# Sheffield Hallam University

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

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Table 1. Respondent's profile

| Profiles | Measurements | (n= 560 %) |
|---|---|---|
| **Gender** | Male | 64.5 |
| | Female | 35.5 |
| **Age (years)** | Under 25 | 2.30 |
| | 30-39 | 56.1 |
| | 40-49 | 21.6 |
| | 50-59 | 20.0 |
| | 60 and above | 2.20 |
| **Monthly Income** | Less than 2,000 | 4.30 |
| | 2001-4,000 | 22.7 |
| | 4001-6,000 | 27.6 |
| | 6001-8,000 | 20.2 |
| | 8001-10,000 | 21.3 |
| | More than 10,000 | 4.00 |
| **Education level** | Secondary | 25.9 |
| | Diploma | 19.6 |
| | Degree | 46.0 |
| | Mater's | 8.50 |
| **Work tenure** | 1-5 years | 36.2 |
| | 6-10 years | 34.8 |
| | 11-15 years | 25.1 |
| | 15-20 years | 4.9 |
| **Hotel Categories** | Five-star | 53.3 |
| | Four-star | 46.7 |
| **Nationality** | Chinese | 88.9 |
| | Foreigners | 11.1 |

## Table (2) Results of the assessment of the measurement model

| | | | Loadings | α | CR | AVE |
|---|---|---|---|---|---|---|
| **Competency Development** (Stiers et al., 2015) | Workshops in which develop new competencies through interaction | CD1 | 0.649 | | | |
| | Training organized to enhance general competencies such as technical, communication and language | CD2 | 0.894 | | | |
| | I have willing taken tasks to develop my future competencies | CD3 | 0.912 | 0.900 | 0.928 | 0.723 |
| | I have taken a personal development plan to understand better my possibilities within the organization and the competencies I need fully exploit it | CD4 | 0.893 | | | |
| | My colleague regularly gives me feedback about my performance | CD5 | 0.875 | | | |
| **Career Success** (Bozionelos, 2004) | I am in a position to do most work which I really like | CS1 | 0.988 | | | |
| | I am pleased with promotion; I have received so far | CS2 | 0.822 | | | |
| | I received a high income compared to my colleague | CS3 | 0.986 | 0.974 | 0.981 | 0.911 |
| | I am respected by my colleague | CS4 | 0.982 | | | |
| **Empowering Leadership** (Xue et al., 2011) | Empowering leadership encourage group members to express ideas and suggestions | EL1 | 0.830 | | | |
| | It gives all work group-members a chance to voice their opinion | EL2 | 0.863 | | | |
| | It encourages group members to solve the problem together | EL3 | 0.892 | 0.921 | 0.941 | 0.761 |
| | This explains the hotel's decision and goals to the employee | EL4 | 0.890 | | | |
| | This leadership also concern other well-being | EL5 | 0.885 | | | |
| **Organization-Employee Relationship** (Lee et al., 2018) | This organization really listens to what employee like me have to say | OER1 | 0.674 | | | |
| | I believe that this organization takes the opinion of the employee like me into account when making the decision | OER2 | 0.678 | 0.773 | 0.848 | 0.586 |
| | I feel that this organization is trying to maintain a long-term commitment to the employee like me | OER3 | 0.830 | | | |
| | Generally speaking, I am pleased with the relationship this organization has established with an employee like me | OER4 | 0.861 | | | |
| **Psychological flexibility** (Culié et al., 2014) | If I feel bored with a task, I can still complete it | PF1 | 0.859 | | | |
| | When I feel depressed/anxious, I am unable to take my responsibility | PF2 | 0.900 | | | |
| | In order for me to do something important, I have you have all my doubts work out | PF3 | 0.877 | 0.923 | 0.940 | 0.726 |
| | I am able to take action on a problem even if I am uncertain what is the right things to do | PF4 | 0.880 | | | |
| | I should act according to my feelings at the time | PF5 | 0.864 | | | |
| | Despite doubts, I feel as though I can set a course in my life and then stick to it | PF6 | 0.718 | | | |

Table (3) Fornell-Larcker and HTMT Criterion

| | CD | CS | EL | OER | PF | CD | CS | EL | OER | PF |
|---|---|---|---|---|---|---|---|---|---|---|
| **CD** | **0.850** | | | | | | | | | |
| **CS** | 0.454 | **0.854** | | | | 0.485 | | | | |
| **EL** | 0.476 | 0.563 | **0.872** | | | 0.523 | 0.594 | | | |
| **EOR** | 0.565 | 0.595 | 0.714 | **0.765** | | 0.701 | 0.682 | 0.770 | | |
| **PF** | 0.704 | 0.471 | 0.521 | 0.615 | **0.852** | 0.776 | 0.494 | 0.564 | 0.751 | |

Table (4) The results of hypotheses testing

| **Direct Hypotheses** | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Relationships** | **β** | **T-Value** | **P Values** | **$F^2$** | **$Q^2$** | **$R^2$** | **VIF** | **Decision** |
| CD -> CS | 0.163 | 2.729 | 0.007 | 0.030 | 0.334 | 0.394 | 1.474 | Supported |
| CD -> OER | 0.242 | 6.420 | 0.000 | 0.140 | 0.361 | 0.676 | 1.292 | Supported |
| EL -> CD | 0.476 | 9.215 | 0.000 | 0.292 | 0.151 | 0.226 | 1.000 | Supported |
| EL -> CS | 0.231 | 2.850 | 0.005 | 0.033 | 0.334 | 0.394 | 2.716 | Supported |
| EL -> OER | 0.679 | 10.164 | 0.000 | 0.401 | 0.361 | 0.676 | 1.292 | Supported |
| OER -> CS | 0.320 | 4.003 | 0.000 | 0.055 | 0.334 | 0.394 | 3.088 | Supported |

| **Indirect Hypotheses** | | | | | |
|---|---|---|---|---|---|
| **Relationships** | **β** | **T-Value** | **P Values** | **97.5% Confidence Interval (Bias Corrected)** | **Decision** |
| CD -> EOR -> CS | 0.037 | 2.928 | 0.004 | [0.016-0.064] | Supported |
| EL -> OER -> CS | 0.217 | 4.089 | 0.000 | [0.110-0.318] | Supported |

Note: PF: Psychological flexibility, CD: Competency Development, EOR: Employee-organization Relationship, EL: Empowering Leadership, CS: Career Success