

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	0.900	0.928	0.723
	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			
	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	0.974	0.981	0.911
	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			
	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	0.921	0.941	0.761
	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			
	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	0.773	0.848	0.586
	I believe that this organization takes the opinion of the employee like me into account when making the decision	OER2	0.678			
	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	0.923	0.940	0.726
	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			
	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			
OER	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