfaction. Recently, a growing number of scholars have been trying to explore EOR (Men & Stacks, 2014) as the degree to which hotel and employees trust, agree, fulfil, and interact with each other's rights. According to Zablah et al. (2012), the motivational process of job demand and resource model could increase or decrease EOR, respectively.

Besides, achieving success in a career requires considering different interests, succeeding challenges and individual characteristics (Huang et al., 2019). Turban et al. (2017) have postulated career success in developing a position, promotion, and experiences that offer a sense of accomplishment when individuals have an excellent relationship with the organisation.

Apparently, organisational promotion and achievements by maintaining both sides relationship: employee and hotel are based on outcomes (Chen, 2011). Following the literature, this study follows the framework to argue that EOR is higher in individual career perspective because of interrelationship or mostly individual career success depend on organisational attachment (Koekemoer et al., 2019). Although the JD-R model does not assume the relationship between job demand and EOR, it critically explains work-related outcomes. Underlying the research concept in previous studies, including the hospitality industry, Schaufeli (2017) postulated that high job demand might weaken the possibility of career success. Notably, few studies have been considered the relationship between EOR and career success in the previous literature (Lepak & Boswell, 2012). Thus, we posit a new insight between this relationship as a unique attempt to improve the hotel's employee subjective career success. Based on the above arguments, we hypothesise as follows:

H6: EOR has a positive influence on career success

2.1.5 The moderating role of psychological flexibility

People's attitudes about crossing ethical limits include psychological flexibility (Lazarova & Taylor, 2009) and describe individuals' perceived ability to explore a variety of career opportunities (De Vos et al., 2011; Sullivan & Arthur, 2006). A recent study has also found a particular type of psychological flexibility, which has a limitless attitude and a positive impact on career-related behaviour (Briscoe et al., 2012). Hotel employees prefer to be more optimistic about their tasks, use active coping strategies, and develop personal skills. Onwezen et al. (2014) have criticised that service employees' nature is job demanding and persist with changing one's behaviour toward chosen goals and values.

Conceptually, a broad spectrum of maladaptive cognitions may be reversed in psychological flexibility and may equate the impression of personal and interpersonal career success (Spurk et al., 2019). It also attempts to monitor and fight for success in the profession and take longer to deal with their competency development. Thus, psychological flexibility may attempt as high involvement when competency development affects career success. Meanwhile, the JD-R theory can use for all work-related characteristics and tailor to the specific occupation under consideration. The aspect of physical, psychological and social requires sustained efforts as a job demand criterion. Thus, job demands are generally the most important predictors of such outcomes as exhaustion, psychosomatic health complaints, and repetitive strain injury.

Indeed, Tyndall et al. (2018) found that a broad range of stressors in a comprehensive study was moderated by psychological flexibility and suggested that it could be an advisable and attainable organisational/personal goal toward success. When psychological flexibilities open up to other career opportunities, employees can explore various quest methods with more time and improve their understanding of the organisation (Naim & Lenka, 2017; Blokker et al., 2019). A few research of psychological flexibility with career success suggests the strength of the association may vary depending on the organisation's understanding (Waldeck et al., 2017). Combined with the concepts of career success and the JD-R philosophy of leadership, skills development and EOR, the hypotheses formulated as follows:

H7: Psychological flexibility moderates the relationship between competency development and career success

H8: Psychological flexibility moderates the relationship between empowering leadership and career success

2.2 The conceptual framework

Please insert figure about (1) here

3.0 Measures

The quantitative design was applied following the deductive research approach using survey methods in this present study. Multi-item scales were adopted for this analysis in previous

studies to assess hypotheses (see table -2). The questionnaire consists of two parts: the demographic profile and variable's measurement items. The demographic items were based on employee personal characteristics (i.e., gender, age, income, education level, tenure, hotel categories, and nationality). A five-point Likert scale followed the questionnaire to be stated from (1-strongly disagree and 5-strongly agree) for the most straightforward understanding of the response (See table-2). The common method bias will lead to issues when statistics on contingent and independent variables from individual informants are used. Therefore as reviewed by (Podsakoff et al., 2003), we used Harman's single-factor test. The variation in the common method does not seem to be a concern for this research as the variance explained in the factor analysis by the first factor was not greater than 50%. A key reason for carrying out a pilot study is to assess the main results measurement's initial effects to evaluate the sample size for a more extensive study. This present study was conducted with 50 hotel employee as a pilot study sample (Johanson & Brooks, 2010).

3.1 Sample and Data Collection

We selected two locations of interest for data collection: the Hainan (37-hotels) and Shanghai (70-hotels) province, as the industry was quickly developed and reached a great scale in these provinces. In accordance with the objectives of the current study and based on the hotel reputation and category, 45 out of 107 human resources managers decided to support this study; offered the list of hotel staff, ensuring that participants' responses will remain confidential. The researchers have followed a specific population frame that perceives the best interest in generalising outcomes, and employees are the population of Chinese hotels. In order to pick the participants of the study sample, simple random sampling was adopted that provides an equal opportunity for each community member to be selected. To ensure equivalence of meaning, the questionnaire was translated from English into Chinese then re-translated into English by two bilingual academic professionals. We used two languages for the questionnaire, but Chinese was used at a higher percentage. From the employee list, the authors randomly picked the 15 staff participating from each hotel list. Thus, 15 employees from each hotel (45-hotels) make up 675 employees. To clarify the research's purpose and confidentiality, the authors approached all the staff involved via online meeting following the hotel authority's instruction. The authors presented each employee individually with the questionnaire, and the employees were asked to mail the survey using a pre-addressed, pre-stamped envelope. Five hundred sixty valid responses out of 675 surveys were posted to the authors, representing 82.9% response rate.

