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**THE EFFECTS OF CAREER OPTIMISM AND  
CAREER ADAPTABILITY ON CAREER  
COMMITMENT AND DECENT WORK:  
A STUDY OF GENERATION Y TOURISM AND  
HOSPITALITY EMPLOYEES IN CHINA**

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**The Effects of Career Optimism and Career Adaptability on  
Career Commitment and Decent Work:  
A Study of Generation Y Tourism and Hospitality Employees in  
China**

**WANG Danni**

**A thesis submitted in partial fulfilment of the requirements for the  
degree of Doctor of Philosophy**

**April 2025**

## **CERTIFICATE OF ORIGINALITY**

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Danni WANG

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## ABSTRACT

This thesis investigated the perceptions of decent work among Generation Y employees in the tourism and hospitality (T&H) sector, emphasizing how career transitions and adaptability influence their career management. Grounded in Career Construction Theory and Psychology of Working Theory, the study navigated the complex landscape of contemporary careers shaped by globalization, rapid technological advancements, and unprecedented disruptions such as the COVID-19 pandemic. The findings highlighted the unique challenges experienced by young employees working in T&H sector in China, which were characterized by high turnover rate and often negative perceptions of employment conditions. A significant aim of this study was to explore the lived career experiences of these employees during career transitions and to develop a measurement scale for decent work that is specifically tailored to the T&H context.

A mixed-methods research design was employed, combining qualitative narrative analysis with quantitative structural equation modeling (SEM). The qualitative phase consists of in-depth interviews with 25 young employees, including four pilot interviews that helped refine the interview protocol. Participants were selected using purposive sampling to ensure a diverse representation of demographic characteristics and career experiences. The interviews were structured to focus on individual adaptation processes and evaluations of what constitutes decent work, providing rich qualitative data that informed the subsequent quantitative phase. The quantitative phase involved developing and validating a comprehensive measurement scale for decent work, specifically designed for the T&H sector. Data collection involved one pilot study with 348 respondents from various roles and one main study involving 483 valid responses, ensuring demographic representation. Exploratory factor analysis (EFA) and Confirmatory factor analysis (CFA) were utilized to refine the measurement scales, revealing satisfactory psychometric properties.

According to the quantitative analysis, the scale of decent work was structured around seven key dimensions: Fairness, Legality, Personal Development, Freedom, Equality, Technological Interaction and Respect. Each dimension was carefully conceptualized based on insights from the qualitative

findings and existing literature on decent work. Fit indices of SEM indicated that the proposed model aligned well with the collected data, confirming the scales' effectiveness in capturing the underlying constructs of decent work in the T&H sector. The relationships between career optimism, career adaptability, career commitment, and decent work were examined. The results proved that career optimism positively affected career adaptability, commitment, and decent work. Moreover, it was recognized that career adaptability improved views of decent work, which subsequently cultivates greater career commitment. The direct correlation between career adaptability and career commitment was not supported. Career optimism was shown to have a positive, indirect impact on career commitment through decent work, while also enhancing the perception of decent work through career adaptability. This emphasized the vital importance of career optimism in influencing professional paths, while highlighting the intricate mediation effects of career adaptability and decent work within the framework of career commitment.

Theoretically, the study extended the applicability of Career Construction Theory and Psychology of Working Theory to the T&H industry, providing a nuanced understanding of career development and work experiences in a dynamic environment. This research contributed to vocational psychology by illuminating how Generation Y employees navigate their careers within an industry characterized by instability and high turnover. The findings offered valuable insights for practitioners, advocating for supportive career development practices that enhance employee engagement and retention. It underscored the importance of creating work environments that foster economic well-being, personal growth, and fulfillment. By addressing young employees' unique needs and expectations, organizations can better support their workforce, ultimately contributing to a more sustainable and productive industry.

### **Keywords:**

Decent Work, Career Adaptability, Career Optimism, Career Commitment, Career Construction Theory, Psychology of Working Theory

# Table of Contents

<b>CERTIFICATE OF ORIGINALITY .....</b>	<b>3</b>
<b>ACKNOWLEDGEMENTS.....</b>	<b>4</b>
<b>ABSTRACT .....</b>	<b>5</b>
<b>LIST OF TABLES .....</b>	<b>12</b>
<b>LIST OF FIGURES .....</b>	<b>14</b>
<b>Chapter 1 Introduction.....</b>	<b>15</b>
1.1 Chapter Introduction .....	15
1.2 Background .....	15
<i>1.2.1 Career in the 21<sup>st</sup> Century.....</i>	15
<i>1.2.2 Scholarship of Vocational Psychology .....</i>	17
1.3 Problem Statement.....	19
<i>1.3.1 Career Studies on Young Tourism and Hospitality Employees.....</i>	19
<i>1.3.2 Research Gaps.....</i>	22
1.3.2.1 Individual Appraisals of Decent Work .....	22
1.3.2.2 Career Transitions .....	24
1.3.2.3 Career Construction Theory and Career Adaptability.....	26
1.3.2.4 Career Optimism and Career Commitment.....	27
1.3.2.5 Career Narrative Approach .....	28
1.4 Theoretical Background .....	30
1.5 Theoretical Framework .....	32
1.6 Research Objectives .....	35
1.7 Significance of the Study .....	38
1.8 Definitions of the Terms .....	40
<b>Chapter 2 Literature Review .....</b>	<b>42</b>
<b>2.1 Chapter Introduction .....</b>	<b>42</b>
<b>2.2 Career Construction Theory.....</b>	<b>42</b>
<i>2.2.1 Concept of Adaptation .....</i>	42
<i>2.2.2 Self as an agent in Career Construction Theory .....</i>	44
<i>2.2.3 Studies into Career Construction Theory.....</i>	46

2.2.4 Career Construction Model of Adaptation .....	48
2.2.5 Narrative for Career Counselling .....	51
2.2.6 Narrative Studies in Tourism and Hospitality Field .....	52
<b>2.3 Decent Work .....</b>	<b>54</b>
2.3.1 Definitions of Decent Work .....	54
2.3.2 Studies into Decent Work .....	58
2.3.3 Decent work in the Tourism and Hospitality Field .....	62
<b>2.4 Career Transitions .....</b>	<b>69</b>
2.4.1 Concept of Career Transitions .....	69
2.4.2 Adaptation in Career Transitions .....	71
2.4.3 Tourism and Hospitality Studies with Career Adaptability and Career Construction Theory .....	73
<b>2.5 Career Adaptability .....</b>	<b>78</b>
2.5.1 Development of career adaptability .....	78
2.5.2 Super's Life-Span and Life-Space Theory .....	79
<b>2.6 Career Optimism .....</b>	<b>82</b>
2.6.1 Concept of Career Optimism .....	82
2.6.2 Studies on Career Optimism .....	84
<b>2.7 Career Commitment .....</b>	<b>88</b>
2.7.1 Concept of Career Commitment .....	88
2.7.2 Studies on Career Commitment .....	89
<b>2.8 Studies on Entry-level Tourism and Hospitality Employees .....</b>	<b>91</b>
2.8.1 Generation Y Employees .....	91
2.8.3 Career Studies on Young Tourism and Hospitality Employees .....	92
<b>2.9 Chapter Summary .....</b>	<b>96</b>
<b>Chapter 3 Conceptual Framework.....</b>	<b>97</b>
<b>3.1 Chapter Introduction .....</b>	<b>97</b>
<b>3.2 Conceptual Framework: Career Construction Theory .....</b>	<b>97</b>
<b>3.3 Conceptual Framework: Psychology of Working Theory .....</b>	<b>101</b>
<b>3.4 Proposed Model with Hypotheses .....</b>	<b>103</b>
<b>3.5 Hypothesized Relationship under the Proposed Model .....</b>	<b>104</b>
3.5.1 Career Optimism and Career Adaptability.....	104

3.5.2 <i>Career Optimism and Career Commitment</i> .....	105
3.5.3 <i>Career Optimism and Decent Work</i> .....	105
3.5.4 <i>Career Adaptability and Career Commitment</i> .....	106
3.5.5 <i>Career Adaptability and Decent Work</i> .....	107
3.5.6 <i>Decent Work and Career Commitment</i> .....	108
3.5.7 <i>Mediating Role of Career Adaptability</i> .....	109
<b>3.6 Chapter Summary</b> .....	110
<b>Chapter 4 Methodology</b> .....	<b>111</b>
<b>4.1 Chapter Introduction</b> .....	111
<b>4.2 Research Philosophy</b> .....	111
<b>4.3 Research Design</b> .....	115
<b>4.4 Research Methodology</b> .....	117
4.4.1 <i>Scale Development on Decent Work in Tourism and Hospitality</i> .....	118
<b>4.5 Qualitative Phrase</b> .....	127
4.5.1 <i>Career Narrative Approach</i> .....	127
4.5.2 <i>Sampling Criteria</i> .....	129
4.5.3 <i>Interview Guide</i> .....	133
4.5.4 <i>Coding Process</i> .....	135
<b>4.6 Quantitative Phrase</b> .....	138
4.6.1 <i>Target Sample</i> .....	138
4.6.2 <i>Data Analysis Techniques</i> .....	139
<b>Chapter 5 Qualitative Findings</b> .....	<b>140</b>
<b>5.1 Introduction</b> .....	140
<b>5.2 Career Narrative Approach</b> .....	140
<b>5.3 Generation Y tourism and hospitality employees' adaptation process</b> .....	143
5.3.1 <i>Adaptive readiness</i> .....	143
5.3.2 <i>Adaptability resources</i> .....	144
5.3.3 <i>Adaptation Results</i> .....	145
<b>5.4 Decent Work</b> .....	147
5.4.1 <i>Fairness</i> .....	147
5.4.2 <i>Productivity</i> .....	148
5.4.3 <i>Security</i> .....	150

<i>5.4.4 Social Protection</i> .....	151
<i>5.4.5 Prospect for Personal Development</i> .....	152
<i>5.4.6 Freedom</i> .....	154
<i>5.4.7 Equality</i> .....	155
<i>5.4.8 Respect</i> .....	156
<i>5.4.9 Technological Interaction</i> .....	158
<b>5. 5 Development of measurement scales on decent work</b> .....	160
<i>5.5.1 Generation of Initial Pool</i> .....	160
<i>5.5.2 Expert Review</i> .....	166
<b>Chapter 6 Quantitative Findings</b> .....	<b>168</b>
<b>6.1 Pilot Study</b> .....	168
<i>6.1.1 Full Measurement Scale</i> .....	168
<i>6.1.2 Data Collection</i> .....	182
<i>6.1.3 Data Screening and Normality</i> .....	183
<i>6.1.4 Respondent Profile</i> .....	191
<i>6.1.5 Exploratory Factor Analysis</i> .....	192
<i>6.1.6 Revision for main survey</i> .....	202
<b>6.2 Main Study</b> .....	202
<i>6.2.1 Respondent Profile</i> .....	202
<i>6.2.2 Confirmatory Factor Analysis Guideline</i> .....	204
<i>6.2.3 Reliability Test</i> .....	207
<i>6.2.3 EFA results</i> .....	208
<i>6.2.4 CFA results</i> .....	211
<i>6.2.5 Structural model</i> .....	218
<b>Chapter 7 Discussions and Implications</b> .....	<b>224</b>
<b>7.1 Chapter Introduction</b> .....	224
<b>7.2 Objective 1: Comprehensive review of decent work</b> .....	224
<b>7.3 Objective 2: Exploration of Generation Y hospitality employees' career experiences</b> .....	228
<b>7.4 Objective 3: Investigation of Generation Y hospitality employees' adaptation process from a psychological perspective</b> .....	231

<b>7.5 Objective 4: Development of the measurement scales of decent work in the tourism and hospitality context .....</b>	235
<b>7.6 Objective 5: Examination of the relationships among the four constructs .....</b>	238
<i>7.5.1 Career optimism has a positive effect on career adaptability. ....</i>	238
<i>7.5.2 Career optimism has a positive effect on career commitment. ....</i>	239
<i>7.5.3 Career optimism has a positive effect on decent work. ....</i>	240
<i>7.5.4 Career adaptability has a positive effect on career commitment. ....</i>	241
<i>7.5.5 Career adaptability has a positive effect on decent work. ....</i>	242
<i>7.5.6 Decent work has a positive effect on career commitment. ....</i>	243
<i>7.5.7 Mediating Role of Career Adaptability.....</i>	244
<b>7.7 Theoretical Implication .....</b>	246
<b>7.8 Practical Implication .....</b>	250
<i>7.8.1 Advice for Individual Career Management .....</i>	250
<i>7.8.2 Recommendations for Organizations .....</i>	252
<i>7.8.3 Suggestions for Policymakers .....</i>	256
<b>Chapter 8 Limitations and Conclusions .....</b>	258
<b>8.1 Limitations.....</b>	258
<b>8.2 Conclusions.....</b>	260
<b>References .....</b>	261
<b>Appendices.....</b>	290
<b>Appendix 1 Interview Protocol .....</b>	290
<b>Appendix 2 Participant Information Sheet.....</b>	293
<b>Appendix 3 Consent Form.....</b>	295
<b>Appendix 4 Questionnaire for Pilot Study .....</b>	296
<b>Appendix 5 Questionnaire for Main Study .....</b>	310

## **LIST OF TABLES**

Table 2-1: Decent Work from Selected Studies in Tourism and Hospitality Field -----	69
Table 2-2: Selected Studies on Career Adaptability -----	77
Table 4-1: Existing Measurement Items of Decent Work-----	125
Table 4-2: Interviewee Portfolio-----	132
Table 4-3: Coding Process-----	136
Table 5-1: Sample stories shared by the respondents-----	143
Table 5-2: Initial Pool of Decent Work in Tourism and Hospitality-----	165
Table 5-3: Expert Profile-----	166
Table 5-4: Items Adjusted According to Expert Panel Review-----	168
Table 6-1: Full measurement scale used in pilot study -----	181
Table 6-2: Normality test result-----	190
Table 6-3: Respondent profile of pilot study-----	192
Table 6-4: Exploratory factor analysis result for the pilot study (N= 348) -----	201
Table 6-5: Respondent profile of main study (N=483)-----	204
Table 6-6: Reliability statistics of main study (N=483) -----	208
Table 6-7: Exploratory factor analysis result (N= 240) -----	211
Table 6-8: CFA results of the decent work -----	215
Table 6-9: Discriminant validity results -----	215
Table 6-10: Model Fit result (N= 483)-----	216
Table 6-11: CFA results (N= 483) -----	218

Table 6-12: Model Fit (N= 483) -----	220
Table 6-13: Direct path results for the structural model-----	222
Table 6-14: Indirect path results for the structural model-----	223
Table 6-15: Summary of hypothesis testing-----	224

## LIST OF FIGURES

Figure 1-1: Decent Work Conceptual Basis-----	34
Figure 1-2: Proposed Model-----	35
Figure 2-1: Adaptation as a Bridge across the Four Segments in Super's Theory Adopted from Savickas (1997) -----	43
Figure 2-2: Foundations of Career Construction (Savickas, 2013)-----	45
Figure 2-3: Career Construction Model of Adaptation -----	48
Figure 2-4: Definitions of Decent Work -----	55
Figure 2-5: Model of Psychology of Working Theory -----	58
Figure 2-6: A Visualization of the Keywords' Network -----	60
Figure 2-7: The PRISMA Flow -----	64
Figure 3-1: Conceptual Framework under Career Construction Theory-----	101
Figure 3-2: Proposed Model with Hypotheses -----	103
Figure 4-1: Research Plan -----	117
Figure 4-2: Proposed Steps for Scale Development (Suggested By Hinkin, 1995, 2005) -----	119
Figure 4-3: Interview Structure -----	135
Figure 6-1: Measurement model of decent work (N=243)-----	213
Figure 6-2: Proposed Model-----	219
Figure 6-3: The overall structural model -----	221

# Chapter 1 Introduction

## 1.1 Chapter Introduction

This chapter presents an overview of this research, including the research background, a problem statement with research gaps, and the theoretical background along with the proposed framework. Several objectives are outlined to justify the need for this study. Lastly, definitions of terms used throughout this study appear in the last section.

## 1.2 Background

### *1.2.1 Career in the 21<sup>st</sup> Century*

A career plays a crucial part in one's life, and career-related topics have inspired scholars to evaluate associated impacts using various methods (Osipow and Fitzgerald, 1996). In the 21st century, rampant globalization, advances in information technology, and unpredictable events (e.g., global financial crises and the COVID-19 pandemic) have altered the business environment and the structure of organizational work (Gaile et al., 2020; Praskova and Johnston, 2021; Sou et al., 2021). These changes have birthed new work arrangements (Savickas et al., 2009). Recent studies have highlighted that the COVID-19 pandemic has accelerated trends such as remote work, digital transformation, and automation, fundamentally reshaping workplace dynamics and career planning (Kim and Baker, 2024; Wang and Cheung, 2024). Hirschi (2018) argues that digitization and automation may be among the most critical challenges facing today's workforce; these innovations shape the landscape of career experiences and

career counselling. Öztemel and Akyol (2021) and more recently, Boo and the team (2024), suggest that relevant environmental shifts have led to different directions in individual career planning and development: people can now take charge of their career choices and growth without being entirely dependent on a fixed organizational structure.

Frequent changes in job roles and more stringent requirements for personal competencies have also resulted in diverse employee–organization relationships (Savickas et al., 2009). As 21st-century careers become increasingly dynamic and boundary-free, individuals must be prepared to adapt to new work requirements, assimilate into a mixed environment with colleagues from various backgrounds, and engage in lifelong learning (Dostanić et al., 2021; Hou and Liu, 2021). Recent study by Gamberini et al. (2024) emphasize that lifelong learning and upskilling are now critical for career sustainability, especially in the face of rapid technological advancements, global crises, and changing societal expectations. Such changes emerging in the career sphere have motivated employees to choose their careers wisely and to cultivate resources (e.g., career knowledge and employment skills) conducive to positive outcomes for personal well-being and their organizations (Gaile et al., 2020; Praskova and Johnston, 2021). Individuals further need to pinpoint certain qualities, such as career interests and mandatory abilities, before entering a career, to ensure smooth adaptation (Öztemel and Akyol, 2021; Savickas, 2019).

The focus of career-related studies has gradually shifted from organizations to people (Arthur et al., 1989; Baruch, 2004). Individuals' perspectives on their future jobs are critical when contemplating the modern work environment (Rottinghaus et al.,

2005). However, the notion that careers are solely self-directed remains debatable; the accompanying relationships and environment may influence people's career management. Therefore, career-related studies should specify that the traditional conceptualization of a stable and secure career is less relevant today (Guan et al., 2019). Scholars should instead endeavour to create new models and approaches to assess career behaviours tied to these changes (Savickas et al., 2009).

### *1.2.2 Scholarship of Vocational Psychology*

Vocational psychology refers to “the study of vocational behaviour and its development in careers, particularly emphasizing issues of occupational choice and work adjustment” (Savickas, 2001a, p. 167). Unlike industrial-organizational psychology or organizational behaviour, vocational psychology focuses on employees' views rather than organizational perspectives. Vocational psychologists aim to clarify individuals' behaviour related to career choices, career transitions, and long-term career progress (Swanson and Fouad, 1999). These aspects can inform theories and methods to address career-related problems (Niles and Harris-Bowlsbey, 2013). A fundamental goal of vocational psychology is to assist clients of all ages to find meaning through suitable work (Rottinghaus et al., 2005). Vocational psychology also serves as a foundation for career counsellors. Interventions are being implemented to help clients identify career objectives, design feasible plans, and follow through on their intentions (Rottinghaus et al., 2005).

However, vocational psychology has largely been disregarded as a division of applied psychology (Savickas and Baker, 2005). The field also offers career counsellors

guidance on specific populations, mainly white-collar workers of certain social statuses (Hirschi, 2018). These constraints lead to inadequate theoretical applications in career-related studies. As a result, coupled with the postmodern stance, the definition of vocational psychology has been revised (Richardson et al., 2005) to reflect “a field, comprised of theory, research, and interventions practices, that is committed to the importance of work and relationships in people’s lives, to helping people live healthy and productive lives, and to social justice, especially concerning providing access to opportunity for those marginalized or disadvantaged due to social locations such as gender, race and class” (p. 59). This updated definition points to new research directions in the discipline. This description further implies framing the field using broader values to convey the importance of one’s career and its connections with multiple aspects of one’s life instead of solely focusing on the work role (Richardson et al., 2005).

Theories are similarly essential to ushering in a new era in vocational psychology (Osipow and Fitzgerald, 1996). Studies on this topic typically involve unique approaches: 1) trait-and-factor or person-environment fit theories, capturing the match between employees’ personal traits and work environment; 2) sociological approaches emphasizing the synergy of luck or change in occupational choices; 3) developmental approaches focusing on individuals’ self-concept as a vocational aspect; 4) personality approaches, which often entail choosing a career based on one’s personality; 5) and behavioural approaches (Osipow and Fitzgerald, 1996). It is important to note that the models generated under different lenses are not independent of each other; that is, they can overlap (Osipow and Fitzgerald, 1996). Career development theories have more

recently begun to focus on the cognitive processes underlying career choice and to account for different populations and the inherent complexity of career development (Niles and Harris-Bowlsbey, 2013).

As mentioned, contemporary occupations continue to change due to globalization, technology, and post-industrial society (Collin and Young, 2000). This evolution calls for vocational psychologists to investigate new social arrangements in the career world (Savickas, 2001b). However, scholars in vocational psychology, career counselling, and associated disciplines within the organization and management fields have remained mostly silent on the matter (Barley et al., 2017). For example, few studies have covered the implications of digitization and automation for career development. Hirschi (2018) pointed out a problem in this regard: it is important to think critically about which career development models and frameworks are most applicable to the latest workplace developments and how such changes may alter employees' career management.

### 1.3 Problem Statement

#### *1.3.1 Career Studies on Young Tourism and Hospitality Employees*

Turnover intention has been extensively discussed in tourism and hospitality. Scholars have revealed numerous reasons for high turnover and suggested strategies to reduce it. To better understand high industry turnover, career researchers should analyze the different generations constituting the leading tourism and hospitality workforce. Each generation is shaped by their attendant environment, which ultimately influences their career decisions (Goh and Lee, 2018). Young employees—specifically Generations Y—possess distinct characteristics, including in terms of career-related attitudes.

Generation Y graduates, who desire enjoyable work and challenging careers, tend to leave their jobs due to long hours and low salaries (Brown et al., 2015).

Hospitality students are cognizant of this industry's negative perceptions, given wide access to related information (King et al., 2021). Although many students are nevertheless willing to launch their careers in the hospitality sector, scholars have yet to discern how these employees' attitudes are later affected and contribute to workplace attrition (King et al., 2021). To rectify this problem, studies have continued to investigate why graduates leave or even fail to enter the hospitality workforce (Gebbels et al., 2020). Attracting and retaining qualified talent, especially highly educated employees, is a key industry concern (Kong et al., 2012).