PLS-SEM (Partial Least Square-Structural Equation Modelling) was used to analyse and determine the result and support for the hypothesis and outcomes (Ringle et al., 2015). It is generally known to justify PLS in this study in recent diverse literature, such as management and the hospitality industry (Rigdon, 2016; Ali et al., 2018). Therefore, CB-SEM's structural model analysis is insensitive because it could not converge as needed for an identified issue (Tabachnick et al., 2007). Thus, using smart-PLS is the best choice for current research that allows the prediction and the confirmation and validation of the hypothesis by evaluating variables without requiring sample size and multi-faceted data distribution.

4.0 Results

4.1 Descriptive analysis

Descriptive statistics show that among the hotel employees, 64.5% are male, and 35.5% are female. Those under 25 years represent 40.4% of hotel employees, while the category between 30-39 years represents 56.1%, and the lowest representation who are aged 60 and above of respondents was 2.20%. The results identified that the monthly income of the hotel employees' highest range was (¥6001-¥8000) indicated that 27.6% and the lowest had more than (¥12,000) at 4%. The education level identified the qualifications based on the hotel employee responses as degree qualification was the highest (46.0%), while the second-highest were secondary qualified at (25.9%). To assess the employee year of working experience in the hotels, this present study also examines the employee's tenure as 1-5 years (36.2%), and the lowest tenure is 4.9%. The researcher chose two categories of hotels to get the right responses: 4-star hotels had a conducted ranking (46.7%), and the highest-ranking was five-star hotels (53.3%). The respondents' nationalities consisted of 88.9% Chinese, while 11.1% were foreigners (see Table 1).

Please Insert table (1) here

4.1.1 Model Assessment

The general evaluation of reflective measurement models included evaluations of the reliability indicator, composite reliability (CR), convergence validity (AVE) average variance extracted, and discriminant validity. The rule of thumb specifies that the CR is greater than 0.70, which showed high internal consistency levels, and the AVE is higher than 0.50 for high converging rates (Henseler et al., 2014). In general, the outer loading results for all reflective constructs, which were above 0.70, were expressed in indicator reliability values equal to or above 0.50, CR values well above 0.70, and AVE values all well above 0.50. The outer load was reported as a result of measurements. However, 97.6% (bias-corrected) of intervals of the construct's values showed the bootstrapping procedures using 5,000 resamples. The findings thus confirmed the discriminant validity of the measurements (Hair et al., 2017). In general, all assessment requirements of the measurement model were fulfilled as well as the reliability and validity of the measurements being endorsed (Rasoolimanesh et al., 2019).

Please insert table 2 here

This study assessed discriminant validity based on two restrictive methods, including the Fornell-Larcker and Heterotrait-Monotrait (HTMT) criterion ratio for structural distinction. (Henseler et al., 2015). The HTMT evaluates the discriminant validity in PLS-SEM-based variance. The proposed threshold value of 0.85 was used for this study as the predefined threshold value for assessing discrimination (Teo et al., 2008). All calculations showed values below the 0.85 threshold value, as shown in Table 3.

Please insert table (3) here

Please insert table (4) here

4.1.2 Hypotheses test

Direct Hypotheses

The significance of path coefficients using bootstrapping procedure and the value of R^2 were checked to assess the structural model. The structural model assessment indicated that the results supported the direct hypotheses (Fig. 2 and Table 4). Competency development has positive and significant effects on EOR and CS. Hence, H1a and H2 are supported with ($\beta=0.242$, $t=6.420$) and ($\beta=0.163$, $t=2.279$), respectively. Table-4 also shows that empowering leadership has significant effects on EOR, CS, and CD. Hence H3a, H4, and H5 are accepted with ($\beta=0.679$, $t=10.164$), ($\beta=0.231$, $t=2.850$), and ($\beta=0.476$, $t=9.215$). The direct effects of EOR on career success (H6) show ($\beta=0.320$, $t=4.003$) the significance support.

The path coefficients describe the strength of all the endogenous and exogenous constructs. The effect size (f^2) for all relationships was applied to assess the size of each construct's contribution to R^2 (Ali et al., 2018). For example, competency development and empowering leadership explain 67.6% of the variance in EOR, while EOR 39.4% of the variance in career success. Also, empowering leadership explains 22.6%, where the R^2 values are acceptable (Cohen, 1988). According to Cohen (1988), the values 0.35, 0.15, and 0.02 show large, medium, and small effect sizes (f^2) of the constructs. Table (4) shows that all the relationships achieved the desired f^2 values. Additionally, to assess our model's predictive power, we applied the Q^2 and the values of Q^2 should be greater than zero for all endogenous constructs. Thus, all the values are acceptable with predictive relevance. Multicollinearity refers to the variance of exogenous constructs overlapping with each other in the endogenous construct and, therefore, not explaining the particular variance in the endogenous variable (O'Brien, 2007). The multicollinearity diagnosis via VIF is displayed in Table 4, which shows no significant multicollinearity between exogenous constructs in the study, and all VIF values range from 1.0 to 3.088 (i.e. below 5) (Hair et al., 2017).