Tourism remains in its infancy in terms of the career field. As Ladkin and Riley (1996) contended, the tourism sector and its employees do not adhere to a traditional career model. Ritzer (1993) pointed out that tourism employment aligns well with a new young culture that values swift change and does not favour restrictive professions (Hjalager and Andersen, 2001). With a structure of frequent transitions, the tourism industry attracts workers who prefer ultramobile and boundaryless careers (Hjalager and Andersen, 2001). Yet tourism careers may be hampered by a poor match between graduate and industry expectations; ill-defined jobs, particularly senior management; and a limited understanding of self-development and professional prospects (Robinson et al., 2008).

Novel findings from various disciplines (e.g., psychology) reportedly help to explain why workers leave the sector, and not simply from managerial or organizational

perspectives (Baum, Kralij, et al., 2016). Research in new career attitudes, implementation, and the legitimization is needed (Hjalager and Andersen, 2001). To answer these calls, the present study concentrates on several career-related concepts—namely career optimism, career adaptability, and decent work—and integrates relevant theories to examine young tourism and hospitality employees' vocational behaviour. By applying concepts from vocational psychology, this study provides unique insight and implications for career research and practice.

Hirschi (2018) proposed several frameworks from vocational psychology to address issues emerging from changes in the career world, including Career Construction Theory and Psychology of Working Theory. These models fit recent career-related studies and shed light on individual career development challenges amid growing digitization and automation at work (Hirschi, 2018). Vocational psychology theories are grounded in the assumption that people are inclined to choose the most satisfying job consistent with their self-concept (Gottfredson, 1985). Research applying such ideas has aimed to uncover the processes through which people become who they are and develop direction in their vocation while achieving meaningful careers (Savickas, 2013).

The initial focus of this thesis entails career adaptability and extends to two prominent theories from vocational psychology: Career Construction Theory and Psychology of Working theory. The target population for this study consists of young tourism and hospitality employees, specifically Generations Y, which compose the industry's main workforce. Per Career Construction Theory, people accomplish career

development through a constant adaptation process featuring close integration between personal needs and career-related expectations (Rudolph et al., 2019). The goal of adaptation is the realization of one's self-concept through work, as measured by one's satisfaction and success (Porfeli and Savickas, 2012) and one's perceptions of engaging in decent work.

Over this research, individuals' career stories will be submitted to narrative analysis in a qualitative study to discover how young employees perceive decent work by experiencing several career transitions. Data will be collected to reflect individuals' personal career stories related to career transitions and their evaluation of their work as decent. These stories unveil "the interconnections between what, how, and why people construct their careers" (Karam and Afiouni, 2021, p. 674). Research on decent work in the tourism and hospitality sector remains thin, particularly concerning the individual perspective of young employees. The current study suggests that this approach can clarify individuals' perceptions of decent work along with their career development and management.

### *1.3.2 Research Gaps*

#### 1.3.2.1 Individual Appraisals of Decent Work

In the 21st century, the concept of decent work extends beyond individual career aspirations and encompasses broader sociological dimensions. Decent work is influenced by social structures, inequalities, and cultural norms that shape the availability and perception of meaningful and fulfilling employment. For instance, social class and economic status can significantly impact access to decent work opportunities, as individuals from disadvantaged backgrounds may face greater barriers

in obtaining stable and well-compensated jobs (Blustein et al., 2019). Additionally, gender and racial inequalities continue to affect career progression and the quality of work experiences, with marginalized groups often encountering discrimination and limited career advancement (Blustein et al., 2019).

Goal 8 of the United Nations' Sustainable Development Goals (SDGs) focuses on decent work and is guided by the following principles: everyone should be granted equal employment rights and opportunities; access to a fair wage; a safe working environment; and better prospects for household structure, personal development, and social inclusion (United Nations, 2017). This goal involves addressing individual employees' development alongside economic growth on the basis of environmental sustainability, which is required for sustainable tourism, ethics, and decent work (Baum and Hai, 2019). A growing body of knowledge has revealed a lack of decent work for many employees, particularly those who lack innovative skills or whose jobs are being replaced by technology (ILO, 2014). Decent work is thus becoming an essential factor in public debates but has yet to be thoroughly studied in psychology (Duffy et al., 2016). Moreover, the future of decent work is uncertain as the concept remains ambiguous in both its definition and application (Sehnbruch et al., 2015).

This study integrates several recent papers which have discussed decent work from macro-level definitions and perspectives of different disciplines (e.g., García-Rodríguez et al., 2021; Robinson et al., 2019; Tuomi et al., 2020; Winchenbach et al., 2019; Yang et al., 2021). However, less attention is paid to revealing how people see

their work-life (Blustein et al., 2016; Deranty and MacMillan, 2012), and there haven't been any scales of decent work, including psychological elements (Duffy et al., 2017; Ferraro et al., 2018). The focus of this study is to answer the call from those scholars and explore young tourism and hospitality employees' appraisals of decent work as personal evaluation and understanding of the notion. While this study is primarily grounded in vocational psychology—exploring how young tourism and hospitality employees appraise and understand decent work as part of their personal and career development—it also incorporates sociological considerations during the measurement scale development. Specifically, the qualitative phase of this research explored participants' experiences of social inequalities, workplace fairness, and cultural expectations. These sociological insights informed the construction of the decent work measurement scale, ensuring it reflects both individual psychological perceptions and broader social realities.

By addressing both personal evaluations and structural influences on decent work—particularly as experienced during career transitions—this thesis offers a nuanced perspective that answers calls in the literature for more context-sensitive and comprehensive studies. It thus provides a valuable empirical basis for understanding how young employees in tourism and hospitality balance self-concept development, satisfaction, and the integration of work and other life roles within a changing social environment.

### 1.3.2.2 Career Transitions

A career transition is referred to as “the period during which an individual is either

changing roles (taking on a different objective role) or changing orientation to a role already held (altering a subjective state)" (Louis, 1980, p. 330). Arnett (2000) describes the term "emerging adulthood" as the ages of 18 to 25, a time of substantial differences among people in terms of their educational, marital, and residential status and other demographic factors. Career transitions are significant moments in emerging adulthood that influences adults' lives, such as career decisions and well-being (Hlad'o et al., 2021).

Arnett (2004) notes that emerging individuals grow to know themselves by exploring many alternatives in this developmental period and attempting to discover the most incredible fit with the identity. Many studies highlight that career adaptability, known as a network of psychological resources, may assist individuals in effectively adapting to career transitions (Rudolph and Zacher, 2021). Career adaptability has been presented as a self-regulatory resource, helping people manage work-related pressures and changes (Savickas, 1997), based on Career Construction Theory and, in particular, part of the model of adaptation. Groot and Verberne (1997) argue that there is a great deal of mobility during the early stage of employment.

Additionally, this is a moment when people are under tremendous pressure to make career choices in uncertainty and unexpected career development (Yang et al., 2017). As a result, further research is essential to comprehend better the transitional stage (Yang et al., 2017), as a limited number of hospitality and tourism papers have studied career transitions (Huang and Baker, 2021). It is also critical to understand how people perceive and make sense of career transitions and rate their (relative) success in this process (Rudolph and Zacher, 2021).

### 1.3.2.3 Career Construction Theory and Career Adaptability

Savickas (1997) thinks adaptation can explain how a person can flexibly fit in working situations, linking to vocational psychology. He also believes that the original meaning of adapt as fit serves as a critical construct for person-environment fit theory, emphasizing the interaction between individual and environment (Savickas, 1997).

People will have a good achievement in career development from a constant adaptation process and a great integration between personal needs and career-related expectations (Rudolph et al., 2019). Individuals need to deal with occupational choices throughout their careers to achieve their life goals, while others may face the movement of positions to find their ideal job (Savickas, 2013). Career adaptability and Career Construction Theory have been proven as critical constructs and proposed to solve the problems related to the hospitality workforce on career transitions and career development (Huang and Baker, 2021). In the fast-changing environment, it is necessary to conduct comprehensive career studies to fill a gap in investigating the individual adaptation process to career roles in the hospitality and tourism literature (Boo et al., 2021).

Theoretic gaps have been recognized in some studies as limited empirical studies have explored career adaptability in adults, particularly those who have experienced specific transitions (Oh et al., 2021).

Duarte (2009) presents a new guide to view the relationship between employees and organizations, as “each worker as a collaborator in the organization in which he/she works” (p. 259). He further suggests that organizations or schools' vocational support is needed to facilitate the adaptation, especially for those who cannot fit in the current organizations (Duarte, 2009). Career adaptability is a common focus of career-related

studies but can vary with employment requirements (Savickas and Porfeli, 2012). Research on career adaptability in tourism and hospitality remains limited, especially concerning the framework proposed in this study. Career adaptability is also learnable: individuals can develop this skill through targeted education and training to overcome and recover from challenges (Rasheed et al., 2020). Both individual and environmental factors influence career adaptability, but external factors have been given little attention thus far.

#### 1.3.2.4 Career Optimism and Career Commitment

Career optimism refers to a person's tendency to assume the best possible outcome or to emphasize positive aspects of their future career (Garcia et al., 2015). This idea has been linked to career exploration and the emotions tied to one's career, such as happiness, commitment, and performance (Garcia et al., 2015). Recent studies (Çavuş et al., 2025; Wang et al., 2024) have shown that career optimism is not only a motivational factor but also a predictor of resilience and adaptability, particularly in industries impacted by economic and technological disruptions. While career optimism has been regarded as a disposition (Rottinghaus et al., 2005), research suggests that it can be shaped or reinforced by a supportive environment (Garcia et al., 2015). Despite the growing emphasis on self-directed career management, few empirical investigations have contemplated career optimism in the tourism and hospitality industry (Goodwin, 2019). Therefore, it is vital to evaluate career optimism in the current environment, especially given severe industry unemployment (Pizam and Shani, 2009).

The term "career commitment" refers to an individual's attitude toward their work

(Blau, 1985). Allen and Meyer (1990) note that all conceptualizations of commitment described in the literature connect to turnover since highly committed employees are the least likely to resign. Allen and Meyer (1990) define career commitment as a psychological trait and describe it in three dimensions: emotional, continuation, and normative. However, commitment lacks an accepted definition (Brien et al., 2015). Throughout studies, the terms career, occupation, and profession have been used interchangeably (Lee et al., 2000), but career commitment has received considerable least attention (Meyer et al., 1993; Goulet and Singh, 2002; Brien et al., 2015) and is seldom discussed in human resource studies (Gebbels et al., 2020).

The consequences of the COVID-19 pandemic have amplified “existing known challenges experienced by [the hospitality workforce] rather than the manifestation of something new, in terms of their precarious existence in the workforce, their low levels of remuneration and poor working conditions” (Baum et al., 2020, p. 2814). Multidisciplinary research involving mixed methods is needed to effectively identify the pandemic’s effects on the tourism and hospitality workforce (Baum et al., 2020; Wen et al., 2021) and how young employees commit to their tourism and hospitality careers after the pandemic. Scholars also called for more studies on other significant issues, such as employee loyalty and turnover, which can be tied to career optimism and career commitment beyond COVID-19 (Manoharan et al., 2021).

#### 1.3.2.5 Career Narrative Approach

The narrative is a way for people to make sense of their experiences of time and their activities (Polkinghorne, 1988). In this thesis, the narrative approach investigates how

young tourism and hospitality employees have learned from their adaptation process through different career transitions and significant career-related events. The narrative plays a role in understanding a purpose in life and connecting ordinary activities and occurrences into episodic units (Polkinghorne, 1988). Savickas (2001c) believes that a career is how people comprehend productive and creative endeavours with work roles and argues that narratives enable the expression of wants and objectives, purposes and acts, and the discovery of life patterns, which are critical for the study of career. Thus, the qualitative phase of this study employs narratives to scrutinize young tourism and hospitality employees' adaptation processes and centres on the impacts on individual perceptions of decent work and the commitment to their careers.

The narrative approach serves as a foundation for the interviewees to look back on the past and provide meaning to their life (Polkinghorne, 1988). Career-related research leveraging a career narrative approach has scarcely regarded self-directed career management, particularly among young workers. It is essential to highlight career stories related to certain life events and comprehend how individuals adjust their career paths to surmount associated obstacles. Many scholars have raised concerns about future research involving the tourism and hospitality workforce.

Most studies have been quantitative or assumed a managerial perspective for organizational problem solving; accordingly, researchers have stressed the need for in-depth qualitative research into career-related topics in the industry (Bloome et al., 2010; Baum, Kralj, et al., 2016; Gebbels et al., 2020; Peters and Kallmuenzer, 2018). This study examines how career-related experiences that happened in one's career life

influence young employees' self-directed career management and appraisals of decent work vis-à-vis the core concepts of career optimism, career adaptability, and career commitment. Results are expected to offer institutions and organizations actionable insight to devise curricula or tactics that can aid young employees' career planning and management.

## 1.4 Theoretical Background

This thesis aims to survey young tourism and hospitality employees' perceptions of decent work and relationships with several critical constructs from vocational psychology. Another goal is to investigate the influences of the adaptation process through career transitions on these employees' self-directed career development and management. Mixed methods are adopted for data processing: individuals' career stories are first analyzed using a narrative approach, after which the relationships among decent work, career adaptability, career optimism, and career commitment are tested via structural equation modelling.

The idea of decent work is not introduced in tourism and hospitality until relatively recently. Scholars have since investigated the concept from multiple perspectives and identified several related dimensions, such as working conditions, fair compensation, and the effectiveness of human-machine cooperation (e.g., García-Rodríguez et al., 2021; Tuomi et al., 2020). This thesis investigates decent work through career stories from young employees in the field to update the concept based on their adaptation process in their tourism and hospitality careers.

This study's qualitative findings inform the creation of a new variable, decent work

in tourism and hospitality, whose role is tested with reference to career development and management. Based on Career Construction Theory and Psychology of Working Theory, a research model is built around the individual adaptation process to reveal connections between decent work, career optimism, career adaptability, and career commitment. The model assumes that a person possessing high willingness (adaptivity) and high ability (adaptability) will have more chances to perform better and achieve excellent outcomes (adaptation) (Savickas and Porfeli, 2012). Career optimism is akin to adaptive readiness, which should shape adaptability resources (i.e., career adaptability) and adaptation results (i.e., career commitment and decent work). The relationship between career optimism and career commitment is also tested under the proposed framework, as is the mediating role of career adaptability.

Psychology of Working Theory is rooted in the concept of decent work and affiliated predictors and consequences. This theory focuses on environmental and psychological attributes that are believed to inspire decent work and variables hypothesized to guide relationships between the predictors and consequences of such work (Duffy et al., 2016). According to this theory, people with greater career adaptability are more likely to engage in decent work and enjoy favourable career-related outcomes (Duffy et al., 2016). Researchers have also recommended exploring whether one's level of career optimism can predict decent work, thereby engendering well-being and work fulfilment, consistent with Psychology of Working Theory (Eva et al., 2020).

Combining these three theories accomplishes the research objectives by furnishing

a comprehensive model for subsequent research on self-directed career development and career management. This study is jointly underpinned by Career Construction Theory and Psychology of Working Theory and aims to answer the following questions:

1. How do young tourism and hospitality employees perceive decent work by experiencing several career transitions in the industry?
2. How does young tourism and hospitality employees' career adaptability influence their career commitment and knowledge of decent work?
3. How does young tourism and hospitality employees' career optimism influence their career commitment and knowledge of decent work?
4. To what extent does young tourism and hospitality employees' career adaptability influence the relationships between career optimism, career commitment, and decent work?

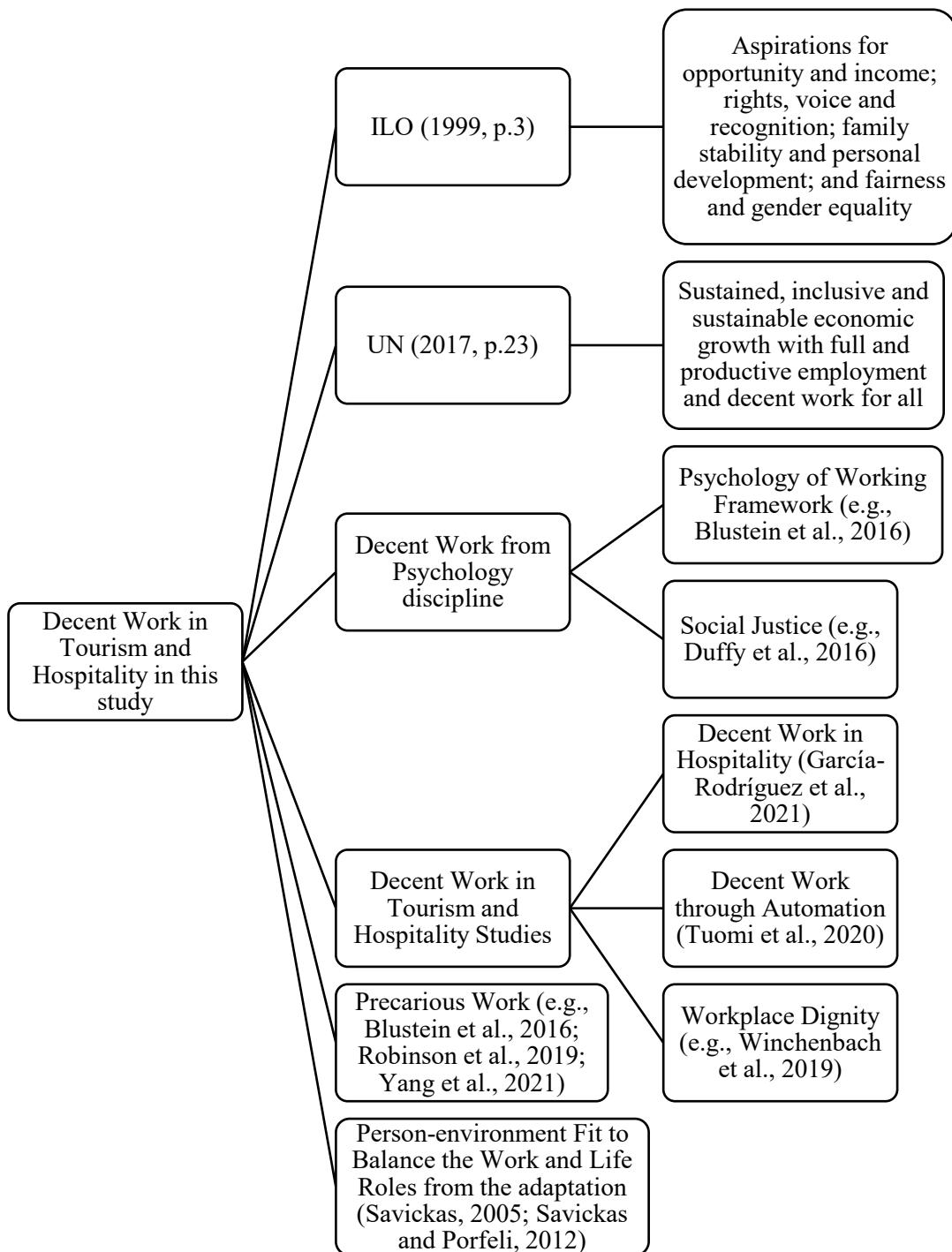
## 1.5 Theoretical Framework

The United Nations SDGs provide a universally agreed upon macro-level framework for evaluating organizational practices and strategic planning actions to promote economic, environmental, and social sustainability (Hall, 2019). SDG 8, which calls for sustained economic development, increased productivity, and technological innovation via full and productive employment and decent work for everyone, is particularly important to tourism employment (United Nations, 2017). A core component of decent work is the degree to which nations at various levels of development and with diverse ideas about labour conceptualize and implement this notion. This thesis aims to clarify young tourism and hospitality employees' adaptation processes and investigate the role

of career transitions in career planning and management. The study features a mixed-method approach involving narrative interviews and questionnaires for hypothesis testing.

Decent work is a crucial aspect of well-being; this concept resulted in an aspirational declaration about the kind of work that characterizes the lives of everyone who works or wants to work (Blustein et al., 2016). In light of associated research, the qualitative study focuses on young tourism and hospitality employees' knowledge of decent work, according to Career Construction Theory. With Savickas's continuous development, the theory has been developed to explain the individual adaptation process of constant transitions from school to school, to work, and from profession to profession (Savickas, 2005, 2013). Those processes facilitate individual adaptive strategies through self-actualization (Öztemel and Akyol, 2021).

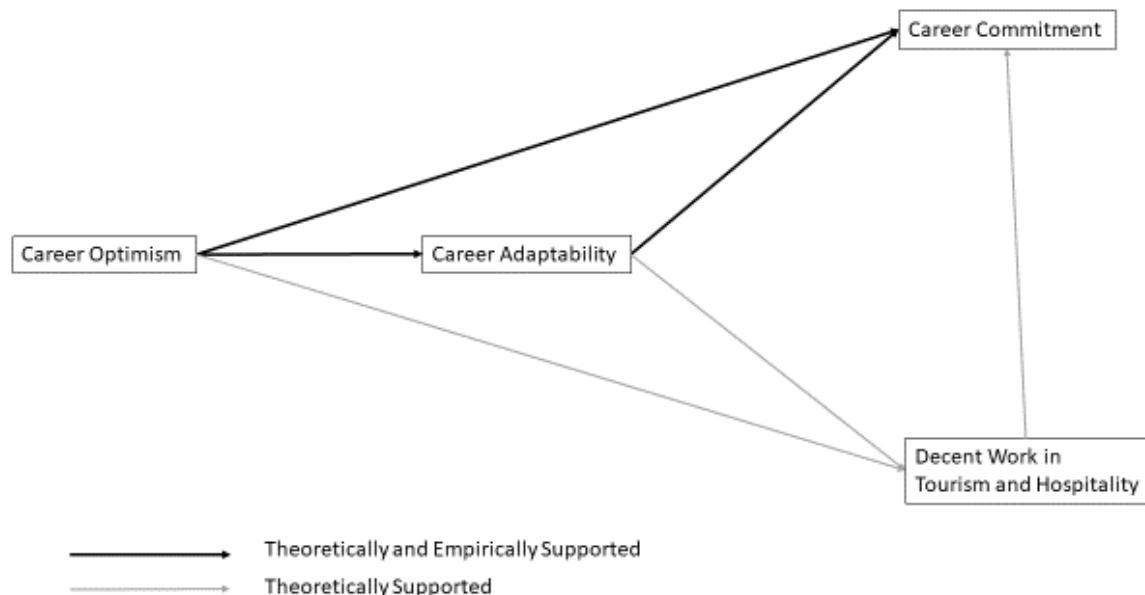
The process of adaptation to the social environment works as an essential part of human development and results in success, satisfaction, and growth, under the goal of person-environment integration (Savickas, 2005; Savickas and Porfeli, 2012). The study thus seeks to contextualize the impacts of career-related experiences on tourism and hospitality employees' perceptions of decent work. Figure 1 illustrates the selected studies grounding the qualitative study.



**Figure 1-1: Decent Work Conceptual Basis**

Additionally, the relationships between adaptive readiness, adaptability resources, and adaptation outcomes are tested based on Career Construction Model of Adaptation. Adaptive readiness reflects a person's willingness and flexibility to navigate change (Savickas and Porfeli, 2012), labelled "career optimism" in the proposed model.