Indirect Hypotheses

The Preacher & Hayes (2008) method of bootstrapping the indirect effect was used to test the mediation effect. The bootstrapping analysis showed that the indirect effects for the CD-CS relationship via EOR and EL-CS relationship via EOR were significant. Hence H1b, and H3b are supported with ($\beta=0.037$, $t=2.928$, $p<0.001$), ($\beta=0.217$, $t=4.089$, $p<0.001$), and 97.5% Confidence Interval Bias Corrected (CI-BC): [LL=0.016, UL=0.064], [LL=0.110, UL=0.318]. The moderating effects of psychological flexibility toward career success were confirmed through the findings of H7 and H8. These two effects are positive and significant following the results ($\beta=0.207$, $t=1.404$), ($\beta=0.197$, $t=2.216$).

Please insert figure (2) here

5.0 Discussion

This study significantly advances theoretical knowledge by supporting the JD-R model (Demerouti et al., 2001). This study analysed the factors that lead to Chinese hotels' career success by using PLS-SEM to achieve research objectives. This study explores by incorporating into the explanation of the career success of the employees. Competency development, EOR, empowering leadership, and psychological flexibility, as influencing factors of career success, investigate a unique contribution. Therefore, we can logically infer these variables can be critical for the workforce's performance in Chinese hotels. According to the JD-R model, job demand includes the workload. The job resources may consist of content, psychology, community or organisation, job management, support to organisations and feedback on results (Cao et al., 2017).

The above findings have revealed that competency development positively and significantly influences EOR and career success. Past studies on competency development reveal that it increases people's skills on growing achievements in their professional lives (De Vos et al., 2011). From an employee's perspective, a clearer understanding of the crucial position of participation in competence growth initiatives will benefit actual efforts, promoting a lifetime career (Anitha, 2014). In contrast, as one of our substantial contribution, the role of EOR also significantly associated with competency development and career success. Employees perceive to have capacity valued outcomes by employee-organisation interaction with goal directed-behaviour; this felt empowering leadership could achieve career success.

Furthermore, the above results have shown that empowering leadership positively and significantly impacts EOR and career success. The findings add to recent research that shows that empowering leadership enhances EOR, expressing ideas with group members or subordinates in the organisation (Shore, 2019). We contend that empowering leadership helps push member-leaders beyond economic trade (i.e., a formally negotiated exchange of tangible assets) to establish a relationship characterised by engagement, confidence, mutual assistance and loyalty. Thus, according to the above significant findings, EOR plays an influential role in empowering leadership and career success. Therefore, we conclude that the connection between empowerment leadership and the career success is positive in particular since empowerment leadership contributes to high-quality, engaged EOR that appear to improve confidence in the capacity to transcend any career challenges (Biemann et al., 2015).

This present study based on the premise that is empowering leadership enhances competency development in terms of organisational view to individual perspective according to the significant findings. The development of competencies depends on the motivation and abilities of workers. Wu & Chen (2015) supported our findings as the leaders can play a role in successful competence creation activities to transform individual perspectives and skills

into common experiences or create practical cultures at work. The above findings have criticised the significant moderating effect on career success to address the moderating role of psychological flexibility. Firstly, the proposed model, based on the past literature, psychological flexibility moderates on the relationship between competency development and career success, and it is significant according to our findings. The findings have portrayed that psychological flexibility more effective when competency development affects career success. In support of this, Waldeck et al. (2017) postulated that those who have high psychological flexibility did not significantly increase distress.

Secondly, psychological flexibility moderates the relationship between empowering leadership and career success, according to the above significant findings. According to Waldeck et al. (2017 p.429), employees are more prone to adopt approaches that hamper psychological flexibility. Conversely, high psychological flexibility appears to nearly better in implementing empowering leadership to career success. According to (2012), instead of controlling inner experience, the less psychologically flexible employee cannot observe internal experience in a non-judgmental way when EOR connected toward career success.

In addition, the above findings have examined that EOR has positive and significant effects on career success. For example, Lee et al. (2018) analysed voluntary relations initiatives by workers to obtain and share the information with other stakeholders, without profiting themselves, related management activities, and other related problems. Park (2014) subsequently attempted to investigate a connection between EOR and creativity by encouraging workers to participate in voluntary intrapreneurship and competitive and environmentally resilient. The results showed the most extraordinary impact on a successful career, using questions and high-interest rates. In addition, the findings show that workers interested in the topic and opportunities to ask questions about their career path are often more productive.

Please insert the figure (3) here

6.0 Theoretical implications

This current study indicates the theoretical implication of the possible outcomes based on empirical evidence and results identification. The present findings support variables as antecedents to career success. The study findings show that employees might ask why they cannot succeed in their hotel career in individual life. For example, employees might ask about the items they have brought to their attention and how they perceive their response. These results correlate with earlier research by Verbruggen (2012), whereby the career level may contribute towards the quest for the employees' performance. These factors are crucial for the productive work of employees and should also be incorporated into the hotel industry to encourage success in their careers.

At least when competency development is carried out as an integrated process, our research contributes to the long-term debate on employee competencies by illustrating the crucial role in building value for their EOR and career (De Vos et al., 2015). The research

provides a critical link between theory and practices through the JD-R's theoretic structure in competence discussions towards career success. The JD-R model says that personal resources, employment and demanding demands are part of an incentive mechanism that can lead to better employee well-being (e.g. work participation) and other results (Demerouti & Bakker, 2011; Akkermans & Tims, 2017).

Our results seem to confirm and suggested that empowering leadership and EOR toward career success were also fitted in positive relationships. Indeed, it would make sense by the above results suggestions that empowering leadership could increase career success because such it may help to expand the EOR and personal efficiency. In an adequate mediating concern of EOR also suggested in enhancing the relationship between empowering leadership and career success based on empirical finding and the above results. In sum, for this study, we expected that employees would first obtain personal resources in terms of career success following the proper traits of empowering leadership. The results are consistent with the belief that empowering leadership provides subordinates with valuable knowledge about how open, trustworthy relationships can evolve with their leader to promote career success (Hassan et al., 2013). In addition, the results disclosed and suggested that empowering leadership and competency development stands to make a strong relationship. The findings illustrate the importance of analysing individual and organisational variables simultaneously to obtain a deeper insight into the impact of skills and success.

At the same time, this research shows that as a central moderation to the career's success, the JD-R Theory predicts mutual results between personal and work resources. The findings suggested that psychological flexibility can be high and enhance employee career success when their competency development, EOR and empowering leadership impact career success. In contrast, (Kashdan et al., 2020) have postulated that the pursuit of valued goals despite the presents of distress. They have also addressed that psychological flexibility is associated with adaptive personality traits, including openness to experience and lower negative emotions. Our measurement of psychological flexibility, unlike previous attempts, ties content to ideographical or personal goals. Building on existing theory (Kashdan et al., 2020 p.846), psychological flexibility does not want to change the psychological process but rather to act for beneficial reasons. The results provide a significant contribution to the meaning of EOR and career success. EOR has the potential to redefine career success following the JD-R individual resource and reciprocity (Eldor & Vigoda-Gadot, 2017).

6.1 Managerial Implications

The managerial implications indicate that the possible outcomes may be integrated to be concerned with the hotel employees' career success. We posit the career success of the employee as subjective. A highly qualified executive would also consider a certain degree of subjective performance to be essential satisfactory. Therefore, with clear outcomes, we predicted emphasise achievement ratings that would positively predict subjective career performance. Achim et al. (2013) emphasised the effect on individual results, such as efficiency, turnover, and compensation by systemic variables, both industry and organisation. For employers, managing the careers of workers is an increasingly critical problem.

According to (2013), training and professional development are critical issues, and hotels human resources (HR) are also expected to organise workforce training plans focused on employees' needs.

Researchers have also argued that bigger businesses have more work openings and have more potential for promotion (Cook & Glass, 2014). Therefore, it is not apparent that additional promotions per employee in larger organisations, as more individuals participate in the same promotions. These results are a way of recognising employees who want to meet their job objectives and reach them. Managers must understand that task staff may use such techniques in print management to accomplish better work in highly competitive conditions. Besides, high turnover rates will adversely affect the capacity of organisations. Lower competitiveness and competitive advantages are among the major losses incurred by people quitting a job, impacting their career success.

According to the results, supervisors can provide their employees with ample autonomy to efficiently and conveniently conduct their duties. In order to achieve success in increasingly competitive job settings, managers need to demonstrate more confidence in their workers' skills and talents, foster greater employee involvement in decision-making, and amplify the importance of their work to boost their EOR, CD and facilitate their career success. These studies further highlight that a festive workplace atmosphere could in itself be necessary to facilitate employee job success. Therefore, hotel management, along with the human resources officer, should guarantee that supervisors can demonstrate EL actions. A recent study by Dhar (2016) indicates that hotels should engage in leadership development, especially leadership behaviour training programs, as hotel workers are susceptible to perceiving desirable leadership behaviours. The hotel required to consider the psychological flexibility as essential phenomena for the employee and their workforce. A moderate level of psychological flexibility might help to explore new position, stay mentally engaged and career success.

Besides, managers should value individuals' characteristics rather than prevent a change in workplaces and enable workers to understand their potentials. In essence, this strategy allows workers to remain loyal and active hotel employees. Hotels should encourage workers to engage in career management programmes and create contact networks to increase awareness of their activities and job needs. For management personnel, the hotels will initiate a new process to be informed of these results. The hotel manager can arrange training on these results in terms of signs.

7.0 Limitations and Future research suggestions

This study was limited to the Chinese hotel industry with a perspective focusing on employee careers. In future research, the researcher suggests investigating the study in other geographical areas in addition to other fields of context. It is also suggested that the future sample should include the public and private sector to increase the generalisation. The researcher also recommends future research that investigates other influencing factors to determine employee career success. Different workers may conduct themselves in the same

manner but may not have the same motives. This study has some methodological limitations ; we have selected a simple random sample as we collected employee lists for each hotel. We suggest using purposive sampling for an extensive future framework that would better or be comfortable collecting data, and SEM can also be conducted for the competing model analysis. Future study can be suggested to differentiate genders on a hotel employee. Future research will help explain employees' actions by strengthening our understanding of the different motifs that motivate them, including possible consequences of prosocial ideas, organisation, or multiple causes.