Adaptability resources are psychological resources to cope with career conditions (Savickas and Porfeli, 2012), termed “career adaptability” in this thesis. Adaptation outcomes are usually related to the results of the adaptation process (Šverko and Babarović, 2019). Career commitment is the last step in the proposed model. This study tests the relationships among these three dimensions and unearths young tourism and hospitality employees’ adaptation processes. Following the assumptions of Psychology of Working Theory, career adaptability is essentially associated with decent work. The role of career optimism should also be incorporated into this framework (Eva et al., 2020). This study investigates the relationships between decent work, career optimism, and career adaptability. The proposed model appears in Figure 2.



**Figure 1-2: Proposed Model**

## 1.6 Research Objectives

This study applies vocational psychology theories to explore how young tourism and hospitality employees manage their careers, to fit into the shifting environment.

Understanding and predicting the characteristics of a good person-environment fit has been a significant focus of vocational psychology (Blustein et al., 2016). Therefore, this study aims to comprehend young employees' adaptation processes through various career-related experiences and shed light on Generation Y hospitality employees' self-directed career management. Through the qualitative study, this research aims to understand their perceptions of decent work and how they measure their appraisals. The qualitative phase with a narrative approach investigates young hospitality employees' experiences from their adaptation to changes and perceptions of decent work linked with career development and management. Finally, the finding of the qualitative research is to develop a new context called decent work in hospitality.

Regarding Career Construction Theory, the second part of the study is to discover how young employees can develop high willingness (adaptivity) and abilities (adaptability) to generate excellent outcomes (adaptation) in these challenging times. Career Optimism is tested as the adaptive readiness while decent work and career commitment are set as the adaptation results. The results of the quantitative analysis also delineate the relationship between career adaptability and decent work and distinguish the impact of career optimism on decent work based on Psychology of Working Theory.

Several criticisms of decent work have been made in recent years from a variety of fields, as some researchers have remarked that the term has historically been characterized by a lack of emphasis on the importance of meaning and purpose in the workplace (Blustein et al., 2016). To follow Blustein and his team's idea, this study will

use a psychological viewpoint to investigate decent work by emphasizing human experiences with significant stages throughout their careers. The tourism and hospitality industry has endured negative impacts from ongoing crises and the pandemic. These circumstances have led to uncertainty around hotel employees' career development (Lee et al., 2021). The findings of this thesis are intended to raise awareness while improving employees' career adaptability, enhancing their optimistic attitudes towards their careers, and readying these workers for potential difficulties and changes in order to improve their perception of decent work and increase their commitment.

The detailed study objectives are as follows:

1. To provide a comprehensive review of studies related to decent work by adopting network mapping on keywords and the PRISMA model to discover research gaps in the context of tourism and hospitality;
2. To explore Generation Y tourism and hospitality employees' experiences related to different types of events that happened in individual career paths (e.g., career transitions and sudden layoff) based on personal narratives shared in the qualitative study;
3. To understand Generation Y tourism and hospitality employees' adaptation process of those career-related experiences and identify the concept of decent work from a psychological viewpoint as learning from human experience, particularly Generation Y tourism and hospitality employees' career experiences;
4. To develop the measurement scales of decent work that can be applied in the tourism and hospitality context;

5. To examine the relationships among the four constructs: career optimism, career adaptability, career commitment and decent work in tourism and hospitality;

## 1.7 Significance of the Study

Acknowledging individuals' adaptation process of career-related experiences and Generation Y tourism and hospitality employees' perspectives on decent work in the industry can enable organizations to engage in effective management while increasing their individual appraisals of decent work and career commitment. Savickas (2016) asserted that career counselling methods, primarily narrative approaches such as storytelling, can capture the essence of people's career stories. Expanding on this, recent research (e.g., Luwei and Huimin, 2024; Wang and Li, 2024) has emphasized the importance of qualitative methods, such as career narratives, in understanding employees' evolving career identities and their responses to workplace transformations. The qualitative study in this thesis presents young tourism and hospitality employees' perceptions of decent work. These individuals represent critical human capital in the industry. Their stories can, therefore, deliver valuable insight to facilitate their career construction.

Moreover, in examining employees' perceptions of the shifting climate in the industry, this study focuses on lessons learned from significant career transitions for career planning and management. The tourism and hospitality industry seems to offer students a less attractive career option, even more so amid COVID-19 (Lee et al., 2021). Related organizations must train employees to adapt to such events to retain industry talent (Lee et al., 2021). Strategies should be implemented to influence individuals'

career identities by painting a more optimistic picture of the future and seeking to promote positive career views (Gunkel et al., 2013). Recent findings suggest that the pandemic has permanently altered young employees' career expectations, with a greater emphasis on work-life balance, mental health, and flexibility (Wang et al., 2024; Zhou et al., 2025).

Given the growing difficulty in entering the business world and a greater possibility of being unemployed, young adults must learn how to pursue their careers, forecast challenges, and cope with uncertainty (Öztemel and Yıldız-Akyol, 2021). The COVID-19 pandemic has ravaged tourism and hospitality, with many businesses being forced to close due to travel restrictions (Baum and Hai, 2020). These phenomena pose major recruitment and retention challenges for organizations (Filimonau et al., 2020). Organizational and career experts have thus expressed increasing interest in helping people navigate seemingly uncontrollable circumstances (Spreitzer et al., 2005). An evolving work environment has also prompted scholars to ponder crucial but frequently overlooked personal characteristics, such as hope, optimism, and resilience (Seligman, 2002).

Individuals must develop psychological traits, such as effectiveness, hope, resilience, and optimism, to suit an ever-shifting environment (Luthans et al., 2007). Career adaptability is critical at this time, as economic fluctuations contribute to involuntary job changes, layoffs, and furloughs (Lee et al., 2021). Optimism is linked to adaptation to stressful situations and unpredictable work climates (Higgins et al., 2010). Furthermore, a person in their early career has only recently completed (or is

about to end) formal education and entered the workforce (Hall, 2002). Accordingly, these years present critical opportunities for organizations to recruit talent and help new workers mould their future careers with a firm (Gunkel et al., 2013). The results of this study will assist tourism and hospitality organizations in guiding students and employees through critical moments while boosting these workers' adaptability to the future. This thesis also illuminates avenues for future work on individual career planning and management in the industry.

## 1.8 Definitions of the Terms

**Decent work:** “The aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men” (ILO, 2021).

**Career transition:** “The period during which an individual is either changing roles (taking on a different objective role) or changing orientation to a role already held (altering a subjective state)” (Louis, 1980, p. 330). In this study, the career transitions will assist in learning how young tourism and hospitality employees adapt to changes in their life, in the context of several types of career transition, such as transitions from school to work, from job to job, and from occupation to occupation (Savickas, 2005).

**Career optimism:** A motivational factor conveying the expectations of positive

outcomes related to career development (Rottinghaus et al., 2005). This study will measure career optimism as a trait-like construct under the first dimension of the career construction model of adaptation as adaptive readiness. Adaptive readiness represents the willingness to adjust and meet various work-related conditions and settle down uncertainties and complex problems with appropriate reactions or fitting responses (Gregor et al., 2021; Savickas and Porfeli, 2012).

**Career adaptability:** “The readiness to cope with the predictable task of preparing for and participating in the work role and with the unpredictable adjustments prompted by changes in work and working conditions” (Savickas, 1997, p. 252).

Four resources involved in career adaptability are concern, control, curiosity, and confidence.

**Concern:** One’s preparation and planning to face what might come (Savickas and Porfeli, 2012).

**Control:** One’s responsibility and effort to prepare themselves and their surroundings to meet future requirements (Savickas and Porfeli, 2012).

**Curiosity:** One’s ability to picture themselves in different scenarios or roles and to explore other possibilities (Savickas and Porfeli, 2012).

**Confidence:** One’s ability to design their career trajectory through practice and activities (Savickas and Porfeli, 2012).

**Career commitment:** Attitudes towards one’s career (Blau, 1985) or “an affective concept which represents identification with a series of related jobs in a specific field

of work and is behaviourally expressed in an ability to cope with disappointments in the pursuit of career goals" (Aryee and Tan, 1992, p. 289). In this study, career commitment is examined as the last dimension of the career construction model of adaptation as adaptation results.

## **Chapter 2 Literature Review**

### **2.1 Chapter Introduction**

This chapter reviews the literature on the three key constructs used in the proposed framework. It also discusses theories related to this study: Career Construction Theory and Psychology of Working Theory. Studies that applied those theories relating to the tourism and hospitality field are also included in the review. The final section discusses young tourism and hospitality employees, specifically generation Y and Z, and confirms the lack of research into this group on their career planning and management.

### **2.2 Career Construction Theory**

#### *2.2.1 Concept of Adaptation*

Super (1990) discovers that learning and decision-making contribute to the individual career development processes. Savickas (1997) states that these two components are a concept that significantly explains the process known as adaptation. Figure 3 below demonstrates the statement proposed by Savickas in 1997 when he assumes that adaptation conceivably integrates the divisions of Super's Life-Span and Life-Space

Theory from four perspectives. He firmly believes that adaptation bridges each segment in Life-span and Life-space Theory, namely individual differences, developmental, self (phenomenological), and contextual (Savickas, 1997). Integrating these four aspects could help career theorists and practitioners deeply comprehend individuals' adaptation processes.

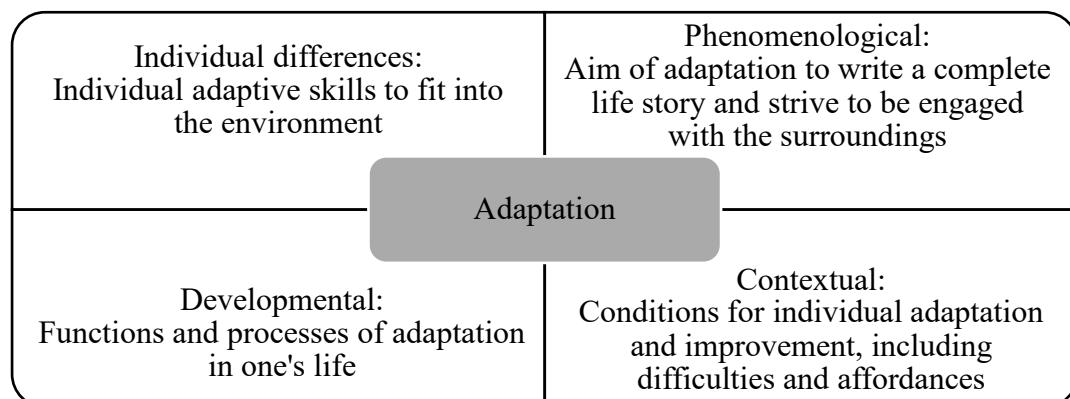


Figure 2-1: Adaptation as a Bridge across the Four Segments in Super's Theory Adopted from Savickas (1997)

Savickas (1997) believes that adaptation is relevant to vocational psychology because it can explain how a person can flexibly fit in working situations. He also discusses that the original meaning of adapt as fit serves as an essential construct for person-environment theory, emphasizing the interaction between the individual and the environment (Savickas, 1997). From this perspective, Savickas (1997) proposes that adaptability gives the expression as exhibiting effects to fit into the new or changed environment. Furthermore, in terms of the developmental perspective, planfulness, with the other two components as self-exploration and decision making, is indicated as the core dimensions to facilitate the development of adaptability (Savickas, 1997).

Directed by Super's Life-span and Life-space approach to careers, Career Construction Theory consists of exploration, establishment, stability, and engagement

into a process through different life stages when meeting various career tasks, transitions, and trauma (Savickas, 2002). Savickas (2013, p. 156) states that “individuals can adapt more effectively if they meet changing conditions with growing awareness and information seeking, followed by informed decision making, trial behaviours leading to a stable commitment projected forward for a certain period, active role management, and eventually forward-looking disengagement”. Self-construction is indicated as the fundamental element in this theory. The theory is established from three perspectives: differential as emphasizing different individual preferences on work, developmental as various ways to cope with tasks and transitions in career development, and dynamic as to how people define their vocational behaviour in their lives and make their life meaningful with their career (Niles and Harris-Bowlsbey, 2013).

#### *2.2.2 Self as an agent in Career Construction Theory*

The role of self in life needs to be clarified to explain the meaning of self-directed career management better. McAdams and Olsen (2010) proposed three respective roles in the process of self-development, namely, actor, agent, and author. At the beginning of one’s life, individuals play as actors, following their life models, such as family members, and building their personality (Savickas, 2013). Reaching adolescence, actors change into agents who direct personal action through interpersonal connections and finally become authors who want to share their stories with previous experiences (McAdams and Olsen, 2010; Savickas, 2013).

Savickas proposes another three layers of self-construction to comprehend

vocational behaviour better and improve Career Construction Theory. Figure 4 presents the three perspectives on three layers of self-development as the foundation of career construction. The three layers refer to self as object, subject, and project. Self as an object represents the view in the 20<sup>th</sup> century that individuals need to fit the positions, while self as a subject brings the idea that people need to achieve their goals through setting the goals and accomplishing tasks in their career life (Savickas, 2013). The final idea of self as a project emerges from the current condition that people tend to move around occupations (Savickas, 2013).

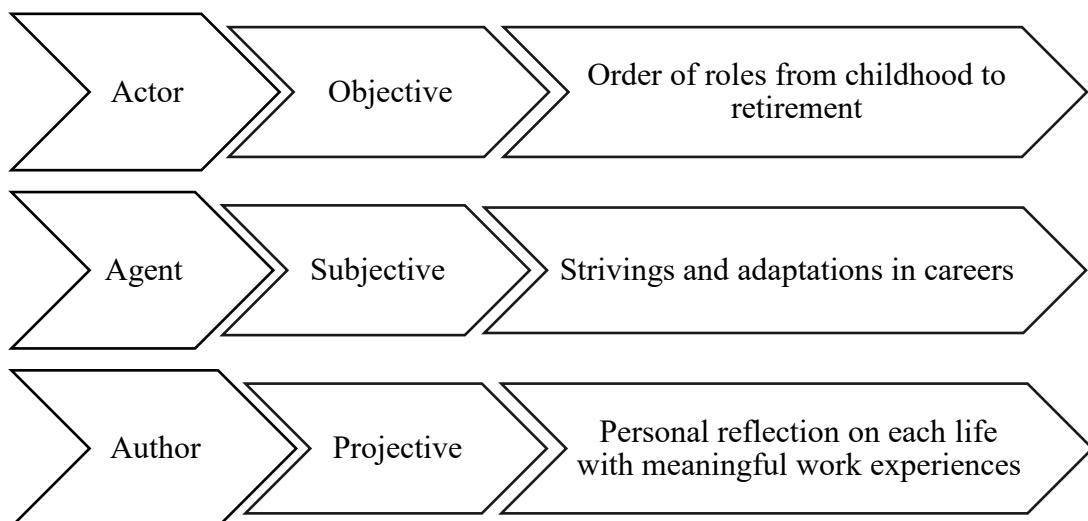


Figure 2-2: Foundations of Career Construction (Savickas, 2013)

Savickas (2013) combines three developmental layers of self with Career Construction Theory. He explains that “individuals, through their actions in the family, compose a social role as an actor, then adapt this role for use in the theatres of the school and community, and eventually author an autobiographical story that explains the continuity and coherence in occupational experiences” (Savickas, 2013, p.151). In addition, people need to adapt to the diverse environment with continuous learning and

growing employability (Savickas, 2013).

Career Construction Theory focuses on the second stage, as self as agent. In this stage, individuals need to deal with occupational choices to achieve their life goals, while some face the movement of positions to find their ideal career (Savickas, 2013). Moreover, in the rapidly changing world, individuals need to increase their adaptability to cope with changes and challenges in their career construction and development, together with unexpected events (Boo et al., 2021; Rudolph et al., 2017; Saviakcs and Porfeli, 2012).

### *2.2.3 Studies into Career Construction Theory*

Career Construction Theory addresses the needs of workers who negotiate continuous job changes in their lives (Sou et al., 2021). It also states that people build their career paths and shape their identities by interacting with others in various situations (Savickas, 2013). Savickas (2005) believes in a person's uniqueness in a specific setting through defining objectives, guiding adaptive behaviour, and imposing meaning on activities. The person employs this self-sustaining narrative to assess career options and navigate societal constraints (Savickas, 2005). The theory further explains interpretive and interpersonal self-construction processes through their work behaviours and the meaning-making of their careers (Savickas, 2005). Finally, it posits that vocational development is the merchandise of one's readiness, resources, and responses to the situated environment (Gregor et al., 2021). In sum, Career Construction Theory (Savickas, 1997, 2005, 2013) outlines the processes of individual self-construction,

career-seeking, and meaning-making of vocational behaviours. The key driver of all those processes is the individual adaptation to the environment (Savickas, 1997, 2005, 2013).

A great majority of the career literature based on Career Construction Theory concentrates on career adaptability and its relationship with behavioural and cognitive outcomes (Boo et al., 2021). However, narratives of individuals' career stories are essential to understanding the personal process of career construction since they can reveal what, how, and why careers are constructed (Karam and Afiouni, 2021). Savickas (2015) emphasizes that career constructions "evolve through explicit autobiographical reflection...provides possibilities for sense-making and meaning construction... and reveal their current understanding of contexts, circumstances, and roles" (p. 11–12). Therefore, qualitative studies with narratives of individual careers are suggested in response to more research exploring young adults' early career transitions (Oh et al., 2021).

It calls for attention that more studies should conduct qualitative methods to learn from the narratives of career stories and their choices of the most salient events in their careers (Karam and Afiouni, 2021), which may deepen the knowledge of people's lives and career trajectories. Karam and Afiouni (2021) use the narratives approach to explore how the situation shapes career constructions by interviewing 40 Lebanese female professionals to interpret feminist standpoint theory. Semi-structured interviews are conducted to understand the career transition experiences of 19 short- and mid-term veterans in Korea and enrich the knowledge of career adaptability in early career

transitions (Oh et al., 2021). The phenomenological study on ex-veterans uncovers how they exercise career adaptability at their early career stage when they re-integrate into the civilian world (Oh et al., 2021).

#### *2.2.4 Career Construction Model of Adaptation*

Career Construction Model of Adaptation (Figure 5), developed from Career Construction Theory, consists of four dimensions, adaptive readiness, adaptability resources, adapting responses, and adaptation results. The model establishes an optimal sequence to comprehend individual transitions in their career path (Savickas et al., 2018). The arrangement also suggests that each model part must be empirically different from the others (Öztemel and Akyol, 2021; Johnston, 2018). Savickas and Porfeli (2012) believe there is an interplay among the four dimensions. Adaptability resources can be predicted by adaptive readiness and are also positively related to adapting responses to career development tasks and changing work and career conditions. The adapting responses can be hypothesized to mediate the association between career adaptability and adaptation results (Savickas and Porfeli, 2012).

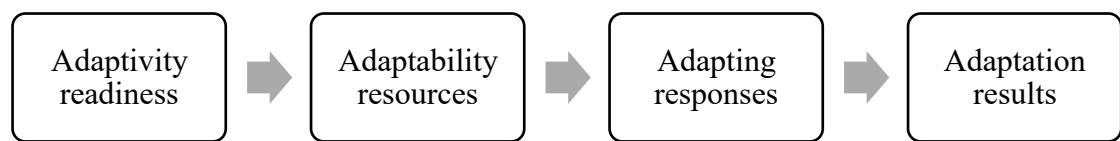


Figure 2-3: Career Construction Model of Adaptation

Adaptive readiness denotes personal characteristics that “shape(s) the development and use of career adaptability resources” (Tolentino et al., 2014). In the

career construction model of adaptation, adaptive readiness is considered a steady and stable attribute or an underlying predisposition of an individual (Öztemel and Akyol, 2021). Most studies use trait components as adaptive readiness, such as levels of proactivity, future orientation, hope and optimism, core self-evaluations and self-esteem, and Big Five personality dimensions (Rudolph et al., 2017).

Four adaptability resources represent different self-regulation strategies to cope with the working environment (Savickas and Porfeli, 2012). According to Savickas (2005), career adaptability consists of the four dimensions: concern, curiosity, control, and confidence. Concern is on future career preparation and planning (Savickas and Porfeli, 2012). Control refers to the responsibility and efforts to meet future requirements (Savickas and Porfeli, 2012). Curiosity refers to exploring different possibilities with various roles to fit work and self (Savickas and Porfeli, 2012). Finally, confidence is to design their career life or anticipation of overcoming obstacles (Savickas and Porfeli, 2012). Individuals with higher career adaptability are believed to be well prepared for the future (concern), be self-disciplined with their careers (control), explore the fit to circumstances and opportunities (curiosity), and be self-assured to overcome difficulties (confidence), to obtain a successful career development (Lee et al., 2021). Research also suggests that enhancing career adaptability supports better preparation when dealing with transitions, barriers, and setbacks (Koen et al., 2012).

Adapting responses refer to adaptive behaviours and performances in responding to changes or emphasizing career choices (Savickas et al., 2018; Hirschi et al., 2015;

Savickas and Porfeli, 2012). In other words, it represents performances of adaptation when people deal with work tasks, unstable jobs, occupational challenges, and their assumptions about the self and career world (Hirschi et al., 2015). Adapting responses encompassed the actual behaviours that construct their career, such as orientation, exploring, management, planning, deciding, and committing (Öztemel and Akyol, 2021; Neureiter and Traut-Mattausch, 2017). Typical examples of responses listed in relevant studies include career planning, career exploration, decision-making difficulties, and occupational self-efficacy (Hirschi et al., 2015; Neureiter and Traut-Mattausch, 2017).

The final dimension of the model is adaptation results, which are enabled by career adaptability and adapting response (Sou et al., 2021). Adaptation results are the outcomes of integrating individual self-concepts and work roles (Savickas, 2013; Savickas and Porfeli, 2012) and the connection between the person and the environment (Öztemel and Akyol, 2021). They suggest adapting responses through success, satisfaction, and stability (Savickas et al., 2018). Adaptation results are generally tested with variables, such as career commitment, career identity, job satisfaction, work success, academic satisfaction, and life satisfaction, as results of adapting behaviours (Šverko and Babarović, 2019; Johnston, 2018).

Verifying the model is still arguable, especially given that few studies have evaluated the full model (Öztemel and Akyol, 2021). Nevertheless, several studies (Savickas et al., 2018; Rudolph et al., 2017; Hirschi et al., 2015) have examined the complete model of four dimensions and proved the validity with essential suggestions for future studies. A meta-analysis study on 90 papers analyses the relationship among

the four dimensions. It reinforces that career adaptability has a significant association with adaptive readiness, adapting responses and adaptation results (Rudolph et al., 2017). Another study on special education teachers in Turkey (Kara et al., 2021) uses structural equation modelling to find indirect effects of adaptivity on adaptation results through adaptability and adapting responses (Kara et al., 2021). It also observes the direct impacts of adaptivity on adapting responses and adaptability on adapting responses and adaptivity on adaptability and adaptability on adaptation results (Kara et al., 2021). Therefore, with the increasing number of studies on the model, findings can provide more insights into the individual adaptation process to careers.

#### *2.2.5 Narrative for Career Counselling*

Savickas (2001a, 2001b) recognizes that narratives are particularly significant for career study and can be added for extending career theory since they provide a mechanism for expressing needs and objectives, purposes and activities, and uncovering life patterns. Therefore, Career Construction Theory has been further developed as a basis for counselling with a narrative approach by him. According to career construction counselling, individuals begin narrative processing of their biographies when they are interrupted from the present episode in their career stories or have lost the storyline (Savickas, 2013). The counselling goals are to let clients tell stories about their work lives with current problems and integrate them into an identity narrative about self and work (Savickas, 2013). After that, counsellors need to use that narrative to make sense of the transitions and regulate clients' emotions, script the next

scene in the occupational plot, and prompt action to build a more reasonable workplace (Savickas, 2013).

Career construction counselling takes a narrative approach to psychological functioning, viewing an individual's stories as a technique of organizing personal experiences (Cardoso et al., 2020). It seeks to improve the consistency and continuity of these narratives to open up new possibilities for self-construction and professional identity (Savickas, 2019). Counsellors assist clients in rewriting the larger storyline of their careers, known as a macro-narrative, by reflecting on small stories about their work experiences, known as micro-narratives (Cardoso et al., 2020). The newly redesigned macro-narrative presents a big story about who clients were in the past, who they are now, and whom they aim to be in the future (Cardoso et al., 2020). Savickas (2013) summarizes that career construction counselling should allow clients to construct their careers by describing vocational stories, deconstruct stories by undermining their meanings, reconstruct a life portrait by explaining the identity narrative and coconstruct the next episode in the work-related storyline by reshaping stress into an intention. The ultimate goal is to make the clients create a more satisfying life.

#### *2.2.6 Narrative Studies in Tourism and Hospitality Field*

It has been stated that empirical research is typically undertaken at the organizational and managerial levels (Baum, Kralij, et al., 2016). There is a risk that the body of work will fail to position itself within the larger social, political, and economic context or

schema of tourism research (Baum, Kralij, et al., 2016). Thus, the outcomes are judged to contribute only a limited amount to the tourism and hospitality workforce narrative (Baum, Kralij, et al., 2016). The underlying goal of such investigations is typically to solve a perceived problem rather than to explain a phenomenon (Baum, Kralij, et al., 2016). There is yet to be a cohesive and thorough thematic study of the broader tourism and hospitality workforce (Baum, Kralij, et al., 2016).

Furthermore, the narrative approach has not been widely used in career-related studies. One study related to career optimism and self-efficacy uses narrative data from interviews in the creative industry to examine how creative professionals who work within communities of practice increase self-efficacy and career optimism (Goodwin, 2019). According to the findings, involvement in communities of practice allows creative practitioners to obtain professional skills relevant to their field and psychological support that increases resilience (Goodwin, 2019). A study on the Swedish hotel industry conducted a narrative approach to obtain individual stories on their career paths to emphasize and debate sector-specific and contextual variables vital for establishing and progressing a career in the hospitality industry (Cassel et al., 2018). The narrative approach has also been used to generate themes on technology and decent work and offer a better understanding of the current practice of automation and provision of decent work in the travel and tourism sector. The finding directs a responsible and accountable automation adoption in travel and tourism (Tuomi et al., 2020).

## 2.3 Decent Work

### 2.3.1 Definitions of Decent Work

Productive labour under conditions of freedom, justice, security, and dignity, with appropriate remuneration and social coverage, is what the ILO describes as decent work (ILO, 1999). The concept of decent work has also been concentrated in the United Nations' Sustainable Development Goals (SDG) as Goal 8 Decent Work and Economic Growth (Ariza-Montes et al., 2021), aiming for “sustained, inclusive and sustainable economic growth” with “full and productive employment and decent work for all” (UN, 2017, p. 23). Recent studies indicate that the notion of decent work is evolving, particularly in response to global challenges such as the COVID-19 pandemic, which has highlighted issues like precarious employment and low wages in the tourism and hospitality sectors (Wang & Cheung, 2023). Additionally, while the ILO and SDG texts emphasize social justice and gender equality as integral to decent work (ILO, 2017), researchers have critiqued the concept's ambiguity, arguing that its application is often context-dependent and lacks clarity in both meaning and practice (Sehnbruch et al., 2015). Figure 2-4 lists the definitions from several organizations on their descriptions of decent work.

ILO (1999, 2001, 2008, 2017)	Sustainable Development Goals (SDG) as Goal 8 Decent Work and Economic Growth (UN, 2017)	Tourism in the 2030 Agenda (UNWTO, 2022)
<ul style="list-style-type: none"> <li>• "Aspirations for opportunity and income; rights, voice and recognition; family stability and personal development; and fairness and gender equality" (ILO, 1999, p.3)</li> <li>• Achieving a legal framework that protects employees' rights to dignity, equality and fair labor practices</li> <li>• The development of employment and income prospects, with the purpose of creating occupations of acceptable quality</li> <li>• Access to and enhancement of social security, which is essential to reducing poverty, inequality, and care duties</li> <li>• Fostering social dialogue</li> <li>• Promoting sufficient employment opportunities for young people in the tourism industry by ensuring the promotion of youth employment and gender equality</li> </ul>	<ul style="list-style-type: none"> <li>• "Sustained, inclusive and sustainable economic growth" with "full and productive employment and decent work for all" (UN, 2017, p. 23)</li> <li>• Work that is productive, pays fairly, provides job stability and family safety, and provides possibilities for personal growth and social integration</li> <li>• Equal opportunity for women and men is equally critical in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing chances for decent employment in the tourist industry, notably youth and women, to benefit from better skill and career development</li> <li>• By 2030, develop and implement policies to encourage sustainable tourism that produces employment and promotes local culture</li> </ul>

Figure 2-4: Definitions of Decent Work

Decent work is a crucial component of well-being with access to opportunity (Duffy et al., 2016). According to the International Labour Organization (ILO) (2008, 2013), decent work includes four interconnected characteristics. First, decent work entails a determined effort by governments and policymakers to generate jobs, ensuring that those who want to work have fair chances (ILO, 2008, 2013). Second, decent work involves protections of worker rights such as representation, freedom of association, access to collective bargaining, and other legal norms that protect employees' human rights (ILO, 2008, 2013). Third, decent work permits social interaction among employees, employers, and government authorities to enable a communitarian rather than a dominating work environment (ILO, 2008, 2013). Fourth, decent work aims to guarantee that women and men work in safe circumstances, have sufficient free time

and rest, respect family and public values, obtain enough compensation in the event of a loss or reduction in income, and have access to adequate healthcare (ILO, 2008, 2013).

The four characteristics make an idealistic statement about the nature of labour and provide a valuable framework in an era where contract employment, temporary work, and low-wage jobs are rising (Duffy et al., 2016). The first three describe objectives that apply to all employees, while the fourth attribute, which is the focus of the PWT, is customized to an individual's work experience (Duffy et al., 2016). As a result, Duffy and his team propose that “within the PWT, decent work includes: (a) physically and interpersonally safe working conditions (e.g., absent physical, mental, or emotional abuse), (b) hours that allow for free time and adequate rest, (c) organizational values that complement family and social values, (d) adequate compensation, and (e) access to adequate health care.” (p. 130, 131). They further claim that decent work exists when all of these components are present, but it is also feasible for specific parts of decent work to be present, implying that the construct is additive (Duffy et al., 2016).

Psychology of Working Framework (PWF; Blustein, 2001, 2006, 2008, 2013) is created to enhance vocational theories by emphasizing the importance of social class, privilege, and freedom of choice in employment choice and satisfaction. According to the idea, sociocultural aspects should be prioritized in understanding all individuals' career decisions and job experiences regardless of background, especially those from low and working-class backgrounds and disenfranchised and disadvantaged communities (Blustein, 2001, 2006, 2008, 2013). Furthermore, by providing an

integrated view on work that crosses beyond privilege and identity statuses, the fundamental goals match well with counselling psychology's emphasis on social justice and diversity and the intersectionality perspective (Blustein, 2001, 2006, 2008, 2013).

Psychology of Working Theory focuses on environmental and psychological characteristics that are believed to predict decent work and variables hypothesized to modify the relationships between predictors and consequences of decent work (Duffy et al., 2016). The idea of decent work is defined and positioned as the primary variable (Duffy et al., 2016). Economic constraints and marginalization are assumed to predict decent work, directly and indirectly, through career adaptability and work volition (Duffy et al., 2016). Career adaptability has been applied as a mediator that describes why disadvantaged people are less likely to access decent work (Duffy et al., 2016). Under the model, multiple studies have tested career adaptability and work volition with a decent job and its predictors, using various groups of marginalized people with specific financial difficulties (e.g., Autin et al., 2021; Ma et al., 2021; Wei et al., 2021). Figure 7 presents part of the model adopted from the study conducted by Duffy et al., 2016.

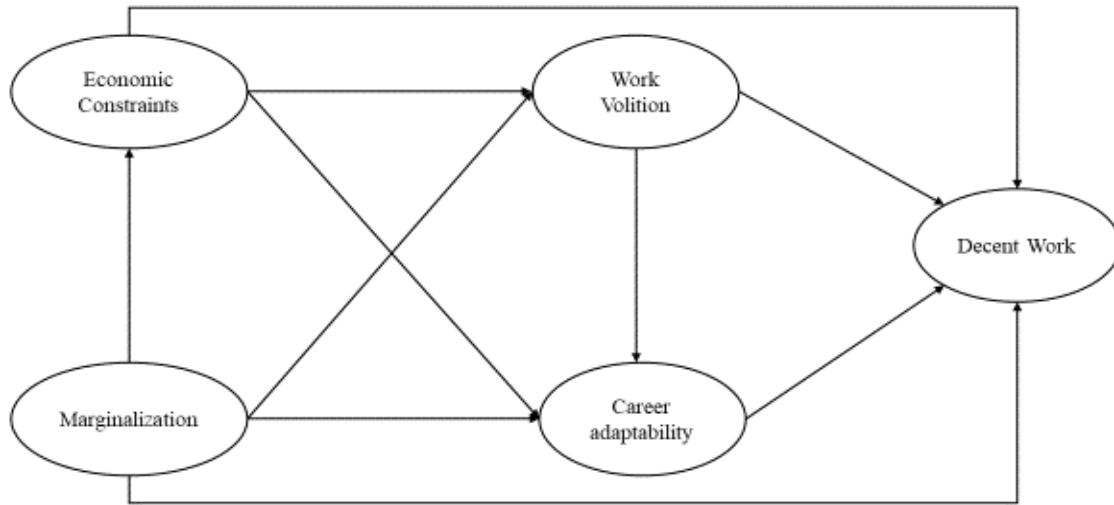


Figure 2-5: Model of Psychology of Working Theory

### 2.3.2 Studies into Decent Work

This study uses knowledge mapping to review the studies related to decent work.

Knowledge mapping is vital in knowledge management because it enables the visual representation of concepts, information, and relationships (Li et al., 2017). Recent systematic reviews have revealed that the literature on decent work remains scarce, particularly in the tourism and hospitality sectors, where studies have often focused on employment conditions without delving into the broader implications of decent work (Wang & Cheung, 2023). The studies utilized in this research were discovered in April 2022 using the Web of Science, a respected bibliographic database that enables access to high-quality publications. Between 2000 and 2022, a topic search with the keywords “decent work” in titles, abstracts, and author keywords yielded 659 journal articles, indicating a growing interest in this area. However, the literature primarily addresses issues of corporate social responsibility and employee health, neglecting the essential aspects of job quality and the experiences of marginalized groups (Wang & Cheung,

2023). Figure 2-6 presents the networks based on the authors' keywords.

Additionally, Web of Science's capabilities allow researchers to focus significant research in a particular field, study complete co-citation networks, and identify research areas of interest to notable academics (Fang et al., 2021). Between 2000 and 2022, a topic search with the keywords as “decent work” in title, abstract and author keywords retained 659 journal articles in English. Figure 8 presents the networks based on the authors' keywords. The frequency of the keywords was set as five. Most of the studies focus on employment from different areas of the management, including social corporate responsibility and employees' health. Those studies aim to increase employees' engagement and job satisfaction by developing relevant models and scales to test the efficiency of the policies and performances. Also, issues related to gender and immigration are the main focuses of those studies, which follow decent work ideas.

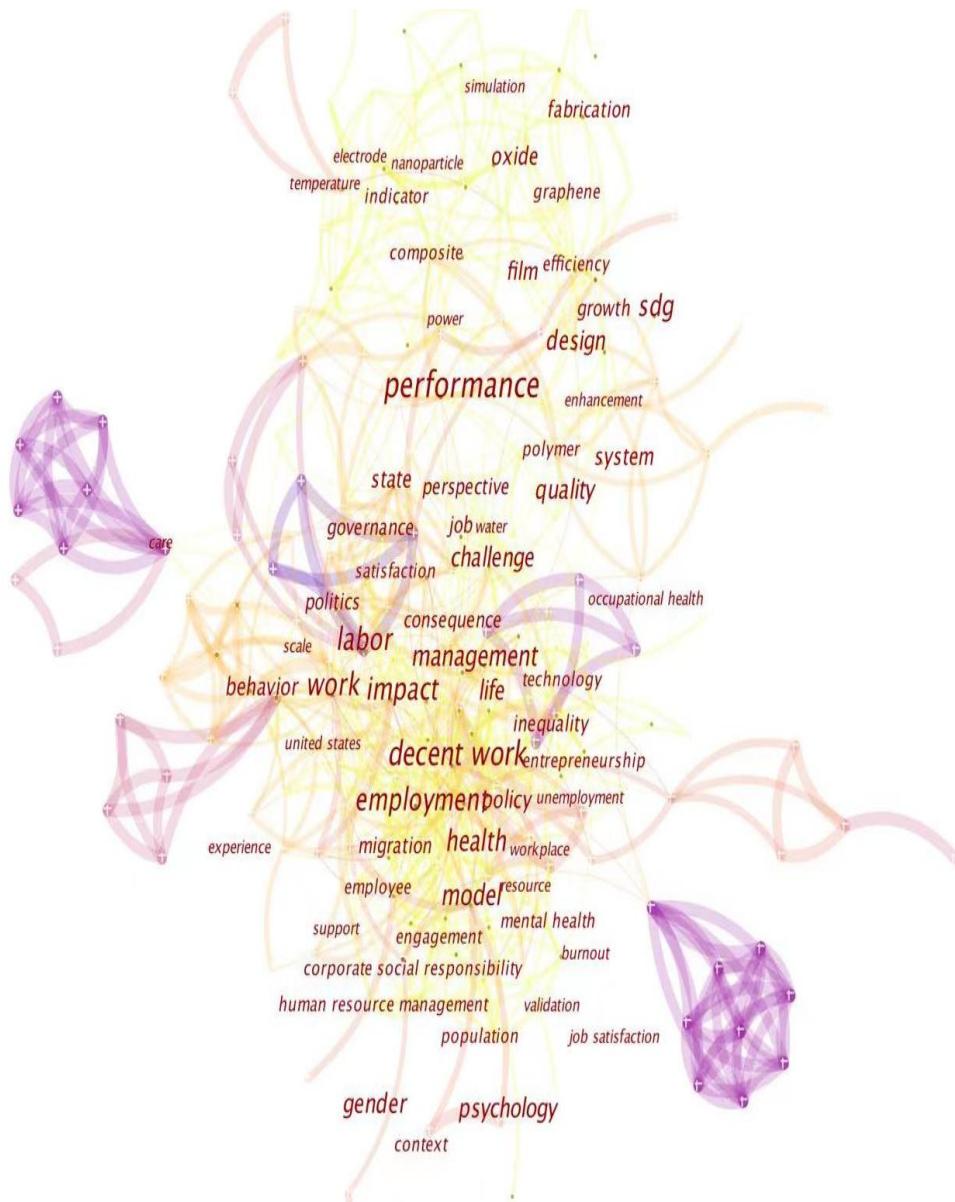


Figure 2-6: A Visualization of the Keywords' Network

It is becoming increasingly difficult to find decent work (ILO, 2014). Therefore, many international organizations, such as the International Labor Organization (ILO) and the European Union, have expressed the desire to achieve a better and more sustainable future for everybody and emphasized promoting decent work (Arizamontes et al., 2021). However, each organization view decent work in a different direction. For example, the European Union proposal aims to create a job quality index (JQI) that considers personal circumstances and labour market conditions and finds

objective working occasions that fulfil the workers' demands (Ariza-Montes et al., 2021). On the other hand, the International Labor Organization considers the employees' circumstances and working environment, such as the unemployment rate (Ariza-Montes et al., 2021).

Decent work is an aspirational phrase based on the concern of the quality of employment that should be accessible to everyone who wants to work (Blustein et al., 2016). Recent criticisms of decent work have focused solely on promoting social justice as policies and research on decent work have primarily originated in economics, public policies and sociology (Blustein et al., 2016). Referring to decent work, Ghai (2003) lists four leading indicators to understand the national goal of decent work: employment, social protection, workers' rights, and social discourse. Based on the analysis, Ghai (2013) indicates that the four indicators related to decent work need to be measured depending on the national institutional and structural characteristics, with particular attention to employees in non-formal employment (Ghai, 2013). In addition, he suggested that most of this data must be of a qualitative type to measure the efficacy of processes and practices related to decent work from laws and institutions (Ghai, 2013).

Duffy and his team (2016) have established Psychology of Working Theory (PWT) based on vocational psychology, multicultural psychology, intersectionality, and the sociology of work. The main goal of this model is to explain the work experiences of all people, especially those who are close to or in poverty, who face discrimination and marginalization in their daily lives, and those who are going through difficult work-related transitions (Duffy et al., 2016). Those contextual factors are the primary

determinants of their ability to find decent work (Duffy et al., 2016). The theory has constantly been used to reveal the work inequalities in the labour market from the perspectives of marginalized workers (Duffy et al., 2016).

However, with the understanding that the availability of stable and secure work is associated with improved mental and physical health, psychologists are suggested to contribute to the development of the concept of decent work to discover the function of meaning and purpose in the workplace, as well as participate in ongoing discussions about how to create the conditions that promote the idea optimally (Blustein et al., 2016). Di Ruggerio et al. (2015) also highlight that most discussion on decent work is plagued with ambiguity and vagueness due to structural issues at those global organizations and the spread of social justice and workers' rights. Therefore, psychologists from vocational and industry-organization psychology are suggested to define decent work from the viewpoint of individuals and communities—that is, what is the experience of decent work for individuals as opposed to the traditional focus on macro-level and what are the barriers to achieving decent work (Blustein et al., 2016).

### *2.3.3 Decent work in the Tourism and Hospitality Field*

The concept of decent work has not yet been extensively explored in the tourism and hospitality field until recent years. Recent studies have identified thematic clusters regarding decent work in this sector, such as labor rights, sustainability, and job quality (Wang & Cheung, 2023). According to the PRISMA model, existing literature on decent work in tourism indicates a significant focus on employment conditions, yet it lacks

comprehensive frameworks that address the psychological and social dimensions of decent work experiences (Wang & Cheung, 2023). Gender equality, compensation, health and safety, and the absence of forced or child labor are recognized as essential elements structuring the perception of decent work (Baum, Cheung, et al., 2016). However, findings suggest that many employees in the tourism sector do not perceive their work as fulfilling decent work standards, emphasizing the need for further research into individual experiences and systemic barriers (Wang & Cheung, 2023).

Several authors have looked into the concept of decent work in the context of tourism (e.g., Bramwell et al., 2017; Tuomi et al., 2020; Winchenbach et al., 2019) since the global push causes more sustainable employment practices and the tourism industry has contributed significantly to local and international economies (Bramwell et al., 2017). Poor employment practices have been identified as low entry barriers, high turnover, low wages, high stress, and cognitively and physically demanding duties (Robinson et al., 2019b). A study on cruise employees assumes that crew/staff members have less decent work and aims to examine the working conditions in the sector from a holistic and systematic perspective and the influence on employee engagement (Ariza-Montes et al., 2021).

This study follows the Preferred Reporting Items for Systematic Reviews (PRISMA) guidelines (Liberati et al., 2009) to better review the literature related to decent work in the tourism and hospitality. PRISMA provides a straightforward checklist to assure the quality of the revision process, and a review protocol is

developed, including the article identification, search strategy, data extraction, and data analysis procedures (Liberati et al., 2009). Three databases, Google Scholar, Scopus, and Web of Science, were accessed for the literature review in April 2022. 54 papers on decent work related to tourism and hospitality/hotel employment were selected through identification, screening, and eligibility-checking. Keywords were used for identification and screening, including decent, work, tourism, hospitality and hotel. The literature review process is summarized in Figure 9.

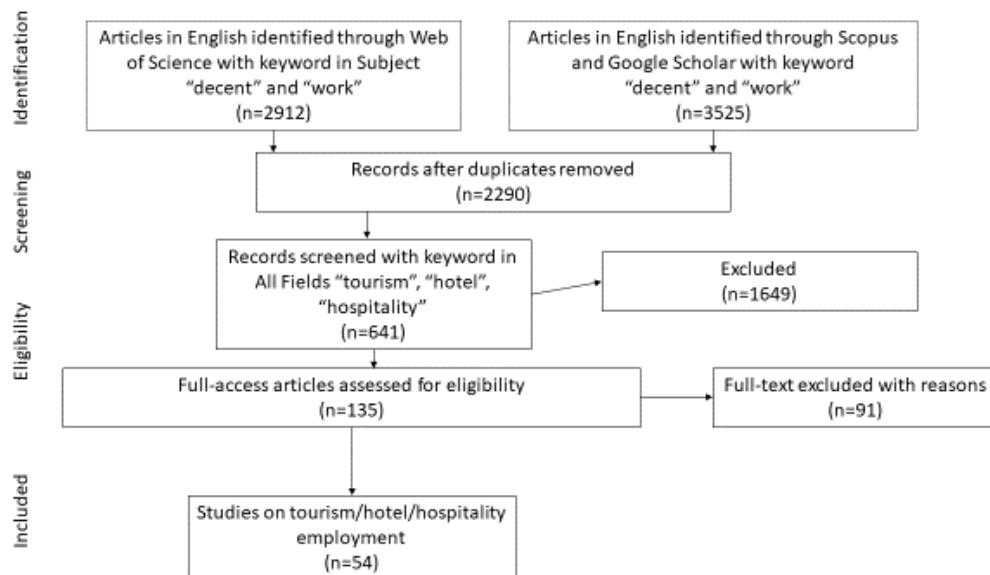


Figure 2-7: The PRISMA Flow

A comprehensive measurement of decent work in hospitality from a human-centred perspective has been developed in a recent study (García-Rodríguez et al., 2021). The process of the development follows the ILO and UNWTO perspectives. The authors have taken into consideration that tourist employment is firmly entrenched in the Agenda 2030 for Sustainable Development and is widely regarded as a critical driver of inclusive economic development and decent work creation (García-Rodríguez

et al., 2021). The study identifies eight variables that encompass the whole notion of decent work based on the interviews with hotel employees in the Canary Islands (Spain), including lifelong learning in employment and professional development under equal opportunity conditions, work-family and personal life balance, intrinsic employment quality, adequate income, stability and security in employment, health and safe working environment, decent and dignified working conditions and social dialogue (García-Rodríguez et al., 2021). The study also reveals that hotel employees do not consider the overall quality of employment in the tourist industry and the potential benefits of this activity to the area and its residents (García-Rodríguez et al., 2021). Indeed, they entirely focused on their work experiences and the internal labour environment of the hospitality business for which they work, which may be connected to more precarious hospitality employment in comparison to other sectors (García-Rodríguez et al., 2021).