References

- Achim, I. M., Dragolea, L., & Balan, G. (2013). The importance of employee motivation to increase organisational performance. *Annales Universitatis Apulensis: Series Oeconomica*, 15(2), 685.
- Akkermans, J., Schaufeli, W. B., Brenninkmeijer, V., & Blonk, R. W. B. (2013). The role of career competencies in the Job Demands—Resources model. *Journal of Vocational Behavior*, 83(3), 356–366.
- Akkermans, J., & Tims, M. (2017). Crafting your career: How career competencies relate to career success via job crafting. *Applied Psychology*, 66(1), 168–195.
- Ali, F., Rasoolimanesh, S. M., & Cobanoglu, C. (2018). *Applying partial least squares in tourism and hospitality research*. Emerald Group Publishing.
- Ali, F., Rasoolimanesh, S. M., Sarstedt, M., Ringle, C. M., & Ryu, K. (2018). An assessment of the use of partial least squares structural equation modeling (PLS-SEM) in hospitality research. *International Journal of Contemporary Hospitality Management*, 30(1), 514–538.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*.
- Ashforth, B. E., & Rogers, K. M. (2012). Is the employee-organisation relationship misspecified? The centrality of tribes in experiencing the organisation. *The Employee-Organization Relationship: Applications for the 21st Century*, 23–53.
- Asikainen, H., Hailikari, T., & Mattsson, M. (2018). The interplay between academic emotions, psychological flexibility and self-regulation as predictors of academic achievement. *Journal of Further and Higher Education*, 42(4), 439–453.
- Atkins, P. W. B., & Parker, S. K. (2012). Understanding individual compassion in organisations: The role of appraisals and psychological flexibility. *Academy of Management Review*, 37(4), 524–546.
- Audenaert, M., Carette, P., Shore, L. M., Lange, T., Van Waeyenberg, T., & Decramer, A. (2018). Leader-employee congruence of expected contributions in the employee-organisation relationship. *The Leadership Quarterly*, 29(3), 414–422.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). *Burnout and work engagement: The JD–R approach*.
- Biemann, T., Kearney, E., & Marggraf, K. (2015). Empowering leadership and managers' career perceptions: Examining effects at both the individual and the team level. *The Leadership Quarterly*, 26(5), 775–789.
- Blokker, R., Akkermans, J., Tims, M., Jansen, P., & Khapova, S. (2019). Building a sustainable start: The role of career competencies, career success, and career shocks in young professionals' employability. *Journal of Vocational Behavior*, 112, 172–184.
- Briscoe, J. P., Henagan, S. C., Burton, J. P., & Murphy, W. M. (2012). Coping with an insecure employment environment: The differing roles of protean and boundaryless career orientations. *Journal of Vocational Behavior*, 80(2), 308–316.
- Cai, L. A., & Hobson, J. S. P. (2004). Making hotel brands work in a competitive environment.

- Journal of Vacation Marketing*, 10(3), 197–208.
- Cao, X., Zou, D., & Shen, S. (2017). Research on Pressure Management Based on Job Demand-Resources Model-Taking Design Industry as an Example. *2nd International Conference on Judicial, Administrative and Humanitarian Problems of State Structures and Economic Subjects (JAHP 2017)*.
- Carmeli, A., Schaubroeck, J., & Tishler, A. (2011). How CEO empowering leadership shapes top management team processes: Implications for firm performance. *The Leadership Quarterly*, 22(2), 399–411.
- Cesinger, B. (2011). Measurement of objective and subjective career success. *Stiftungslehrstuhl Für Unternehmensgründungen Und Unternehmertum (Entrepreneurship) an Der Universität Hohenheim*, 1–12.
- Chen, H.-C., & Naquin, S. S. (2006). An integrative model of competency development, training design, assessment center, and multi-rater assessment. *Advances in Developing Human Resources*, 8(2), 265–282.
- Chen, Y.-N. K. (2011). Social capital, human capital, and career success in public relations in Taiwan. *Chinese Journal of Communication*, 4(4), 430–449.
- Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., & Tsai, C.-Y. (2019). A review of the effectiveness of empowering leadership. *The Leadership Quarterly*, 30(1), 34–58.
- Chiang, F. F. T., & Birtch, T. A. (2010). Pay for performance and work attitudes: The mediating role of employee–organisation service value congruence. *International Journal of Hospitality Management*, 29(4), 632–640.
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences* (Second Ed.). Routledge.
- Cook, A., & Glass, C. (2014). Women and top leadership positions: Towards an institutional analysis. *Gender, Work & Organisation*, 21(1), 91–103.
- Culié, J.-D., Khapova, S. N., & Arthur, M. B. (2014). Careers, clusters and employment mobility: The influences of psychological mobility and organisational support. *Journal of Vocational Behavior*, 84(2), 164–176.
- De Vos, A., De Hauw, S., & Van der Heijden, B. I. J. M. (2011). Competency development and career success: The mediating role of employability. *Journal of Vocational Behavior*, 79(2), 438–447.
- De Vos, A., De Hauw, S., & Willemse, I. (2015). An integrative model for competency development in organisations: the Flemish case. *The International Journal of Human Resource Management*, 26(20), 2543–2568.
- Demerouti, E., & Bakker, A. B. (2011). The job demands-resources model: Challenges for future research. *SA Journal of Industrial Psychology*, 37(2), 1–9.
- Demerouti, E., Bakker, A. B., & Gevers, J. M. P. (2015). Job crafting and extra-role behavior: The role of work engagement and flourishing. *Journal of Vocational Behavior*, 91, 87–96.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499.
- Demski, D. B., & Arabie, K. (2008). Employee Competency Development and Engagement:-The surprising impact on sustainability, HSE performance and financial results. *SPE International Conference on Health, Safety, and Environment in Oil and Gas Exploration and Production*.
- Dhar, R. L. (2016). Ethical leadership and its impact on service innovative behavior: The role of LMX and job autonomy. *Tourism Management*, 57, 139–148.
- Dutta, D., Mishra, S. K., & Varma, A. (2019). Predictors of job pursuit intention across career stages: a multi-phase investigation. *The International Journal of Human Resource Management*, 1–38.
- Eisenberger, R., Rockstuhl, T., Shoss, M. K., Wen, X., & Dulebohn, J. (2019). Is the employee–organisation relationship dying or thriving? A temporal meta-analysis. *Journal of Applied Psychology*, 104(8), 1036.
- Eldor, L., & Vigoda-Gadot, E. (2017). The nature of employee engagement: Rethinking the employee–organisation relationship. *The International Journal of Human Resource Management*, 28(3), 526–552.
- Enache, M., Sallan, J. M., Simo, P., & Fernandez, V. (2011). Career attitudes and subjective career success: Tackling gender differences. *Gender in Management: An International Journal*.
- Fausing, M. S., Joensson, T. S., Lewandowski, J., & Bligh, M. (2015). Antecedents of shared