Precariousness, or precarity, in the broadest sense, refers to a situation characterized by a lack of security and predictability, which emerges as material and psychosocial depravation in the human condition (Alberti et al., 2018). Precarious employment and lifestyles are directly related to social sustainability since they affect those employed in the tourist sector (Robinson et al., 2019b). A study on tourism labour migrants (TLMs) who work as entertainers in tourist performing arts (TPAs) aims to examine the experiences of those entertainers, with a particular emphasis on how they preserve their tourism-related service careers using micro-tactics (Yang et al., 2021). Goal Eight of the United Nations' Sustainable Development Goals (SDGs) focuses on decent work and emphasizes the importance of addressing individual worker growth

alongside economic growth in order to ensure environmental sustainability, which is the foundation for sustainable tourism, ethics, and decent work (Baum and Hai, 2019). Performers suffer precarity from several factors, such as individual uncertainty, increased pressure on emotional labour and non-standard training (Yang et al., 2021). The findings offer a fresh perspective on the sustainability of tourism labour, arguing for a greater emphasis on personal development in tourism research and human resource management (Yang et al., 2021). Those work experiences with precarious employment in the tourist performing arts demonstrate that emphasizing personal improvement with micro-tactics may be beneficial in obtaining decent work (Yang et al., 2021).

The International Labour Organization (ILO, 2021) considers technology viable for long-term economic growth while providing productive and noble labour. Even if some sorts of routinized jobs may disappear entirely, AI and robotics are far more likely to affect the nature and amount of jobs done in most occupations (ILO, 2018). A team of scholars envisioned how automation, driven mainly by labour shortages in tourism, may promote decent work (Tuomi et al., 2020). They discover there have been few empirical studies to reveal that the underlying human management practices that come with the introduction of automation are in line with fostering human development and providing safe, reliable and well-paid jobs (Tuomi et al., 2020). They use a narrative approach to know better the existing practice of automation and the supply of decent work in the travel and tourism sector (Tuomi et al., 2020). In a wide range of industries and businesses, there is a reasonable fear that the deployment of robots may eliminate

the need for human labour, particularly for low-skilled employees and those doing routinized jobs (Frey and Osborne, 2017). The anxiety is particularly severe in the tourism and hospitality industry, which relies heavily on humans (Tuomi et al., 2020).

Notably, a new business concept of completely automated hospitality services, such as robotized hotels, has been offered as an innovative product in the industry (Tuomi et al., 2020). However, according to the World Economic Forum (WEF, 2018), 75 million jobs will be lost to automation over the next five years, while 133 million new employments will be created. As a result, a new approach to supporting job transitions will be required, including reskilling and retraining efforts (Tuomi et al., 2020). According to the findings on the effect of automation on the creation of quality jobs in the travel and tourist industry, a model is proposed with three factors, namely, the efficacy of human-machine interaction, working environment, and empowerment level and contributes to sustainable human development (Tuomi et al., 2020). It also highlights that employees, employers, and policymakers should work together to prepare for upskilling, reskilling, and education to take on new automation possibilities and invest in sustainable employment, such as promoting the notion of decent work in the hospitality field (Tuomi et al., 2020).

Respect, self-respect, professional identity, and autonomy are significant concepts for analysing working experiences but have limited use in tourist employment and sustainable development (Winchenbacha et al., 2019). Applied to tourism studies at micro, meso and macro levels, dignified employment has been shown to favourably impact staff retention (Mooney et al., 2016), thus contributing to SDG8 - economic

growth and decent work. To transform tourism into a force for good, as Higgins-Desbiolles (2012) envisions, industry employees must be recognized as human beings and appreciated in monetary and non-monetary dimensions. While it is arguable that progressing towards sustainable development is crucially reliant on dignified employment, as it serves as the basis for both decent work and economic success as envisioned in SDG8 and beyond, it is also about respecting the lived experience of the individual (Winchenbach et al., 2019). Table 1 lists the indicators of decent work from several selected studies in the tourism and hospitality field.

Author	Year	Research Topic	Indicators
De Beer et al.	2014	Working Conditions	<ol style="list-style-type: none"> <li>1. Job Security</li> <li>2. Income</li> <li>3. Benefits Unionized</li> </ol>
Chen and Wang	2015	Motivations of Foreign labours in Arctic destinations	<ol style="list-style-type: none"> <li>1. Professional Development</li> <li>2. Novelty Seeking</li> <li>3. Decent Pay Scale</li> <li>4. Friendship with Colleagues</li> <li>5. Favourable Working Environment</li> <li>6. Scenery View and Nature</li> <li>7. Community Integration</li> </ol>
Santero-Sanchez et al.	2015	Gender Differences in the Hospitality Industry on Job Quality	<ol style="list-style-type: none"> <li>1. Job Security</li> <li>2. Employment Income and Other Emoluments</li> <li>3. Working Hours and Work-Life Balance</li> <li>4. Skills and Training</li> <li>5. On-The-Job Safety at Work and Gender Equality</li> </ol>
Baum and Hai	2019	Human Rights	<ol style="list-style-type: none"> <li>1. Individual Rights at Work</li> <li>2. Individual Rights within the Family</li> <li>3. Community Rights and the Rights Of Individuals within the Community</li> </ol>
Winchenbach et al.	2019	Value of Dignity	

García-Rodríguez et al.	2021	Decent Work in Hospitality	<ol style="list-style-type: none"> <li>1. Lifelong Learning in Employment and Professional Development under Equal Opportunity Conditions</li> <li>2. Work, Family and Personal Life Balance</li> <li>3. Intrinsic Employment Quality</li> <li>4. Adequate Income</li> <li>5. Stability and Security in Employment</li> <li>6. Health and Safe Working Environment</li> <li>7. Decent and Dignified Working Conditions</li> <li>8. Social Dialogue</li> </ol>
Tuomi et al.	2021	Decent Work through Automation	<ol style="list-style-type: none"> <li>1. Effectiveness of Human-machine Cooperation <ul style="list-style-type: none"> <li>a. Role Flexibility</li> <li>b. Frictionless Work</li> <li>c. Optimum Systems Utilization</li> </ul> </li> <li>2. Working Conditions <ul style="list-style-type: none"> <li>a. Safe Working Environment</li> <li>b. Convenient Working</li> <li>c. Remuneration</li> </ul> </li> <li>3. Level of Empowerment <ul style="list-style-type: none"> <li>a. Freedom of Association</li> <li>b. Task Autonomy</li> </ul> </li> <li>1. Career Progression</li> </ol>
Yang et al.	2021	Precarious Work	<ol style="list-style-type: none"> <li>2. Flexibility and Informality</li> <li>3. Dual Seasonality</li> <li>4. Non-standard Labour Training</li> <li>5. Increased Pressure on Emotional Labour</li> <li>6. Individual Uncertainty</li> </ol>

Table 2-1: Decent Work from Selected Studies in the Tourism and Hospitality Field

## 2.4 Career Transitions

### 2.4.1 Concept of Career Transitions

Career transitions consist of two types: role changes (a person takes on a new objective position) and state changes (a person changes their subjective state toward an existing role) (Louis, 1980). Transitions in careers need to rethink objectives, attitudes, identities, and work habits (Ashforth and Saks, 1995; Klehe et al., 2011). It is usual for emerging

adults to undergo regular re-examination and modification in their initial profession decision or career route (Arnett, 2000). Savickas (2002) claims that a critical developmental objective of the late-exploration stage is to actualize career choices via the discovery and employment in early employment. According to a previous study among emerging adults, individuals who can successfully adjust to career transitions may also have positive outcomes outside of the work domains, such as subjective well-being or life satisfaction (Konstam et al., 2015).

The current job market makes it less common for people to stay in one organization for long periods, and the new phenomena need the development of skills and competencies that are distinct from those necessary in the 20th century (Savickas et al., 2009). Duarte (2004) states that a career belongs to the individual, not the company, which raises some concerns about occupational choice and career development because of the new social arrangement of employment (Savickas et al., 2009). People worried about their job security must learn to become lifelong learners, use cutting-edge technology, embrace flexibility over stability, and create their chances to stay employable in the information era (Savickas et al., 2009). Researchers on transitioning from early careers into management positions have discovered that role model tactics were critical in helping them make the managerial shift, and prospective managers were modelling their professional qualities and styles after their role models. (Hill, 1992; Ibarra, 1999; Nicholson, 1984).

In light of today's work environment and the enormous shifts that have taken place, it is especially critical for individuals to manage and facilitate transitions (Peila-Shuste,

2016) successfully. It is no longer expected that one would be employed by the same organization for the majority of one's career (Peila-Shuste, 2016). Savickas (2013) states that lifelong learning and adjustment to occupational shifts are necessary for current insecure employees, and people must prepare themselves for possibilities rather than a continuous existence based on secure employment. Although each person has an objective career or route, which is neither linear nor predictable, people must develop a subjective career to provide purpose and direction to their work (Savickas, 2013). Individuals acquire varying degrees of psychological resources to cope with the crucial tasks, transformations, and traumas associated with career development (Guan et al., 2013).

#### *2.4.2 Adaptation in Career Transitions*

Transitions in career or status are illustrated as a period of changing and redefining that requires adaptability (Carter and Cook, 1995; Middleton and Middleton, 2017). Career construction is a sequence of efforts by a person to form a self-concept in social role functioning with the ultimate objective of person-environment integration (Savickas, 2002, 2013). This involves adjusting to changes during one's life (e.g., transitions from school to work, job to job, and occupation to occupation; Savickas, 2005). Career Construction Theory identifies three key social challenges that motivate change: vocational development tasks, occupational shifts, and work traumas (Savickas, 2013). Additionally, Hall (1986) highlights that each transition results in enhanced adaptability, as people have learned how to change and developed a feeling of mastery over their

capacity to acquire new roles.

Several studies have looked into the function of career adaptability in the career transition process, such as looking into re-employment after a job loss, analysing career-related behaviours after downsizing and restructuring, and looking into first-time employment adaption (i.e., school-to-work transitions) (Rudolph and Zacher, 2021).

Due to the social, cultural, and institutional differences between colleges and universities and the workplace, the transition from school to employment may be difficult for recent graduates (Kuron et al., 2015). The number of recent studies on students' career adaptability has been increasing recently since the perceived responses from students to challenges and uncertainties after their graduation trigger the attention.

According to Career Construction Theory, people proceed through many predictable phases of career development, including the shift from the career exploration stage to the career establishment stage during the school-to-work transition (Savickas, 2002; Super, 1990). It is a vital phase for people because of the high uncertainty and change associated with the school-to-work transition (Ryan, 2001). The status transition from students to employees asks for extra abilities to face challenges and problems (Porfeli et al., 2008). Lent, Brown, and Hackett (1994) have also highlighted the importance of building a learning experience in career development during the school-to-work transition because it promotes long-term career development and adjustment.

### *2.4.3 Tourism and Hospitality Studies with Career Adaptability and Career Construction Theory*

In recent years, researchers have shown significant interest in discovering the effects of career adaptability of various groups (Chen et al., 2020; Rudolph et al., 2017; Hirschi et al., 2015; Savickas and Porfeli, 2012). However, limited attention has been paid to career adaptability and career construction theory in tourism and hospitality. Particularly with the challenges faced by the industry, it is vital to increase career adaptability for students and employees (Boo et al., 2021).

The majority of the recent studies focus on the students because undecided tourism and hospitality students find it challenging to make a successful graduate school-to-work transition (Lam and Santos, 2018). The findings on tourism students in Turkey reveal that emotional intelligence and gender are significant predictors of career adaptability, and female students with a high degree of emotional intelligence are more adaptable (Bato, 2018). A comparative study between American and Chinese students reveals that career adaptability is partially connected to career anxiety, whereas future time perspective is negatively associated with career anxiety (Boo et al., 2021). Moreover, the study discovers that these significant associations are more evident among American students than Chinese students, implying that cultural differences influence the interactions (Boo et al., 2021).

The research on Indian students learning tourism and hospitality finds that students' satisfaction with internships increases career adaptability and career decision self-efficacy, depending on core self-evaluation levels (Ramaprasad et al., 2021). The

finding also emphasizes the importance of career adaptability as a significant intervening variable in the association between internship satisfaction and students' career response (Ramaprasad et al., 2021). A recent study demonstrates that two distinct career adaptability dimensions, a concern for the future and a burning desire to explore and acquire knowledge, serve as individual resources for engaging, participating, and adapting to an unforeseeable crisis as the COVID-19 pandemic (Rivera et al., 2021).

Career adaptability and Career Construction Theory can guide employee recruitment and selection (Çöp et al., 2020), but little attention is given to current employees in the industry. An empirical study under Social Exchange Theory supports the relationship between proactive personality and turnover intentions through career adaptability, with a mediation effect of supervisors' and co-workers' support (Lee et al., 2021). A Career Construction Theory approach is used to investigate the relationship between psychological capital, career adaptability, and career competence from frontline personnel in North Cyprus five-star hotels for two weeks (Safavi and Bouzari, 2019). The findings show a strong link between psychological capital and career adaptability, improving career competence (Safavi and Bouzari, 2019). The study on hotel staff with varied star ratings in China links career adaptability to turnover intentions and discovers the mediating effect of orientation to happiness between these variables (Rasheed et al., 2020). Career adaptability is linked to orientation to happiness, in-role performance and extra-role performance, and happiness shows a moderating effect (Sattar et al., 2017).

Year	Authors	Variables	Sample	Method
2021	Boo et al.	career adaptability, career anxiety, future time perspective, cultural differences	undergraduate students in China and the United States	Quantitative
2021	Lee et al.	proactive personality, turnover intentions, career adaptability, supervisors' and co-workers' support	hotel employees in the United States	Quantitative
2021	Ramaprasad et al.	internship satisfaction, career adaptability, career decision self-efficacy and core self-evaluation levels	students from five top-tier private hospitality and tourism institutes in India	Quantitative
2021	Rivera et al.	career adaptability, hope, resilience, and life satisfaction	hospitality students in the United States	Quantitative

2020	Çöp et al.	personality traits, career competency (career control, reflection on motivation, networking, work exploration, self-profiling, and reflection on qualities), career adaptability and gender identification	employees from four- and five-star hotels in Istanbul	Quantitative
2020	Rasheed et al.	career adaptability, turnover intentions, orientation to happiness	hotel staff with varied star ratings in China	Quantitative
2019	Safavi and Bouzari	psychological capital, career adaptability, and career competence	frontline personnel in North Cyprus five-star hotels	Quantitative
2018	Bato	gender, emotional intelligence and career adaptability	tourism faculty students	Quantitative

2017	Sattar et al.	career adaptability, orientation to happiness, in-role performance and extra-role performance	employees from 6 five-star hotels in Pakistan	Quantitative
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Table 2-2: Selected Studies on Career Adaptability

## 2.5 Career Adaptability

### *2.5.1 Development of career adaptability*

From life themes and vocational personality perspectives, career adaptability is related to career choice and work adjustment (Savickas, 1997, 2005, 2013; Savickas and Porfeli, 2012). The definition of career adaptability has been further developed as “the readiness to cope with the predictable task of preparing for and participating in the work role and with the unpredictable adjustments prompted by changes in work and working conditions” (Savickas, 1997, p.252). It can also be considered life skills since individuals must constantly adapt to changes in their employment and maintain a satisfactory quality of life (Hui et al., 2021).

Career adaptability is “being treated like a silver bullet worldwide for career-related questions and matters about motivation, performance, stress, and overall life satisfaction” (Klehe et al., 2021, p.7). It consists of four resources: concern, control, curiosity, and confidence, which are recognized as self-regulatory abilities that aim to balance personal needs and work requirements (Savickas, 2013; Savickas and Porfeli, 2012) and identify how individuals shape their careers and themselves (Brown et al., 2012). The four sub-constructs are not interchangeable interpretations of career adaptability stems, and each dimension can be linked to possible predictors and results (Hirschi and Valero, 2015).

In recent years, career adaptability has been adopted under various frameworks and appears in career studies on multiple groups. Praskova and Johnston (2021)

investigate the effects of future orientation on perceived employability and career adaptability as two career success outcomes under the future orientation framework. With Social Self-preservation Theory, Jahng and Kim (2021) discover that attachment insecurity and career adaptability have a relationship mediated by maladaptive perfectionism, and the mediational paths are more vital among female students. Many scholars have integrated Social Cognitive Theory and Social Cognitive Career Theory (Lent et al., 1994) into the studies on career adaptability, for instance, to examine the career-decision processes. Savickas (2002) thinks that self-efficacy enables accomplishment in developmental tasks and fosters career adaptability. Self-efficacy is an essential factor influencing adaptability resources and adapting responses (Savickas et al., 2018). Meta-analysis research on eighteen studies reveals that moderator variables are significant in the association of career adaptability and career decision self-efficacy, considering both factors are important in career development (Stead et al., 2021). The combination has also been further used in leadership and entrepreneur studies. For example, a recent paper discusses that entrepreneurial behaviour is impacted by entrepreneurial leadership, self-efficacy, and career adaptability, which is proved to be the most prominent (Liyana et al., 2021).

### *2.5.2 Super's Life-Span and Life-Space Theory*

Career adaptability firstly appears in Super's Life-Span and Life-Space Theory, one of the well-known vocational psychology theories that evolved over 40 years. It was previously called Career Development Theory and Developmental Self-concept Theory.

The paradigms of this theory are from diverse perspectives with the combination of two mainstreams at that time: developmental psychology and personality theory (Osipow and Fitzgerald, 1996). It has been viewed as a typical example of the developmental approach. It states that a match between the vocational self and working environment is the final point in vocational development with ideal career choices (Swanson and Fouad, 1999). Savickas (1997) believes that Super formed this theory with the deep integration of the Trait-and-factor theory and his previous counselling experiences. The most crucial idea of Super's theory is the justification that "vocational choice is an implementation of the self-concept" and the self-concept includes the objective view of the self along with the subjective opinion of the self." (Swanson and Fouad, 1999, p.86). Studies with this approach lay great attention on adolescents and early adulthood, considering the early stage of career life and the time for initial career choices (Osipow and Fitzgerald, 1996).

Inspired by functionalism, Super established Career Development Theory in 1957 to assist the counsellors in matching people with suitable positions considering their abilities and interests. As an essential system of psychology, functionalism aims to enable the adaptation to any situation by solving two critical questions, "What do people do?" and "Why do they do it?" (Marx and Hillix, 1963, p. 84) and empirically studying on the process of individual adaptation. With continuous studies on vocational psychology and practical experiences in career counselling, Super (1957) wants to understand how individuals anticipate work tasks and form coping behaviours with essential attitudes and competencies while constructing their work lives from

developmental psychology. Later, the theory is enhanced with a phenomenological stance investigating career development self-concept and re-named Developmental Self-concept Theory (Super, 1981). The new segment pronounces “the processes involved in the formation, translation, and implementation of a self-concept as well as how self-concept affects vocational psychology” (Savickas, 1997, p. 248). The last revision of the theory, Life-Span and Life-Space Theory, introduces the association between work roles and other life roles and centres on how individuals structure their lives with those roles to achieve life goals and values (Super, 1990).

Within Super's theory, one essential contribution was the concept of vocational maturity (or career maturity), defined as the readiness to decide on education and vocation during adolescence (Super, 1955). It consisted of four dimensions related to career planning, career exploration, knowledge of careers, and awareness and practices of career decision making (Super, 1955). Another evolutional view proposed by Super is the emphasis on work's role in one's life, which suggests that work should not be viewed as predominant compared with other parts (Super, 1984). This idea encourages career counsellors not to concentrate solely on individual occupations; instead, they should improve clients' life structure with successful career development and good life quality (Savickas, 1993).

While Super and his team started to extend the theory to adulthood, they realized that the term “vocational maturity” might not be appropriate to describe adult career competencies. Therefore, they proposed a new concept, called “career adaptability”, to replace without making assumptions implied by maturity as the connection with age

(Super and Knasel, 1981). They further list several advantages of this new concept as it “avoids any reference to maturation or growth, and it has the additional merit of being forward-looking, allowing us to see the individual as behaving proactively... the phrase concentrates attention on the interaction between the individual and the environment” (Super and Knasel, 1981, p.198). In recent decades, career adaptability has become a fundamental factor in career development and education (Hui et al., 2021; Lee et al., 2021, Savickas et al., 2009). However, the wide usage of the construct causes particular concern as an “unfortunate lack of coherence in the career literature where the same or similar terms are used to denote variables that are theoretically and empirically quite different” (Hirschi et al., 2015, p. 2).

## **2.6 Career Optimism**

### *2.6.1 Concept of Career Optimism*

Optimism develops in emotionally supportive developmental circumstances that encourage desires for the future and inspire constant participation, despite the obstacles that an individual may endure in stressful conditions (Puklek Levpušček et al., 2018).

As Scheier and Carver (1985) define, the idea of dispositional optimism is a generalized hope that positive things will happen in the future. Dispositional optimism is related to self-regulatory behaviours, which investigates how expectations impact goal-seeking action, such as the motivation to reach career objectives (Scheier and Carver, 1985).

Scholars related to positive organizational behaviour (POB) have investigated how different psychological resources, such as hope, optimism, efficacy, and resilience, are

essential for work and life (Luthans et al., 2007; Spreitzer et al., 2005). In a relevant study in the workplace, Youssef and Luthans (2007) discover that characteristics of psychological capital, such as optimism, are positively related to key career outcomes, such as job satisfaction and performance. Individuals with career optimism tend to “expect the best possible outcome or to emphasize the most positive aspects of one's future career development” (Rottinghaus et al., 2005, p. 11).

The concept of career optimism firstly appeared in the 1990s, was perceived as the outcome of career progress, and was used to justify the effects of social support on minority groups, for example, black employees (Friedman et al., 1998). Studies on career strategies in Ethiopia and Bulgaria assess the level of careerists about their career future, either optimistic or pessimistic, and identify that several environmental factors determine their perception, such as the effectiveness of government and economic policies (Counsell, 1999; Counsell and Popova, 2000). Moreover, Counsell (2011) investigates the levels of career optimism of Chinese students studying in the United Kingdom and discovers that students feel more optimistic about their future careers because most respondents believe that Chinese companies would place a higher value on their qualifications. However, the measurement scales of career optimism were not well established with systematic testing and analysis, with only two items (Counsell, 1999; Counsell and Popova, 2000).

Analysing the literature on career optimism suggests that career optimism can be either state-like or trait-like (Eva et al., 2020; Kluemper et al., 2009). Trait-like optimism is a stable element felt by an individual, while state-like optimism may

fluctuate (Kluemper et al., 2009). People who feel optimistic about their vocations are generally interested in their future careers, active in learning and firmly believe they are on the right track (Gunkel and Schlaegel, 2010; Haratsis et al., 2015). As a result, the concept is commonly linked to attitudes, identities, and behaviours in the workplace (Eva et al., 2020) and their degrees of career and life satisfaction (Santilli et al., 2017). Optimistic people tend to work smart, indicate better satisfaction with their careers, and participate in activities that increase their insights (Rottinghaus et al., 2005). Mappamiring and Putra (2020) separate career optimism into three items, personality, career-related goals, and contextual support, and discover a substantial impact on employee engagement, also a mediating variable between organizational fairness and organizational entrepreneurship commitment on employee engagement.

### *2.6.2 Studies on Career Optimism*

As an essential concept under career attitudes or planning, career optimism has been studied under various frameworks related to personality or motivation. It is proved to be a moderator between components of motivational systems theory (goal, capacity beliefs, context beliefs, and emotions) and career decisiveness, except for goals (Chatterjee et al., 2015). The link between goals and career decisiveness is partially mediated by career optimism (Chatterjee et al., 2015). However, no demographic characteristic of a group of Indian students (age, gender, qualification, or academic background) influences either career optimism or career decisiveness (Chatterjee et al., 2015). The associations between career planning predispositions (Career Adaptability,

Career Optimism, and Perceived Knowledge) have been investigated with reinforcement sensitivity theory on personality characteristics in young adults (Corr and Mutinelli, 2017). The results suggest that motivational variables are associated with career planning predispositions (Corr and Mutinelli, 2017).

Career optimism is influenced by various elements and indicates an individual's adaptation to their work environment (Chui and Ngo, 2020). Moreover, career optimism also determines many outcomes linked to career planning and development, such as career satisfaction and career decision self-efficacy. Young adults with a stronger career mindset have a more optimistic and proactive attitude toward their careers and are less likely to replace their career goals (Haratsis et al., 2015). The imposter phenomenon, which affects self-doubt and worries, restricts acceptance due to competence (Sakulku and Alexander, 2011). The study finds that career optimism is a crucial mediator between the imposter phenomenon and career satisfaction (Sharma, 2018). Prior work has also confirmed a strong association between career optimism and career satisfaction, with a mediator effect from career-decision self-efficacy (Kim et al., 2016). Self-efficacy in making career decisions is proved to be a strong predictor of career optimism, and national career optimism is found to be a predictor of personal optimism (Bubic, 2017). Chui and Ngo (2020) used career optimism as a state-like outcome variable and created a conceptual framework to explain how protean career orientation is linked to career optimism. The results also support the idea that career adaptability and career-decision self-efficacy mediate the link between protean career orientation and career optimism (Chui and Ngo, 2020).

Career Construction Theory has been applied in several studies to study how career optimism develops (e.g., Santilli et al., 2017; Tolentino et al., 2014), but the number still appears to be fewer than other theoretical perspectives (Eva et al., 2020). This theory suggests that adaptability resources and smooth career processes can shape one's optimistic prospects toward career futures with an ideal person-environment fit (Eva et al., 2020). A study focusing on psychological predictors of academic satisfaction applies career construction theory and discovers that career optimism plays a significant role in academic satisfaction and is a mediator between academic satisfaction and conscientiousness (McIlveen et al., 2013). Based on a study on IT students', employment stability is a significant predictor of both career optimism and perceived career planning skills, whilst career optimism and career planning are substantial predictors of career commitment (Young et al., 2018). A study on refugees seeking employment in Australia discovers that openness to experience raises career adaptability by increasing their optimism (Newman et al., 2021).

The scales are continuously under development as the concept has attracted more attention in career-related studies since 2016. Discussions have been concentrated on how this construct should be conceptualized and measured (Eva et al., 2020). It is critical to address personality characteristics and attitudes toward career growth and navigate the world of work in the twenty-first century (Rottinghaus et al., 2005). Based on this idea, the Career Future Inventory (CFI) explores how people think about their future, notably in terms of their careers (Rottinghaus et al., 2005). Career Futures Inventory (CFI) contains three subscales: career adaptability, career optimism, and

perceived knowledge, including twenty-five items, and assesses positive career planning attitudes (Rottinghaus et al., 2005).

Under the Career Future Inventory, career optimism has been developed more systematically, with eleven items to examine individual perceptions and attitudes on their future careers. A short form with nine items in total has also been created based on Australian samples to explore possible indicators of students' assessments of the attitudes and behaviours that lead to employability (McIlveen et al., 2013). Many studies have used the Career Future Inventory to investigate various topics related to career planning and career management: personality traits and career decisiveness of students (Gunkel et al., 2010), service motivation and career indecision (Duffy et al., 2010), the influence of cultural norms (Gunkel et al., 2013), subjective career success and networking behaviour (Spurk et al., 2015), perfectionism (self-oriented, other-oriented and socially dictated) (Scoeber et al., 2016), impostor phenomenon and work-relevant outcomes (Neureiter and Traut-Mattausch, 2016), the reinforcement sensitivity theory (RST) of personality (Corr and Mutinelli, 2017), daily networking and need for affiliation (Volmer and Wolff, 2018; Volmer et al., 2021), protean and boundaryless careers and cultural intelligence (Bernardo and Salanga, 2019), personal ability and intrinsic career value motivations (McLean et al., 2019), life stressors with emotional exhaustion and depersonalization (Akbari Motlaq and Tengku Mahadi, 2020; Taylor et al., 2019), adverse school climate mental health of first-year teachers (McLean et al., 2020).

## 2.7 Career Commitment

### 2.7.1 *Concept of Career Commitment*

Career commitment is defined as one's attitude towards one's career (Blau, 1985). The commitment was first viewed as a unidimensional construct, and career commitment is defined conceptually and operationally by research on terms like professional commitment, occupational commitment, and career orientation (Blau, 1985). He further develops a measurement scale including eight items to differentiate from other constructs, such as job involvement and organizational commitment (Blau, 1985).

Carson and Bedeian (1994) raised concerns about Blau's theoretical framework and methodology. Not only is the measure unidimensional, but the measures measuring occupational withdrawal intention and career commitment overlap (Carson and Bedeian, 1994). However, Blau's concept is still recommended since it is the most straightforward conception with outstanding psychometric qualities (Morrow, 1993).

Allen and Meyer (1990) point out that all conceptualizations of commitment identified in the literature connect to turnover as highly dedicated workers are the least likely to quit the business. These distinctions pertain to the psychological state represented in commitment, the antecedent circumstances that contributed to its formation, and the intended outcomes of commitment (Allen and Meyer, 1990). Allen and Meyer (1990) identify the contradictory conceptions of organizational commitment as a psychological variable and present a tri-dimensional variable definition consisting of affective, continuance, and normative components. Allen and Meyer (1990) state that the measurement of commitment reflects the confusion around conceptual differences.

However, little attention has been given to developing measures of commitment that closely match the researcher's definition of the commitment construct (Allen and Meyer, 1990). According to Meyer et al. (2002), affective commitment is the most powerful facet of commitment that stems from a rewarding professional experience. Continuance commitment occurs when the investment made exceeds the possibility of leaving or staying in the chosen vocation. Finally, normative commitment emerges from norm socialization (Meyer et al., 2002). Employees with a high level of affective commitment stay because they want to, those with a high level of continuance commitment remain because they have to, and those with a high level of normative commitment remain because they feel obligated to (Allen and Meyer, 1990).

### *2.7.2 Studies on Career Commitment*

Commitment is a term that refers to an individual's psychological attachment to a particular employment position (Øgaard et al., 2008). In many studies, the commitment is conceptualized from an organizational standpoint (e.g., Jung and Yoon, 2016; Raub and Robert, 2013). Also, in the tourism and hospitality field, there is more focus on organizational commitment related to turnover intentions (Kang et al., 2014; Akgunduz and Eryilmaz, 2018) or career desires of graduates (Brown et al., 2016) since organizations are battling to win the experienced and qualified talents. However, Rehman and Mubashar (2017) highlight that the determinants of turnover intentions are divided into individual and organizational variables, such as income, promotion, and attitudinal. Baum, Kralj, et al. (2016) believe that HR in tourism and hospitality is still

under-researched and fragmented at the issue, analytical, theoretical, and techniques levels. Thus, studies should investigate the determinants from both sides, not solely focusing on the organizational level. Individual variables need to be considered as well.

Commitment still lacks an agreed definition (Brien et al., 2015). Career, occupation, and profession have been used interchangeably (Lee et al., 2000). Therefore, commitment has gotten a lot of research attention (Meyer et al., 1993; Brien et al., 2015), but career commitment still has the least attention (Goulet and Singh, 2002), scarce in HR studies (Gebbels et al., 2020). Challenging work experiences, positive professional development experiences, a supportive organizational environment (Sullivan et al., 1998), and an individual's inner attributes, such as self-worth and resilience (Goulet and Singh, 2002), all contribute to increased career commitment. Niu (2010) has studied the impact of self-efficacy on employees' career commitment in the foodservice business and discovered that strong self-efficacy correlates with greater levels of career commitment. Lin and her team (2020) observe that the association between the meaning of work and the career commitment of food delivery workers differs across characteristics of the meaning of work. The results discovered that individuals with an intrinsically motivated work style are more likely to be engaged in their jobs and have a strong sense of purpose in their work (Lin et al., 2020). Career commitment is a developmental process that influences the leaving process, further supported by a unique interplay between self-efficacy and career inheritance (Gebbels et al., 2020). The decision to quit the tourism and hospitality sector is generally preceded by a series of events that begin with a loss of employment dedication in the form of an intention to

leave, followed by a reduction in career commitment to hospitality (Gebbels et al., 2020).

## **2.8 Studies on Entry-level Tourism and Hospitality Employees**

### *2.8.1 Generation Y Employees*

Human resource professionals, managers, and academics are becoming more interested in managing and collaborating with employees from diverse generations (Cennamo and Gardner, 2008). Much of this interest is predicated on the premise that generations have markedly different objectives, expectations, and work values (Cennamo and Gardner, 2008). Employees born between 1980 and 1998 (Cennamo and Gardner, 2008), known as Generation Y, are currently the main workforce in the industry. They are considered more self-centred and less responsible (Shi, 2012) while considering their career development and work-life balance (Kong, 2013).

Four types of career choice traits among Generation Y employees have been discovered based on their needs: financial needs for benefits and stability, organizational needs for shelter and affiliation, social needs for socialization and friendship, and achievement needs for achievement and self-actualization through learning and skill development (Wong et al., 2017). When Generation Y graduates make career choices, extrinsic factors, including advancement, promotion opportunities, and job security, are more influential than intrinsic elements (i.e., public status) (Kim et al., 2010). Generation Y employees are frequent job hoppers because they are frustrated with the gap between reality and their ideal career (Kong et al., 2016). They aspire for

high achievement and recognition in their workplaces (Kong et al., 2016). Moreover, young hotel employees, particularly those with higher education, desire more career knowledge and career development (Kong et al., 2010). While dealing with challenging tasks, Generation Y employees want more trust in their abilities and independence in their jobs through empowerment (Morton, 2002). Career satisfaction of Generation Y employees is found to be influenced by career expectation as they care about career-related programs in the organizations due to a higher expectation of their career development and feel satisfied with more opportunities provided by the organizations (Kong et al., 2020; Maxwell et al., 2010).

#### *2.8.3 Career Studies on Young Tourism and Hospitality Employees*

The tourism and hospitality sectors are heavily dependent on their personnel to deliver high-quality service and to establish and maintain relationships between brands and consumers (Cheung et al., 2014). Consequently, understanding the multifaceted nature of employees, including their motivations, needs, and selection criteria, is essential for effective human resource management within these industries (Wong et al., 2017).

Despite this, scholarship on the careers of entry-level tourism and hospitality employees remains limited, particularly concerning their career development trajectories (Kong et al., 2020). Furthermore, given that each generation's behaviours and expectations are shaped by their unique social environments, it is imperative to consider generational differences when examining workforce dynamics (Goh & Lee, 2018). This recognition has prompted scholars and practitioners alike to emphasise the importance of tailoring

organisational strategies to improve the performance and retention of young employees based on their distinctive characteristics (Kong et al., 2015; Kong et al., 2020).

Recent empirical evidence indicates that managers perceive a growing deficiency in fundamental skills, such as emotional intelligence, conflict resolution, and empathy, among younger frontline workers (Solnet & Golubovskaya, 2023). This observation aligns with academic findings suggesting that young hospitality employees often lack access to structured developmental pathways, despite constituting the largest demographic within the workforce (Golubovskaya et al., 2017). Given that a significant proportion of the sector's workforce comprises young individuals, approximately 47% aged 15–34 (Tracey et al., 2023), this demographic composition necessitates a recalibration of talent management approaches that extend beyond mere recruitment towards deliberate development and inclusivity (Golubovskaya et al., 2019).

The concept of generational transition within hospitality employment underscores a shift in work attitudes, which has tangible implications for human resource practices (Davidson et al., 2011). For example, Generation X tends to prioritize social atmosphere and work-life balance. In contrast, Generation Y (Millennials) is more driven by opportunities for professional advancement and meaningful work (Lub et al., 2016). Gursoy et al. (2008) further emphasize that each generation embodies distinct skill sets, values, and expectations. Oliver (2006) highlights that Generation Y's job expectations—regarding compensation, working conditions, and career progression—are markedly higher compared to preceding cohorts. However, young employees frequently experience tourism employment as precarious and transactional, which

contributes to high turnover rates and disengagement (Robinson et al., 2019a). This phenomenon can be analysed through the lens of endosymbiosis theory, which suggests that the relationship between youth and the tourism industry is often parasitic or commensal rather than mutually beneficial.

Aligning career development initiatives with young employees' expectations is crucial for enhancing their career satisfaction and retention (Kong et al., 2015). Hospitality organisations are increasingly adopting employer branding and "living the brand" strategies to attract youth, positioning hospitality roles as enjoyable, flexible, and identity-affirming (Golubovskaya et al., 2019). Nonetheless, such approaches may have unintended negative consequences if young workers perceive themselves as exploited or marginalised—particularly when aesthetic or behavioural expectations (e.g., youthful appearance, emotional labour) are imposed.

Career development and management encompass key constructs such as career choice, commitment, and success (Kong et al., 2010). In an era characterized by dynamic and boundaryless careers, the initial employment period post-education remains critical for career construction, despite the decreasing likelihood of lifelong employment in a single organization (Porfeli et al., 2008). Young employees must strategically plan their career trajectories and navigate the complex transition from education to work, with significant implications for their well-being (Lee et al., 2021; Magnano et al., 2021). Central to this process is the concept of career adaptability, which plays a vital role in managing career transitions and challenges. Recent research has increasingly focused on the relationship between career adaptability and outcomes

such as career commitment and satisfaction (Chen et al., 2020; Hirschi et al., 2015; Rudolph et al., 2017; Savickas & Porfeli, 2012). The importance of career adaptability has been underscored during the COVID-19 pandemic, which has accentuated the need for resilience and flexibility in career management (Lee et al., 2021; Monteiro & Almeida, 2015; Savickas, 1997).

Qualitative research employing grounded theory indicates that young talent often considers job mobility due to perceptions of limited prospects, pay disparities relative to workload, and potential social isolation if they persist in their current career paths (McGinley et al., 2014). Additionally, their skill sets and qualifications render them competitive candidates in other industries, enhancing their employability outside tourism (McGinley et al., 2014). Huang and Baker (2021) further demonstrate that the transferable skills acquired in hospitality roles are applicable across various sectors, facilitating labour mobility. This fluidity presents both challenges and opportunities: while it constitutes a loss for the hospitality industry, it also allows young workers to carry valuable competencies, sometimes referred to as “tourism employment genes”, into future careers across different fields (Robinson et al., 2019a). To address these dynamics, it is recommended that tourism and hospitality graduates are equipped with adaptable skills and a proactive attitude toward industry changes, thereby fostering resilience and competitive advantage (Yang et al., 2015). Effective retention strategies include providing advancement opportunities and cultivating positive organisational environments, which are associated with increased motivation and commitment (Cheung et al., 2014). Moreover, targeted training and development programs are

essential for newcomers and highly educated employees, as these groups tend to have higher expectations and exhibit greater career ambition (Lam et al., 2001).

In conclusion, the reliance of the tourism and hospitality industries on young workers presents both strategic advantages and vulnerabilities. Without sustained investment in their development, equitable treatment, and avenues for voice and participation, the industry risks perpetuating a cycle of transient, underdeveloped talent. Conversely, a comprehensive approach to talent cultivation can foster a sustainable, empowered workforce capable of adapting to industry evolutions and societal shifts.

## **2.9 Chapter Summary**

This chapter has undertaken a rigorous and critical review of the theoretical and empirical literature underpinning this research. By synthesising insights from Career Construction Theory and the Psychology of Working Theory, the review elucidates the dynamic processes through which individuals, particularly young employees, navigate career transitions, construct meaning in their professional trajectories, and adapt to the rapidly evolving demands of contemporary work environments. Career adaptability is identified as an essential psychological resource, empowering individuals to manage uncertainty, surmount career-related challenges, and pursue purpose-driven and meaningful work. Furthermore, the chapter advances the understanding of decent work, not merely as a normative policy objective, but as a complex, lived experience situated at the intersection of structural constraints, individual agency, and psychological capital.

The literature review also foregrounds the narrative turn in career studies,

underscoring the critical value of personal narratives in capturing the subjective and contextualised nature of career development. Collectively, these strands of literature reveal a salient research gap: the insufficiently explored interplay between career adaptability, perceptions of decent work, and career commitment among Generation Y employees in the tourism and hospitality sector. Addressing this gap forms both the empirical impetus and theoretical foundation of the present investigation.

## **Chapter 3 Conceptual Framework**

### **3.1 Chapter Introduction**

This chapter discusses the conceptual framework and research hypotheses proposed based on the proposed model. It consists of three sections: the first deals with the conceptual framework and hypothesized structure among the main components, the second addresses the hypothesized relationships between the exogenous and endogenous variables, and the third summarises the conceptual framework.

### **3.2 Conceptual Framework: Career Construction Theory**

Career Construction Theory explains the individual adaptation process of constant transitions from school to school, to work, and from profession to profession (Savickas, 2005, 2013) and identifies that people have a certain level of preparation to deal with the changes, and the level differs with their psychological resources, which may influence the responses eventually (Öztemel and Akyol, 2021). The process of adaptation to the social environment plays an essential role in human development and

results in success, satisfaction, and growth, under the goal of person-environment integration (Savickas, 2005; Savickas and Porfeli, 2012). The objectives of Career Construction Theory are to “...explains the interpretive and interpersonal processes through which individuals construct themselves, impose direction on their vocational behavior, and make meaning of their careers” (Savickas, 2013, p. 147).

The purpose of career adaptation is to fit workers' requirements with the demands and opportunities of the environment. As a result, the degree of fit between the individual and the environment and measures such as development, contentment, commitment, and work success is used to determine adaptation outcomes (Savickas, 2013; Savickas and Porfeli, 2012). According to career construction theory, professionals with higher career adaptability obtain more competencies and resources, allowing them to successfully adapt to and deal with career responsibilities, changes, and traumas (Savickas, 1997). As a result, successful adaptation should positively impact both professional and life results (Rudolph et al., 2017).

The COVID-19 pandemic has severely influenced the tourism and hospitality industry and has been undoubtedly recognized as an adverse event leading to stressful attitudes and behaviours from employees (Yu et al., 2021). A study on US tourism and hospitality employees reveals that most people feel panicked about the crisis and the lack of support hinders their ability to cope with the problem, especially among unemployed, furloughed employees, female and younger respondents (Chen et al., 2020). The tourism and hospitality industry obtains various long-standing problems,

such as rapid recruitment and layoffs, low-entry barriers, and uncertain work contracts (Baum et al., 2020). The daily operations have been added with new practices amid the pandemic, such as mask-wearing and social distancing, and immersion in new technologies (Rahimizhian and Irani, 2020). Information boosts have also changed the work structure, and COVID-19 has brought digital work into a broader range. Unfortunately, many actions in responding to the crisis (e.g., work from home, video conferencing) are not suitable for the tourism and hospitality industry and vulnerable groups as women and younger employees struggle to survive in their employment during this period (Baum et al., 2020).

Stress and other negative emotions with pessimistic word-of-mouth toward the industry trigger turnover intention and, as a result, cause a shortage of employees (Yu et al., 2021). A study on Serbian hospitality employees discovers that employees who feel insecure about the future of their job have a lower level of job satisfaction (Demirović Bajrami et al., 2021). The increased uncertainty caused by COVID-19 strongly predicts higher turnover intentions. However, the positive thing is that those employees still try to look for a new job first within the industry, implying that the industry's attractiveness remains (Demirović Bajrami et al., 2021).

Based on Career Construction Theory, specific experiences are highlighted in individual career stories and assist in investigating “the interconnections between what, how, and why people construct their careers” (Karam and Afiouni, 2021, p. 674). The goal of adaptation is self-concept achievement in work roles and can be observed by satisfaction and success (Porfeli and Savickas, 2012). Transitions in career or status are

illustrated as a period of changing and redefining that requires a significant amount of adaptability (Carter and Cook, 1995; Middleton and Middleton, 2017). The shifting structure of work urges efficient career construction; employees need to be highly adaptable, versatile, and optimistic (Savicaks, 2005), particularly in the face of unexpected events in career transitions (Hlad'o et al., 2021). Individuals who can successfully adjust to career transitions may also have positive outcomes outside of the work domains, such as subjective well-being or satisfaction, according to a previous study among emerging adults (Konstam et al., 2015). In this study, attention is paid to the adaptation process of young employees during their transition and significant stages in their tourism and hospitality careers and examines the impacts of those experiences on their perceptions of decent work. Figure 10 presents the conceptual framework guided by Career Construction Theory.