- leadership: empowering leadership and interdependence. *Leadership & Organization Development Journal*.
- Gandolfi, F., & Stone, S. (2018). Leadership, leadership styles, and servant leadership. *Journal of Management Research*, 18(4), 261–269.
- Glaister, A. J. (2014). HR outsourcing: the impact on HR role, competency development and relationships. *Human Resource Management Journal*, 24(2), 211–226.
- Grote, G., & Raeder, S. (2009). Careers and identity in flexible working: Do flexible identities fare better? *Human Relations*, 62(2), 219–244.
- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123–136.
- Guan, Y., Arthur, M. B., Khapova, S. N., Hall, R. J., & Lord, R. G. (2019). Career boundarylessness and career success: A review, integration and guide to future research. *Journal of Vocational Behavior*, 110, 390–402.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Richter, N. F., & Hauff, S. (2017). *Partial Least Squares Strukturgleichungsmodellierung: Eine anwendungsorientierte Einführung*. Vahlen.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Thousand Oaks: SAGE.
- Hassan, S., Mahsud, R., Yukl, G., & Prussia, G. E. (2013). Ethical and empowering leadership and leader effectiveness. *Journal of Managerial Psychology*.
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., Ketchen Jr, D. J., Hair, J. F., Hult, G. T. M., & Calantone, R. J. (2014). Common beliefs and reality about PLS: Comments on Rönkkö and Evermann (2013). *Organizational Research Methods*, 17(2), 182–209.
- Hogan, R., Chamorro-Premuzic, T., & Kaiser, R. B. (2013). Employability and career success: Bridging the gap between theory and reality. *Industrial and Organisational Psychology*, 6(1), 3–16.
- Hossain, M. S., Hussain, K., Kannan, S., & Kunju Raman Nair, S. K. (2021). Determinants of sustainable competitive advantage from resource-based view: implications for hotel industry. *Journal of Hospitality and Tourism Insights*.
- Hossain, M. S., Kannan, S. N., & Raman Nair, S. K. K. (2020). Factors Influencing Sustainable Competitive Advantage in the Hospitality Industry. *Journal of Quality Assurance in Hospitality & Tourism*, 1–32.
- Huang, Y.-T., Rundle-Thiele, S., & Chen, Y.-H. (2019). Extending understanding of the internal marketing practice and employee satisfaction relationship: A budget Chinese airline empirical examination. *Journal of Vacation Marketing*, 25(1), 88–98.
- Ibrahim, R., Boerhannoeddin, A., & Bakare, K. K. (2017). The effect of soft skills and training methodology on employee performance. *European Journal of Training and Development*.
- Ituma, A., & Simpson, R. (2009). The boundaryless' career and career boundaries: Applying an institutionalist perspective to ICT workers in the context of Nigeria. *Human Relations*, 62(5), 727–761.
- Jiang, L., & Alexakis, G. (2017). Comparing students' and managers' perceptions of essential entry-level management competencies in the hospitality industry: An empirical study. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 20, 32–46.
- Johanson, G. A., & Brooks, G. P. (2010). Initial scale development: sample size for pilot studies. *Educational and Psychological Measurement*, 70(3), 394–400.
- Kashdan, T. B., Disabato, D. J., Goodman, F. R., Doorley, J. D., & McKnight, P. E. (2020). Understanding psychological flexibility: A multimethod exploration of pursuing valued goals despite the presence of distress. *Psychological Assessment*, 32(9), 829.
- Kazley, A. S., Schumacher, E. J., Dellifraigne, J., Clement, D., Hall, R., O'Connor, S., Qu, H., Shewchuk, R., & Stefl, M. (2016). Competency development and validation: An update of the collaborative leadership model. *The Journal of Health Administration Education*, 33(1), 73.
- Kim, M., Beehr, T. A., & Prewett, M. S. (2018). Employee responses to empowering leadership: A meta-analysis. *Journal of Leadership & Organizational Studies*, 25(3), 257–276.
- Koekemoer, E., Fourie, H. L. R., & Jorgensen, L. I. (2019). Exploring subjective career success