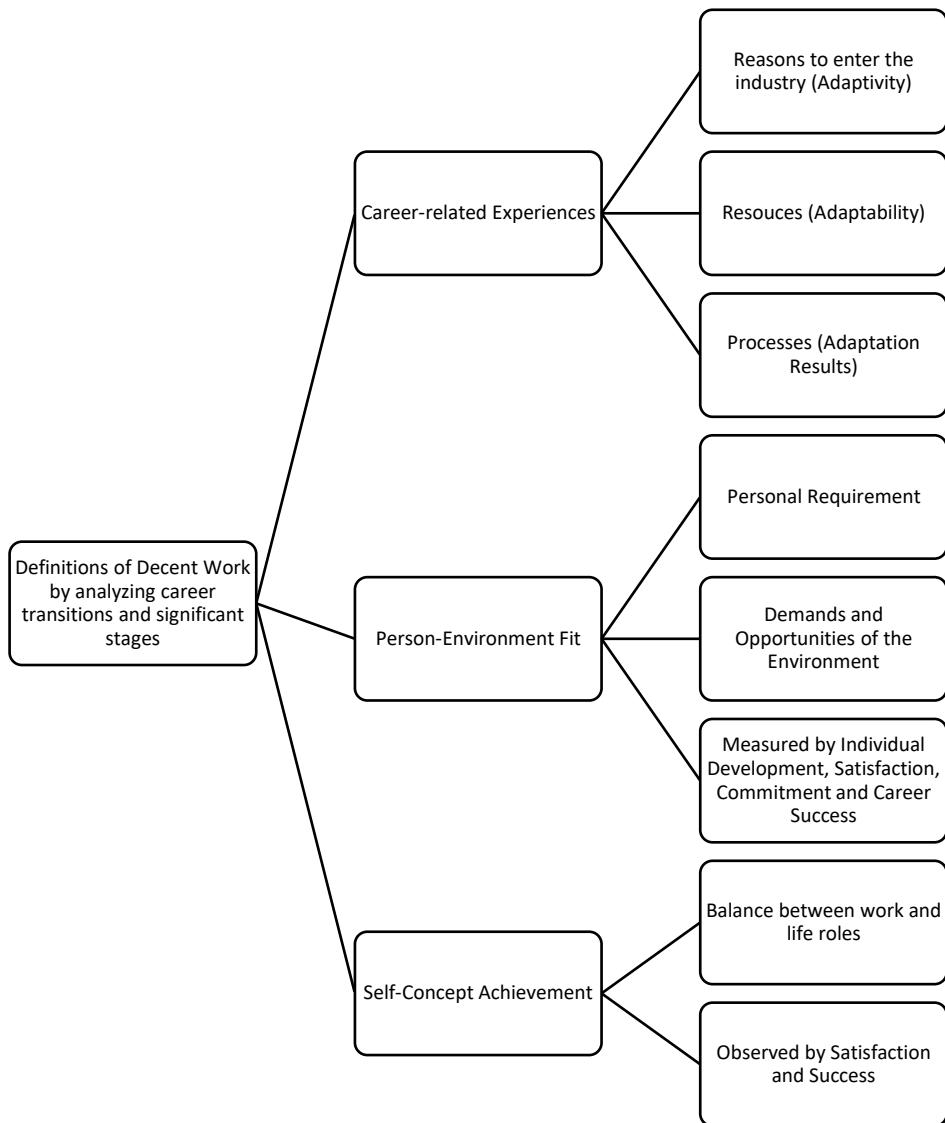


Figure 3-1: Conceptual Framework under Career Construction Theory

### 3.3 Conceptual Framework: Psychology of Working Theory

Finding a good job is increasingly challenging (ILO, 2014). As a result, numerous international organizations, like the International Labour Organization (ILO) and the European Union, have stated a desire to build a better and more sustainable future for everyone and have underlined the need for supporting decent employment (Ariza-Montes et al., 2021). Decent work is a crucial component of well-being with access to

opportunity and the core variable within Psychology of Working Theory (Duffy et al., 2016). Ghai (2003) identifies four central pillars of decent work: employment, social protection, workers' rights, and social discourse. Gender equality, remuneration, health and safety, social and financial stability, freedom of association and expression, non-discrimination at work, and the absence of forced or child labour are only a few of the themes covered (Baum, Cheung, et al., 2016).

Adaptability is becoming an increasingly valued trait in the ever-changing world of work (Savickas, 2002). Higher degrees of career adaptability enhance career maturity and self-efficacy in making career decisions, as those who are more adaptable have a more solid career identity and feel more confident in making career decisions (Douglass and Duffy, 2015; Duffy et al., 2015; Porfeli and Savickas, 2012). In addition, the four resources under career adaptability may help foster good attitudes about one's present and future career (Duffy et al., 2016). Based on the concept of Psychology Working Theory, individuals with greater degrees of career adaptability are more likely to engage in decent work, relating to favourable career-related outcomes (Duffy et al., 2016).

### 3.4 Proposed Model with Hypotheses

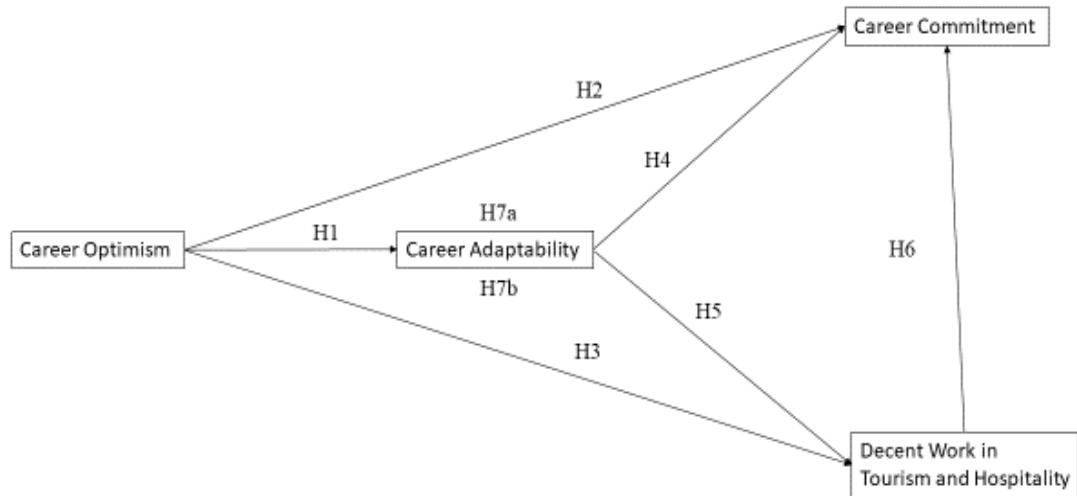


Figure 3-2: Proposed Model with Hypotheses

H1. Career optimism has a positive effect on career adaptability.

H2. Career optimism has a positive effect on career commitment.

H3. Career optimism has a positive effect on decent work in tourism and hospitality.

H4. Career adaptability has a positive effect on career commitment.

H5. Career adaptability has a positive effect on decent work in tourism and hospitality.

H6: Decent work has a positive effect on career commitment.

H7a: Career optimism has a positive, indirect effect on career commitment, mediated by career adaptability.

H7b: Career optimism has a positive, indirect effect on decent work in tourism and hospitality, mediated by career adaptability.

### **3.5 Hypothesized Relationship under the Proposed Model**

#### *3.5.1 Career Optimism and Career Adaptability*

Career optimism is an essential concept used to explain why individuals push themselves to look for new career opportunities and why students who start their careers are optimistic about their futures (Eva et al., 2020). Prior studies present a link between career adaptability and career optimism (e.g., Delle and Searle, 2020; Ginevra et al., 2018; Kepir Sávoly and Tuzgol Dost, 2020; McLennan et al., 2017; Öztemel and Yıldız-Akyol, 2021; Santilli et al., 2017; Stoeber et al., 2016; Tolentino et al., 2014).

Individuals with optimism are expected to obtain higher willingness and readiness to shape their work and develop career adaptability resources (Tolentino et al., 2014).

Career adaptability is recognized as a strong predictor of career optimism since it aids in improving person-environment fit and, as a result, increases one's positive outlook on future employment prospects (Eva et al., 2020). In an African-context study, developmental leadership and career optimism positively correlate with career adaptability (Delle and Searle, 2020). Through a specially designed program on skill training, both career adaptability and career optimism are enhanced, implying the effectiveness of school support to assist students in having a successful school-to-work transition experience (Kepir Sávoly and Tuzgol Dost, 2020).

*H1. Career optimism has a positive effect on career adaptability.*

### *3.5.2 Career Optimism and Career Commitment*

Career optimism explains why people are comfortable with their jobs, careers, and lives (Santilli et al., 2017). Furthermore, optimistic people are more willing to commit to their careers and enhance their adaptability (Öztemel and Yıldız-Akyol, 2021). Moreover, optimists believe that only positive things will happen with rare terrible things (Rottinghaus et al., 2012). Yang et al. (2017) discover a strong correlation between an individual's career ambitions, which represent how they formulate career objectives, and their optimism about future careers. Individuals with high levels of career optimism interpret career and work events positively (Santilli et al., 2017) and obtain positive expectations about achieving their career goals (Haratsis et al., 2016; Spurk et al., 2015). Reduced career optimism impacts employee subjective outcomes like career satisfaction and organizational outcomes like affective commitment, so it is advised to encourage emotion-based characteristics like career optimism in order to reduce impostor-related and organizational outcomes (Neureiter and Traut-Mattausch, 2016).

*H2. Career optimism has a positive effect on career commitment.*

### *3.5.3 Career Optimism and Decent Work*

Studies have suggested that career optimism aids people in finalizing or confirming their vocational identities (Ahn et al., 2015), making career decisions (Kim et al., 2014), and eventually achieving a satisfactory career status as a part of decent work (Kim et al., 2016). Research on career optimism conducted by Yang et al. (2017) reveals that

several career barriers in Korea, such as difficulties in interpersonal interactions, lack of motivation and knowledge, and age concerns, are negative associations with career optimism. Those barriers are also against the understanding of decent work. In addition, Psychology of Working Theory is used to explain the causes and effects of career optimism because one of the key constructs, work volition, assesses an individual's opinion of decision-making abilities despite limits, and career optimism may be expected to have similar contextual antecedents (e.g., marginalization and economic constraints) and outcomes (e.g., work fulfilment and wellbeing) as work volition (Duffy et al., 2016).

*H3. Career optimism has a positive effect on decent work.*

#### *3.5.4 Career Adaptability and Career Commitment*

Career adaptability inspires workers to modify their work characteristics and interactions to attain a better fit (Jiang, 2016), leading to more substantial career commitment (Kundi et al., 2020). Numerous studies have shown a relationship between career adaptability and various behavioural outcomes, including career commitment (Savickas and Porfeli, 2012) and organizational commitment (Ito and Brotheridge, 2005). Furthermore, according to a meta-analytic study, career adaptability is positively associated with a wide range of career and subjective well-being outcomes, such as increasing organizational commitment and decreasing the likelihood of experiencing job stress (Rudolph et al., 2017). Individuals' dedication to their careers improves in parallel with career adaptability, and they get satisfaction from their jobs (Eryılmaz and

Kara, 2017). Through job crafting, career adaptability enhances employee subjective career success in terms of job satisfaction and career commitment, according to a study on 324 full-time professionals in France (Kundi et al., 2021). However, some studies argue that career adaptability may decrease commitment. Career adaptability serves as a double-edged sword and impacts intentions to leave (Lee et al., 2021). One of the reasons is that people who can easily adjust to new professions feel demotivated to continue in the same role (Alok et al., 2021). A study on 200 entry-level IT female employees in India indicates that higher career adaptability reduces job commitment (Alok et al., 2021).

*H4. Career adaptability has a positive effect on career commitment.*

### *3.5.5 Career Adaptability and Decent Work*

In Psychology of Working Theory, economic restrictions, marginalization, work volition, and career adaptability are four characteristics used to predict decent work sequentially (Duffy et al., 2016). The relationship between decent work and academic outcomes among first-generation college students discovers that students who endorsed higher levels of career adaptability were more likely to believe they would secure decent work in the future (Ma et al., 2021). A mixed-method study on a group of Italian adolescents discovers that those with a more comprehensive perspective of work are more confident in their capacity to achieve their objectives and adjust to changes in the workplace, as with better degrees of self-efficacy and career adaptability (Zammitti et al., 2021). Thus, developing a flexible and comprehensive concept of work and decent

work may be vital for building self-efficacy and career adaptability (Chaves et al., 2004).

A study to evaluate the views of access to future decent work among 254 college students from disadvantaged households in China finds that career adaptability is shown to be a direct predictor of future decent work judgments (Wei et al., 2021).

*H5. Career adaptability has a positive effect on decent work.*

### *3.5.6 Decent Work and Career Commitment*

It is assumed that crew/staff members have less respectable job and the research intends to analyze working conditions in the cruise industry holistically and systematically, as well as its effect on employee engagement and commitment (Ariza-Montes et al., 2021).

Moreover, the research has found that hotel workers do not take into account the overall quality of tourism employment, as well as the possible advantages of this activity to the region and its citizens (García-Rodríguez et al., 2021). Instead, hotel employees feel insecure because of their own work experiences and organizational internal climate, which interfered their commitment to the industry (García-Rodríguez et al., 2021).

Insecure employment and lifestyles, as part of decent work, are closely tied to sustainability of tourism and hospitality employment because they impact individual engagement in the industry (Robinson et al., 2019). These work experiences with insecure employment in the tourism performing arts illustrate that focusing on personal growth may be advantageous in securing stable employment (Yang et al., 2021). It also emphasizes that individuals, businesses, and politicians should collaborate to prepare for upskilling, reskilling, and education in order to face new automation opportunities

and invest in sustainable employment, such as promoting the concept of decent work in the hotel industry (Tuomi et al., 2020).

*H6: Decent work has a positive effect on career commitment.*

### *3.5.7 Mediating Role of Career Adaptability*

Adaptability resources have been discovered as a mediator in many studies under career construction theory and psychology of working theory. A survey of a sample of undergraduate students reveals that career adaptability serves as a significant mediator of calling and career decision self-efficacy, particularly in the domains of concern, curiosity, and confidence (Douglass and Duffy, 2015). Chui and Ngo (2020) discover that career adaptability is one of the key mediators, together with career decision self-efficacy, in the relationship between protean career orientation and career optimism. Stauffer et al. (2019) find that career adaptability mediates between protean career orientation and career satisfaction. Career adaptability links high-performance work practices and specific outcomes from tourism and hospitality employees (Safavi and Bouzari, 2019). Hotel employees in Iran have better extra-role and innovative performance with higher levels of career adaptability when they believe management provides a variety of high-performance work practices and exceeds the expectations of their jobs (Safavi and Bouzari, 2019). Career adaptability is hypothesized as a mediator explaining why disadvantaged persons have limited access to quality jobs (Duffy et al., 2016). Constraints, such as an unsupportive atmosphere, reduce the ability to employ external resources to deal with vocational demands (Chan and Mai, 2015; Smith et al.,

2020). The empirical evidence on career adaptability is complex. Among Chinese vocational school students, career adaptability substantially influences the connection between economic restrictions and future decent job views (Ma et al., 2020), but not among Korean vocational school students (Kim et al., 2019).

*H7: Career optimism has a positive, indirect effect on career commitment and decent work, mediated by career adaptability.*

### **3.6 Chapter Summary**

Building directly upon the foundations established in the literature review, this chapter articulates a robust conceptual framework that integrates career optimism, career adaptability, decent work, and career commitment within the specific context of young tourism and hospitality employees. Informed by Career Construction Theory and the Psychology of Working Theory, the proposed model posits that perceptions of decent work are co-constructed by external contextual factors and internal psychological resources—most notably, career optimism and adaptability. The framework hypothesises that these psychological resources exert direct and indirect influences on both career commitment and the subjective experience of decent work, with career adaptability positioned as a central mediating mechanism.

Moreover, the framework is explicitly responsive to the post-COVID-19 labour landscape, acknowledging the heightened volatility and precarity confronting early-career professionals in the tourism and hospitality industry. By bridging individual-level psychological constructs with broader macro-level imperatives of job quality and

social justice, this chapter establishes a comprehensive and contemporary theoretical lens. It thereby sets a clear agenda for the subsequent empirical examination of how young employees construct their careers, navigate professional transitions, and develop sustained commitment within an industry characterised by flux and transformation.

## **Chapter 4 Methodology**

### **4.1 Chapter Introduction**

This chapter introduces the research methodology and proposed research design of this study. First, the philosophical stance—postmodern-social constructivist—is explained and its implications for the sequential mixed-methods design are clarified. Second, the trustworthiness criteria (Lincoln & Guba, 1985) that guide the qualitative phase are presented. Third, the narrative analytical procedures—structural-thematic narrative analysis (STNA)—are detailed, followed by concrete coding examples. Following these, the development process of the measurement scale on decent work is introduced, including the generation of the initial pool for the scale and the purification of the items. Further, the chapter discusses the methods and techniques employed to conduct the pilot study and the main survey. Lastly, a summary is provided to conclude the chapter.

### **4.2 Research Philosophy**

Research philosophy refers to a collection of ideas and assumptions regarding the

process of knowledge generation (Creswell and Creswell, 2018; Saunders et al., 2016). It includes three sorts of assumptions: ontology, epistemology and axiology. Epistemology includes assumptions about what constitutes acceptable, valid, and legitimate information, as well as how we transmit this knowledge to others (Bryman, 2016). Axiology incorporates values and ethics into the study process (Creswell and Creswell, 2018; Saunders et al., 2016), which considers both the researcher's values and the values of the research projects, and researchers who possess axiological abilities may make judgements and plan their study accordingly (Heron, 1996). Finally, ontology is a term that relates to beliefs about the nature of social beings (Bryman, 2016), and it impacts how researchers see and study their research items (Saunders et al., 2016).

In the past, vocational psychology relied on the epistemic paradigm of logical positivism to replicate the scientific sciences as some vocational psychologists' desire to retain the supremacy of this epistemic tradition in the face of the transition to an information society and a digital era (Savickas, 2011). Constructivism and social constructionism, in particular, offer momentum for qualitative methods to career evaluation (McMahon and Watson, 2015), as does an increasing literature outlining design principles for such approaches. According to Johnson and Clark (2006), researchers need to confirm their philosophical stance while selecting a research approach since it represents the understanding of the subject under investigation.

As the world enters the fourth industrial revolution, with its exponential technological advancements and paradigm shifts in economies, businesses, and

societies, it is critical to support youth in understanding how critical their future is, and can be, to both themselves and society as a whole, as well as the skills necessary to be successful and content in this digital age (Alchin and McIlveen, 2017). The new arrangement of individuals and organizations reveals a postmodern view that an essential self does not exist *a priori* and that it is a life project to construct one's own identity might take the place of the idea of unfolding one's own fundamental self (Savickas, 2011). In order to have a successful career, individuals must choose a path that reflects their self-concepts which are shaped by the unique experiences and exposed environment throughout their lives (Savickas et al., 2009).

The social constructionist paradigm for self and career development enables the development of new fundamental constructs for the study and management of the new work lives (Savickas, 2011). The postmodern movement and the social constructionist paradigm for career development in vocational psychology provide a fresh perspective on career counselling theory and practice in the 21<sup>st</sup> century (McIlveen and Schultheiss, 2012). Postmodernism drives further than interpretivism in critiquing positivism and objectivism and lends voice and legitimacy to underrepresented alternative perspectives (Saunders et al., 2016). Under postmodernism, research acknowledges that power relationships are inescapable, and the researcher and research project co-create the research process (Saunders et al., 2016). Postmodern concepts of careers and occupational decision-making need continuous self-reflection, openness to criticism, and the imagination of potential future selves in order to be successful (Savickas et al., 2009).

This study is underpinned by a postmodern-social constructivist paradigm that treats knowledge as co-constructed through language, social interaction and power relations (Guba & Lincoln, 1994). Ontologically, reality is viewed as multiple, local and fluid; epistemologically, the researcher and participants are inter-subjective partners in meaning-making; axiologically, the study foregrounds reflexivity and power-awareness (Berger & Luckmann, 1966; Foucault, 1980). Based on the perspective of the relationship between individuals and organisations, this research treats Generation Y tourism and hospitality employees as the independent focus while looking for similarities in their adaptation process to those career-related experiences. This research explores Generation Y tourism and hospitality employees' adaptation processes through various career-related experiences and sheds light on their self-directed career management. Narrative interviews co-construct the latent concept "decent work in tourism & hospitality". SEM translates the collective narrative into a statistical model, not to "test truth" but to render patterns visible for further dialogue. The findings add new insights on career management to deal with the new arrangement between employees and organisations (McIlveen and Schultheiss, 2012) and acknowledge Generation Y tourism and hospitality employees' adaptation process of career-related experiences and perspectives on decent work in the industry while increasing their career commitment. (Creswell and Creswell, 2018; Saunders et al., 2016).

### **4.3 Research Design**

This study aims to integrate two fundamental theories and several constructs from vocational psychology to examine the career development and management of young employees in the tourism and hospitality industries. The research adopts mixed methods to learn from individual career stories by narrative approach to investigate the influences of career transitions and significant moments on personal career growth. Furthermore, the qualitative study is to learn Generation Y employees' perception of decent work, combining the findings from recent studies on this notion. Based on the results from the interviews, a new concept called "Decent Work in Tourism and Hospitality" is developed. The quantitative study then tests the relationships between decent work, career optimism, career adaptability and career commitment by structural equation modelling.

The target population of this study is young employees, specifically Generation Y, as the main workforce in the tourism and hospitality industry. The number of interviewees is first set as ten to obtain sufficient information with diverse demographic characteristics. The interviewees are from different tourism and hospitality sectors, including hotels, restaurants, online travel agencies and airlines. If the information gathered in the first stage is insufficient for the quantitative study, the number will be increased to obtain valid results. The researcher uses personal networking and snowball sampling to reach the estimated number of interviewees. Following postmodern-social constructivist tenets, the researcher is not a detached observer but an active co- constructor of meaning (Finlay, 2002). To counteract obligatory participation, the

researcher opened each interview by stating: “Your decision to participate is voluntary and will not affect any future relationship with me or my institution.”

The procedures ensure that the data collected in the first study is significant to create measurement scales to develop the new variable and evaluate the impact of the pandemic on individual perception of decent work. After the qualitative research, the items are developed and accessed by professionals in the relevant areas. Finally, a pilot study is conducted to check the validity and reliability of the scales. The final version of the questionnaire is distributed by an online survey platform and the Human Resources Department of several tourism and hospitality organizations. Figure 12 presents the research plan with proposed time of this study.

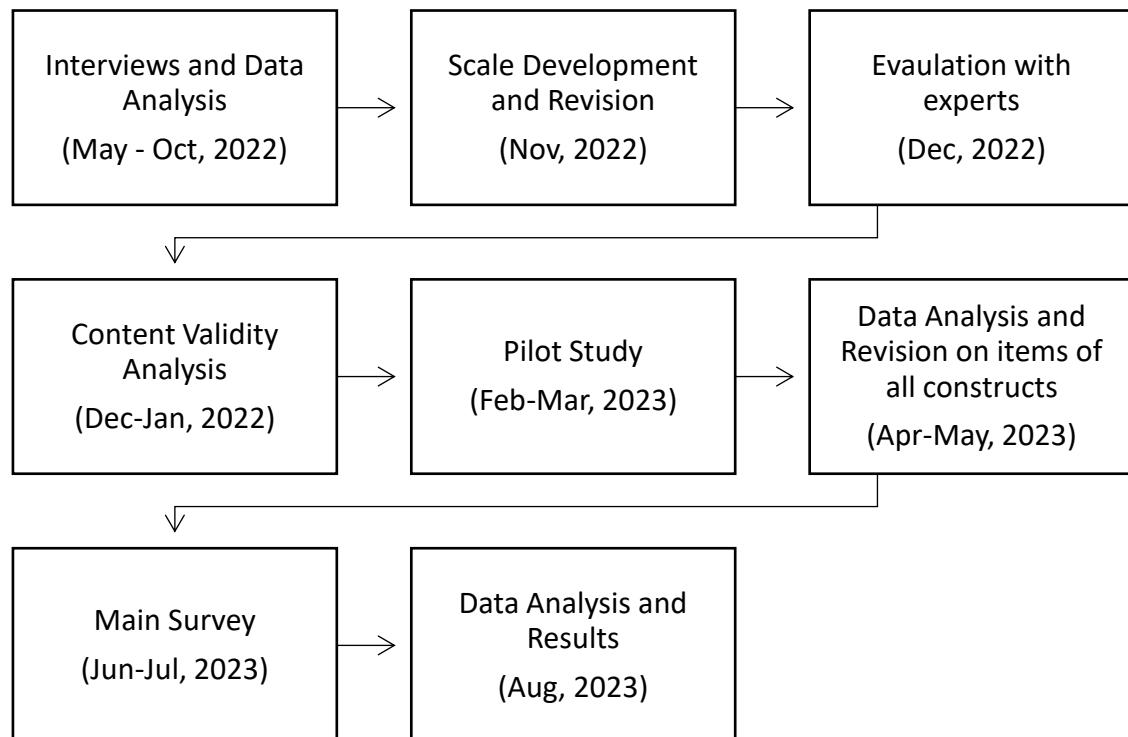


Figure 4-1: Research Plan

## 4.4 Research Methodology

A mix-method approach is adopted with an emphasis on quantitative techniques to achieve the objectives of this study. The qualitative research involves in-depth interviews with young tourism and hospitality employees to understand their perception of decent work and the impact of their adaption process through different career transitions on their perception related to individual career development. Learning from personal career stories can present the learning process from those employees to their perceptions of the notion. Moreover, self-reflection on previous experiences can help gain knowledge relevant to personal growth and development and discover the meaning in life (Savickas, 2013). The reflection on personal experiences during the critical moments is valuable to examine the actual effects on their understanding of their careers, together with their adaptation process.