- among blue-collar workers: Motivators that matter. *Journal of Career Development*, 46(3), 314–331.
- Kuvaas, B. (2008). An exploration of how the employee–organisation relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of Management Studies*, 45(1), 1–25.
- Kwon, K., & Kim, T. (2020). An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human Resource Management Review*, 30(2), 100704.
- Lazarova, M., & Taylor, S. (2009). Boundaryless careers, social capital, and knowledge management: Implications for organisational performance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organisational Psychology and Behavior*, 30(1), 119–139.
- Le Blanc, P. M., Demerouti, E., & Bakker, A. B. (2017). Better? Job crafting for sustainable employees and organisations. *An Introduction to Work and Organisational Psychology: An International Perspective*, 48.
- Lee, M. C. C., Idris, M. A., & Delfabbro, P. H. (2017). The linkages between hierarchical culture and empowering leadership and their effects on employees' work engagement: Work meaningfulness as a mediator. *International Journal of Stress Management*, 24(4), 392.
- Lee, Yeunjae, Mazzei, A., & Kim, J.-N. (2018). Looking for motivational routes for employee-generated innovation: Employees' scouting behavior. *Journal of Business Research*, 91, 286–294.
- Lee, Yunsoo. (2019). JD-R model on psychological well-being and the moderating effect of job discrimination in the model. *European Journal of Training and Development*.
- Lepak, D., & Boswell, W. R. (2012). *Strategic human resource management and employee-organisation relationship*.
- Lorinkova, N. M., Pearsall, M. J., & Sims Jr, H. P. (2013). Examining the differential longitudinal performance of directive versus empowering leadership in teams. *Academy of Management Journal*, 56(2), 573–596.
- Megheirkouni, M. (2018). Self-leadership strategies and career success: insight on sports organisations. *Sport, Business and Management: An International Journal*.
- Men, L. R. (2011). How employee empowerment influences organisation–employee relationship in China. *Public Relations Review*, 37(4), 435–437.
- Men, L. R., & Stacks, D. (2014). The effects of authentic leadership on strategic internal communication and employee-organisation relationships. *Journal of Public Relations Research*, 26(4), 301–324.
- Naim, M. F., & Lenka, U. (2017). Linking knowledge sharing, competency development, and affective commitment: Evidence from Indian Gen Y employees. *Journal of Knowledge Management*, 21(4), 885–906.
- Ng, T. W. H., Eby, L. T., Sorensen, K. L., & Feldman, D. C. (2005). Predictors of objective and subjective career success: A meta-analysis. *Personnel Psychology*, 58(2), 367–408.
- Ng, T. W. H., & Feldman, D. C. (2014). Subjective career success: A meta-analytic review. *Journal of Vocational Behavior*, 85(2), 169–179.
- Ngo, H., & Li, H. (2015). Chinese traditionality and career success. *Career Development International*.
- Ngo, L. V., & O'cass, A. (2013). Innovation and business success: The mediating role of customer participation. *Journal of Business Research*, 66(8), 1134–1142.
- O'brien, R. M. (2007). A Caution Regarding Rules of Thumb for Variance Inflation Factors. *Quality & Quantity*, 41(5), 673–690. <https://doi.org/10.1007/s11135-006-9018-6>
- Onwezen, M. C., Van Veldhoven, M., & Biron, M. (2014). The role of psychological flexibility in the demands–exhaustion–performance relationship. *European Journal of Work and Organizational Psychology*, 23(2), 163–176.
- Park, K. Y. (2014). *Measuring sound quality using relative comparison*. Google Patents.
- Park, S. H., Kim, J.-N., & Krishna, A. (2014). Bottom-up building of an innovative organisation: Motivating employee intrapreneurship and scouting and their strategic value. *Management Communication Quarterly*, 28(4), 531–560.

- Peng, Z., Gao, B., & Zhao, H. (2019). Coaching leadership and subordinates' career success: The mediating role of leader-member exchange. *Social Behavior and Personality: An International Journal*, 47(11), 1–8.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J., & Podsakoff, N. P. (2003). Common Method Biases in Behavioral Research : A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Potnuru, R. K. G., & Sahoo, C. K. (2016). HRD interventions, employee competencies and organisational effectiveness: an empirical study. *European Journal of Training and Development*.
- Potnuru, R. K. G., Sahoo, C. K., & Sharma, R. (2019). Team building, employee empowerment and employee competencies. *European Journal of Training and Development*.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879–891.
- Rasoolimanesh, S. M., Noor, S. M., & Jaafar, M. (2019). Positive and negative perceptions of residents toward tourism development: Formative or reflective. In *Quantitative Tourism Research in Asia* (pp. 247–271). Springer.
- Ren, S., & Chadee, D. (2020). Influence of guanxi on hospitality career performance in China: Is more necessarily better? *International Journal of Hospitality Management*, 91, 102420.
- Restubog, S. L. D., Bordia, P., & Bordia, S. (2011). Investigating the role of psychological contract breach on career success: Convergent evidence from two longitudinal studies. *Journal of Vocational Behavior*, 79(2), 428–437.
- Rigdon, E. E. (2016). Choosing PLS path modeling as analytical method in European management research: A realist perspective. *European Management Journal*, 34(6), 598–605.
- Ringle, C. M., Wende, S., & Becker, J.-M. (2015). *SmartPLS 3. Bonningstedt: SmartPLS*.
- Rodolfa, E., Bent, R., Eisman, E., Nelson, P., Rehm, L., & Ritchie, P. (2005). A cube model for competency development: Implications for psychology educators and regulators. *Professional Psychology: Research and Practice*, 36(4), 347.
- Rui, H., Zhang, M., & Shipman, A. (2017). Chinese expatriate management in emerging markets: A competitive advantage perspective. *Journal of International Management*, 23(2), 124–138.
- Schaufeli, W. B. (2017). Applying the job demands-resources model. *Organizational Dynamics*, 2(46), 120–132.
- Shariff, N. M., Kayat, K., & Abidin, A. Z. (2014). Tourism and hospitality graduates competencies: Industry perceptions and expectations in the Malaysian perspectives. *World Applied Sciences Journal*, 31(11), 1992–2000.
- Shore, L. (2019). Leader-employee congruence of expected contributions in the employee-organisation relationship. *Leader-Employee Congruence of Expected Contributions in the Employee-Organization Relationship*.
- Shore, L. M., Coyle-Shapiro, J. A.-M., & Chang, C. (2018). *Exchange in the employee-organisation relationship*.
- Spurk, D., Hirschi, A., & Dries, N. (2019). Antecedents and outcomes of objective versus subjective career success: Competing perspectives and future directions. *Journal of Management*, 45(1), 35–69.
- Srivastava, A., Bartol, K. M., & Locke, E. A. (2006). Empowering leadership in management teams: Effects on knowledge sharing, efficacy, and performance. *Academy of Management Journal*, 49(6), 1239–1251.
- Sullivan, S. E., & Arthur, M. B. (2006). The evolution of the boundaryless career concept: Examining physical and psychological mobility. *Journal of Vocational Behavior*, 69(1), 19–29.
- Tabachnick, B. G., Fidell, L. S., & Ullman, J. B. (2007). *Using multivariate statistics* (Vol. 5). Pearson Boston, MA.
- Teo, T. S. H., Srivastava, S. C., & Jiang, L. (2008). Trust and electronic government success: An empirical study. *Journal of Management Information Systems*, 25(3), 99–132.
- Thun, S., & Bakker, A. B. (2018). Empowering leadership and job crafting: The role of employee optimism. *Stress and Health*, 34(4), 573–581.
- Tripathi, P. M., Srivastava, S., Singh, L. B., Kapoor, V., & Solanki, U. (2021). A JD-R perspective for

- enhancing engagement through empowerment: A study on Indian hotel industry. *Journal of Hospitality and Tourism Management*, 46, 12–25.
- Turban, D. B., Moake, T. R., Wu, S. Y.-H., & Cheung, Y. H. (2017). Linking extroversion and proactive personality to career success: The role of mentoring received and knowledge. *Journal of Career Development*, 44(1), 20–33.
- Tyndall, I., Waldeck, D., Riva, P., Wesselmann, E. D., & Pancani, L. (2018). Psychological flexibility and ostracism: Experiential avoidance rather than cognitive fusion moderates distress from perceived ostracism over time. *Journal of Contextual Behavioral Science*, 7, 72–80.
- Van Wingerden, J., Bakker, A. B., & Derks, D. (2017). Fostering employee well-being via a job crafting intervention. *Journal of Vocational Behavior*, 100, 164–174.
- Verbruggen, M. (2012). Psychological mobility and career success in the ‘new’ career climate. *Journal of Vocational Behavior*, 81(2), 289–297.
- Waldeck, D., Tyndall, I., Riva, P., & Chmiel, N. (2017). How do we cope with ostracism? Psychological flexibility moderates the relationship between everyday ostracism experiences and psychological distress. *Journal of Contextual Behavioral Science*, 6(4), 425–432.
- Wang, M., & Zhan, Y. (2012). *Employee-organisation relationship in older workers*.
- Wang, Y.-F. (2013). Constructing career competency model of hospitality industry employees for career success. *International Journal of Contemporary Hospitality Management*, 25(7), 994–1016. <https://doi.org/10.1108/IJCHM-07-2012-0106>
- Wang, Y., Horng, J., Cheng, S. S., & Killman, L. (2011). Factors influencing food and beverage employees’ career success: A contextual perspective. *International Journal of Hospitality Management*, 30(4), 997–1007. <https://doi.org/10.1016/j.ijhm.2011.03.005>
- Wang, Z., Yu, K., Xi, R., & Zhang, X. (2019). Servant leadership and career success: the effects of career skills and proactive personality. *Career Development International*.
- Wu, C.-M., & Chen, T.-J. (2015). Psychological contract fulfillment in the hotel workplace: empowering leadership, knowledge exchange, and service performance. *International Journal of Hospitality Management*, 48, 27–38.
- Xie, B., Xia, M., Xin, X., & Zhou, W. (2016). Linking calling to work engagement and subjective career success: The perspective of career construction theory. *Journal of Vocational Behavior*, 94, 70–78.
- Yang, F. X., & Lau, V. M.-C. (2015). Does workplace guanxi matter to hotel career success? *International Journal of Hospitality Management*, 47, 43–53.
- Yu, C. (2011). *Chinese knowledge employees’ career values, perceived organisational support and career success*.
- Zablah, A. R., Chonko, L. B., Bettencourt, L. A., Allen, G., & Haas, A. (2012). A job demands-resources (JD-R) perspective on new product selling: A framework for future research. *Journal of Personal Selling & Sales Management*, 32(1), 73–87.
- Zacher, H. (2014). Career adaptability predicts subjective career success above and beyond personality traits and core self-evaluations. *Journal of Vocational Behavior*, 84(1), 21–30.
- Zeijen, M. E. L., Peeters, M. C. W., & Hakanen, J. J. (2018). Workaholism versus work engagement and job crafting: What is the role of self-management strategies? *Human Resource Management Journal*, 28(2), 357–373.