The qualitative method is used to develop the initial instruments for the individual perception of decent work in tourism and hospitality. The study adopts theoretical sampling during the data collection in the qualitative phase to achieve the objective. Glaser (1978) defined theoretical sampling as the analyst collecting, coding, and analyzing his data collaboratively and deciding what data to gather next and where to locate it. Glaser (1978) recommends data collection strategies related to theoretical sampling, including maintaining an open mind by varying interview styles, locations, and participants; observing recurring patterns in participant data; and requesting additional information from key participants on categories that appear to be central to

the study. Moreover, he also suggests putting down concepts that guide data collecting, sampling for new categories when a field feels a category has reached saturation and examining secondary data (i.e., data acquired for any reason) as a source of comparative analysis (Glaser, 1978).

While initial sample choices are made with a broad sociological viewpoint and a broad issue in mind, the researcher is guided in any avenues that seem relevant and work once data collection and coding begin (Glaser, 1978). After each interview, a coding process are conducted and obtain the crucial elements for the scale development. Based on the qualitative findings and the evaluation of existing scales, a new scale to measure decent work in tourism and hospitality is created. Reviews from experts are followed to see whether the items are valid for further testing. Under Career Construction Model of Adaptation and Psychology of Working Theory, the quantitative analysis tests the relationships between the new variable and the other three concepts via pilot study and main study.

#### *4.4.1 Scale Development on Decent Work in Tourism and Hospitality*

To better understand decent work in tourism and hospitality, this study firstly conducts qualitative research with a narrative approach. In addition, the measurement scales of decent work in tourism and hospitality are developed based on the finding. The qualitative study follows the guidance of theoretical sampling. The process includes data collection from interviews with participants with various backgrounds, extra contacts with people, participant observations, and the literature to construct a new

measurement scale (Draucker et al., 2007). After collecting a sufficient amount of data, developing a new measurement scale follows the steps suggested by Hinkin (1995, 2005). Figure 13 presents the proposed actions in this study for scale development.

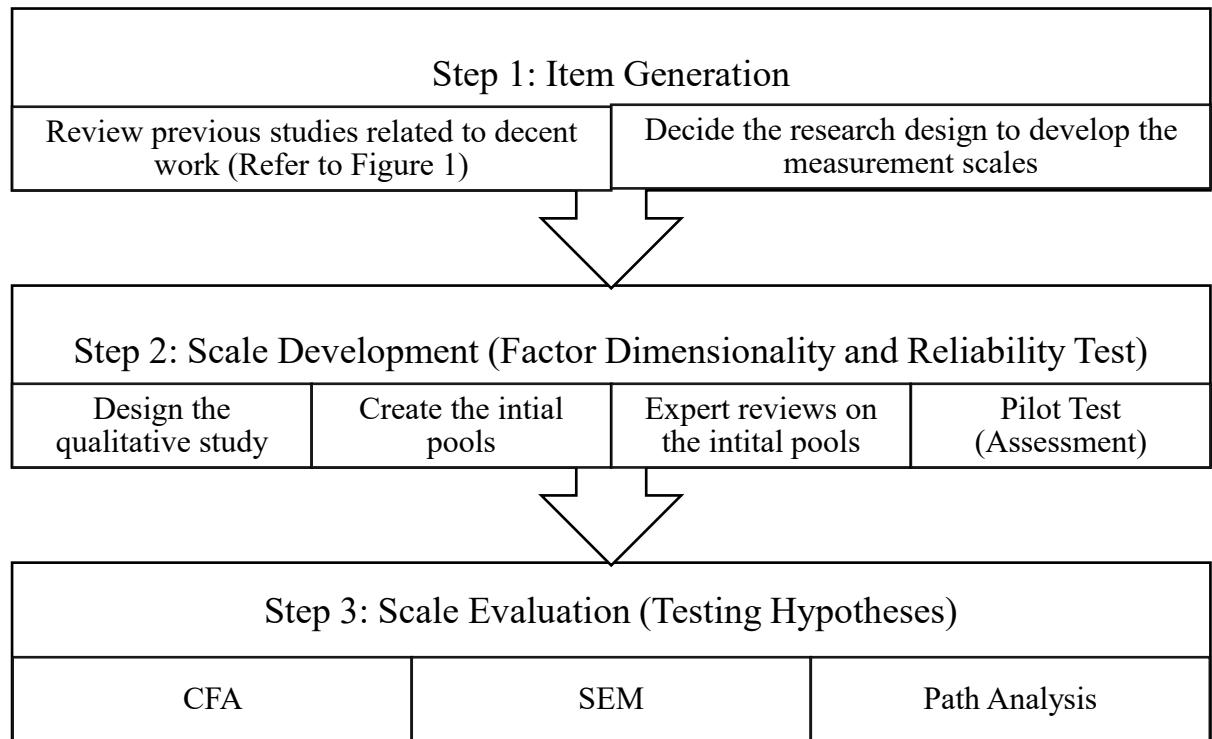


Figure 4-2: Proposed Steps for Scale Development (Suggested By Hinkin, 1995, 2005)

The first stage includes reviewing previous studies on decent work and relevant concepts to develop the interview questions. Before collecting data, a deductive approach to scale development is considered in this study, which involves the usage of a categorization schema or typology (Hinkin, 1995, 2005). This method requires detailed knowledge of the phenomena under investigation and thorough literature research to produce a theoretical definition of the construct in concern (Hinkin, 1995, 2005). Recent studies started to explore the notion of decent work from different perspectives and many dimensions have been discovered. Figure 14 illustrates several measurement items relevant to decent work from existing studies.

Source	Factor	Indictor	Item
<b>Decent Work through Automation (Tuomi et al., 2020)</b>	Effectiveness of human-machine cooperation	Role flexibility	<ol style="list-style-type: none"> <li>1. Task variation (the extent to which tasks allocated to employees are varied)</li> <li>2. Flexibility in task completion order (the extent to which the order of task completion is flexible)</li> </ol>
		Frictionless work	<ol style="list-style-type: none"> <li>1. Simplicity of task (the extent to which tasks allocated to employees are easy to complete)</li> <li>2. Value of task (the extent to which tasks allocated to employees are of high value)</li> <li>3. Cognitive task (the extent to which tasks allocated to employees require higher-order thinking)</li> <li>4. Social-relational task (the extent to which tasks allocated to employees require social-relational skills)</li> </ol>
		Optimum systems utilization	<ol style="list-style-type: none"> <li>1. Systems-task fit (the extent to which systems fit for the allocated task)</li> <li>2. Performance level (the extent to which systems perform at the desired levels)</li> <li>3. Proneness to errors and breakage (the extent to which systems are prone to errors and breakage)</li> <li>4. Maintenance requirement (how often systems need to be checked for maintenance)</li> </ol>
	Working conditions	Safe working environment	<ol style="list-style-type: none"> <li>1. Frequency rate of injuries</li> <li>2. Frequency rate of incidents of occupational hazards</li> <li>3. Frequency rate of incidents of occupational disease</li> </ol>

<b>Level of empowerment</b>	Convenient working	<ol style="list-style-type: none"> <li>1. Workplace convenience (the extent to which workplace is arranged to facilitate convenient working)</li> <li>2. Smart workplace materials (the extent to which workplace is using smart materials)</li> </ol>
	Remuneration	<ol style="list-style-type: none"> <li>1. Average wage rate</li> <li>2. Attractiveness of benefit package (the extent to which employer offers attractive benefits such as healthcare and retirement)</li> </ol>
	Freedom of association	Freedom of association (the degree to which employees are free to join or leave a group and to take collective action to pursue the interest of group members)
	Task autonomy	Task autonomy (the extent to which employees are free to make decision on allocated tasks, such as to improve existing process)
<b>Decent Work in Hospitality (García-</b>	Career progression	Speed of career progression (the extent to which employees can swiftly advance their career [move vertically] within the organization through internal promotion)
	Adequate Income	<ol style="list-style-type: none"> <li>1. I am satisfied with my salary in relation to the amount of work I do.</li> <li>2. My salary is adequate considering my educational level.</li> <li>3. My salary is adequate considering my professional experience.</li> <li>4. My salary is within the average of what is paid for similar jobs in other hotels.</li> </ol>
	Productive Work	<ol style="list-style-type: none"> <li>1. The work I do is in line with my professional qualifications and training.</li> <li>2. My qualifications and work experience are well used in my work.</li> <li>3. I have enough hours to perform and finish my job well.</li> </ol>

Rodríguez et  
al., 2021)

Decent and Dignified  
Working Conditions

1. The company complies with labour regulations.
2. In general, the company has working conditions that improve those included in the collective agreement.
3. In general, I consider my type of contract to be adequate.
4. In general, I consider my weekly working hours to be adequate.
5. In general, I consider my shift to be adequate.
6. In general, I consider my allocation and distribution of annual leave to be adequate.
7. The company registers and pays me for the overtime I do.
8. In my work, I have the adequate resources to do it correctly.
9. I feel pressure and tension going to work every day.
10. I feel physically confident in the performance of my job.
11. I feel emotionally secure in the performance of my job.
12. In my work, I do not suffer emotional and verbal abuse.
13. The company is flexible with regard to my working conditions when I need it (schedules, shifts,...)

1. My work is interesting.

2. My work is well organised, I know what I have to do, and my tasks are well defined.

3. My work is creative.

4. In my work, I am free to develop my own initiatives and make decisions.

5. In my work, relationships with colleagues and teamwork are encouraged.

6. In my job, there is a good working atmosphere and comradeship.

7. My job requires good ethical behavior.

8. In general, I feel that the company values the work I do.

Intrinsic Employment  
Quality

Work, family and personal life balance

1. I have free time during the week to rest and do non-work activities (leisure, culture,...).
2. In general, I believe that my work, family and personal life are balanced.
3. The company makes it easier for me to reconcile my work, family and personal life.
4. The company informs me well in advance of any changes in my work schedule.
5. The company enables employees to combine work and study.
6. My work-life balance is positive.

Health and Safe Working Environment

1. My work is done in a healthy and risk-free environment.
2. The physical effort required to carry out my work is reasonable.
3. Programmes are developed to increase safety and improve the working environment of employees.
4. The company has a health and safety plan in the workplace known by all the staff
5. I receive adequate medical care in my job.
6. My health is not affected by my work.

Stability and Security in Employment

1. I am confident that I will continue to work in this company for the next two years.
2. My job is guaranteed in this company.
3. The company promotes stability and permanence in the workplace.
4. In the company, I have a future and good prospects for my professional career.
5. The company provides me with real opportunities for promotion and advancement.

Equal Opportunity and Treatment in Employment

1. The company guarantees equal opportunities and treatment in employment.
2. In this company, there is discrimination at work depending on whether you are a man or a woman.
3. In this company, there is discrimination based on ethnic origin or country of origin.
4. In this company, there is equal opportunity for promotion and career advancement.

Lifelong learning in employment, continuous training professional development

1. The company has an annual plan of continuous training.
2. I am given the opportunity to participate in continuous training programmes to improve my work.
3. The company provides training to adapt new employees to their work.
4. Employee training is encouraged to broaden our knowledge and develop our talents.
5. The company offers training to increase my chances of career advancement.
6. The company provides me with specific training, related to my work, to improve my performance.
7. I am trained to solve problems, be creative, work in a team, speak in public, etc.
8. The company provides me with language training.
9. The company makes it easy for employees to take part in external training, i.e. outside the company.

Social Dialogue

1. The company's workers' representatives defend my labour rights.
2. The company promotes social dialogue and collective bargaining.
3. Company employee representatives negotiate on the basis of common interests.

<b>Decent Work</b> <b>(Duffy et al.,</b> <b>2017)</b>	Technological adaptation	<ol style="list-style-type: none"> <li>1. In my work I have the appropriate technological means.</li> <li>2. My work tends to be replaced by the introduction of new technologies.</li> <li>3. The company is adapting to technological changes.</li> <li>4. The company prepares me to respond well to technological change.</li> </ol>
	General	<ol style="list-style-type: none"> <li>1. Tourism makes a positive contribution to employment in the Canary Islands.</li> <li>2. Tourism employment contributes to the wealth of the territory.</li> <li>3. In general, tourism employment is of good quality.</li> </ol>
	Physically and Interpersonally Safe Working Conditions	<ol style="list-style-type: none"> <li>1. I feel emotionally safe interacting with people at work.</li> <li>2. At work, I feel safe from emotional or verbal abuse of any kind.</li> <li>3. I feel physically safe interacting with people at work.</li> </ol>
	Access to Health Care	<ol style="list-style-type: none"> <li>1. I get good healthcare benefits from my job.</li> <li>2. I have a good healthcare plan at work.</li> <li>3. My employer provides acceptable options for healthcare.</li> </ol>
	Adequate Compensation	<ol style="list-style-type: none"> <li>1. I am not properly paid for my work.</li> <li>2. I do not feel I am paid enough based on my qualifications and experience.</li> <li>3. I am rewarded adequately for my work</li> </ol>
	Hours that Allow for Free Time and Rest	<ol style="list-style-type: none"> <li>1. I do not have enough time for non-work activities.</li> <li>2. I have no time to rest during the work week.</li> <li>3. I have free time during the work week</li> </ol>
	Organizational Values	<ol style="list-style-type: none"> <li>1. The values of my organization match my family values.</li> </ol>
	Complement Family and Social Values	<ol style="list-style-type: none"> <li>2. My organization's values align with my family values.</li> <li>3. The values of my organization match the values within my community.</li> </ol>

Table 4-1: Existing Measurement Items of Decent Work

By combining those findings, interview questions are designed to better examine the knowledge of decent work from young employees. The questions aim to explore definitions of decent work from participants with different backgrounds and individual evaluations of their tourism and hospitality careers in the context of decent work. Also, the researcher asks the participants to share their reasons why they decided to work in the tourism and hospitality industry. These questions help the research summarize several vital dimensions of decent work.

Career Construction Theory guides the interview. The questions are designed to explore the individual adaptation process of several career transitions in their careers through the narrative approach. Before the interview, the researcher sends a reminder to the participant and ask them to prepare a few significant moments that have played essential roles in participants' careers and can be shared during the interview. During the interviews, the participants are required to share their personal stories about their tourism and hospitality careers. The results facilitate the analysis of the influences of adaptation processes on individual perception of decent work in the industry. After analysing the results, the study moves to stage two to develop the scales of decent work in tourism and hospitality. The analysis compares the dimensions discovered from previous studies with the qualitative results to construct the items accurately and comprehensively. During the examination, the researcher also consults with experts in the area to evaluate the words and their reliability. The pilot test is also conducted to examine the validity and reliability from a statistical viewpoint.

## 4.5 Qualitative Phrase

### 4.5.1 Career Narrative Approach

While each individual has an objective career or route, people must develop a subjective career to make their careers meaningful (Savickas, 2013). Constructing a subjective career is the process of developing self-concept, and individuals' subjective career narratives guide and carry them through career transitions (Savickas, 2013). This is also why Career Construction Theory is chosen as the basis for the conceptual framework since it focuses on developing and using a narrative about one's profession as an actor, agent, and author (Savickas, 2013). Since three key social challenges that motivate change are identified by Career Construction Theory, including vocational development tasks, occupational transitions, and work traumas (Savickas, 2013), this study explores individual stories of those challenges faced during their careers with a narrative approach and focus on how they adapt to those changes.

New career development theories are mainly in the objectivist or positivist paradigm (Bujold, 2004). The narrative approach to a career is distinct from the traditional understanding of career choice as a process of matching an individual's characteristics with employment needs (Bujold, 2004). The trait-factor approach does not account for all of the complexities of career behaviour, even though it continues to be beneficial from a theoretical, scientific, and applied perspective (Bujold, 2004). According to Polkinghorne (1998), the narrative approach contributes meaning to human historical experiences and personal acts. The narrative analysis aims to structure

the knowledge of a life's purpose and to connect ordinary activities and occurrences into episodic units (Polkinghorne, 1998). It provides a framework for comprehending previous incidents and arranging future activities and serves as the central plan through which human existence is given purpose (Polkinghorne, 1998).

Cochran (1991) suggests that narrative may be utilized to comprehend career decisions since such decisions can be understood "not through an objective body of knowledge of theory, but through grasping the story in which it forms a part" (p. 21). Furthermore, Cox and Lyddon (1997) advise that self as the narrative focuses on the process instead of the substance and originates from a constructivist view of self that stems from the postmodern paradigm, which suggests that "realities are multiple personal and social constructions, in a constant process of becoming." (p. 204). Finally, Polkinghorne (1998) believes that human sciences research must concentrate on the world of meaning in general and narrative meaning in particular.

Discovery-based qualitative research is proposed to investigate how individuals perceive their work environments, which is incredibly insightful in highlighting the effect of insecure labour (Blustein et al., 2016). Furthermore, data collected from the narrative approach on the nature of work may help to address some of the criticisms levelled at the decent work agenda (Burchell et al., 2013; Di Ruggerio et al., 2015), which has been so heavily rooted in statistics and macro-level data and overlooked critical aspects of lived work experiences (Blustein et al., 2016).

#### *4.5.2 Sampling Criteria*

The sample of the qualitative phrase is tourism and hospitality employees born between 1980 and 1998 (Cennamo and Gardner, 2008), known as Generation Y. They are recognised as the main workforce in the industry. The interviewees are found through the researcher's networking. The goal was not representativeness but maximum variation in career narratives so that the co-constructed concept of "decent work in tourism and hospitality" would be thick, multi-voiced and context-sensitive (Lincoln & Guba, 1985). The purposive sampling method is used to select a more diverse range of participants via the introduction of interviewees. The interviewees are mainly chosen based on their diverse career experiences. Those experiences may vary, including career transitions due to internal transfer or sudden layoff amid the pandemic. Those experiences can facilitate understanding the personal adaptation process to the changes and possibly result in different evaluations of decent work. The demographic characteristics of the sample are also considered, including gender, age and educational background.

The definitions of the tourism and hospitality sectors are perceived as distinct yet have a great deal in common as they are inextricably intertwined and interconnected, establishing a hospitality and tourism network (Chon and Sparrowe, 2000; Kusluvan, 2003). In this study, the umbrella term tourism and hospitality industry refer to a network of businesses that provide goods and services to visitors and people who are away from home, regardless of whether they also serve local community needs and without regard for whether tourist-related business constitutes a significant or minor

component of the business activity (Baum, 1995). This definition is not problematic in terms of human resource management because the tourism and hospitality industries produce services, serve people away from home, and deliver services that require a human component (Kusluvan, 2003).

Since one of the objectives of this study is to develop a new measurement scale on decent work in tourism and hospitality, it is essential to include a broader range of interviewees in the qualitative phase. In addition, from recent career studies, Duarte (2009) presents a new guide to view the relationship between employees and organisations, as “each worker as a collaborator in the organisation in which he/she works” (p. 259). Therefore, the wide range, including different sectors in the tourism and hospitality industry, can expand the knowledge on investigating this new relationship and explore how individuals evaluate decent-ness through their collaborations with the organizations. Because several participants were accessed via my alumni network, I explicitly discussed reciprocity risks in reflexive memos. All interviewees signed a two-stage consent form: (1) prior to interview, (2) after member-checking their transcript, ensuring voluntary and informed participation despite pre-existing relationships. Therefore, the qualitative study can reach a variety of findings and assist the development of the items in the later stage. A total of 25 interviews were conducted, including 4 pilot interviews. The pilot interviews are used to ensure the validity and relevance of the questions and to measure the interview time. Table 3 lists the detailed portfolio of the proposed interviewees.

No	Gender	Residence	Position held during the interview	Education	Working Experience	Remarks
Pilot 1	M	Hong Kong	PhD student	PhD Candidate	Less than 5 years	Check the interview questions and flow
Pilot 2	F	Mainland China	E-commerce	Bachelor	Less than 5 years	Check the interview questions with previous experience in the tourism industry
Pilot 3	F	Mainland China	E-commerce	Bachelor	Less than 5 years	Check the interview questions with previous experience in the tourism industry
Pilot 4	F	Taiwan	Interior Design	Master	Less than 5 years	Check the interview questions with previous experience in the tourism industry
1	F	Germany	Account Manager in Booking	Master	5-10 years	
2	F	Japan	IATA Officer	Bachelor	More than 10 years	Used to work as Section Chief, Airline and Traffic Development of Fukuoka Airport
3	M	Taiwan	Eva Airline	Bachelor	Less than 5 years	Have previous working experience in Japan
4	F	Mainland China	Xiamen Airline	Bachelor	More than 10 years	Have previous managing experience in Japan
5	F	Singapore	Part-time Chef and Instructor	Vocational School	5-10 years	
6	F	Singapore	Customer Service of Long-term accommodation service	Master	5-10 years	Have previous internship experience in UK
7	M	Mainland China	Instructor in T&H School	Bachelor	5-10 years	Previous working/managing experience in five-star hotels in Mainland China
8	F	Mainland China	Sommelier in Michelin-starred restaurant	Bachelor	5-10 years	
9	F	Japan	Account Manager in Expedia	Bachelor	5-10 years	

10	F	Taiwan	Waitress in Michelin-starred restaurant	Bachelor	Less than 5 years	Previous internship experience in Singapore
11	M	Saudi Arab	Manager in Long-term accommodation service under Marriott	Master	5-10 years	Previous managing experience in Pakistan
12	F	Mainland China	Sales and Marketing in Hotel under Accor	Master	Less than 5 years	
13	F	Mainland China	Operation Administrator in Hotel under Hilton	Master	Less than 5 years	
14	F	Japan	Director of Human Resources	Master	More than 10 years	
15	F	Taiwan	Revenue Management in Hotel under Marriott	Master	Less than 5 years	
16	M	Mainland China	Banquet Manager in Hotel under Wyndham	Bachelor	5-10 years	
17	F	Hong Kong	Sales and Marketing in Hotel under Niccolo	Master	Less than 5 years	Previous working experience in Mainland China
18	M	Iran	CEO of local travel agency	Bachelor	More than 10 years	
19	M	Hong Kong	Director of Commercial Strategy	Bachelor	More than 10 years	
20	F	Iran	Postdoc	PhD	More than 10 years	Previous managing experience in Iran
21	M	Mainland China	General Manager in Hotel under IHG	Doctoral	More than 10 years	

Table 4-2: Interviewee Portfolio

#### 4.5.3 *Interview Guide*

In-depth interviews with young tourism and hospitality employees are conducted to learn about their perceptions of decent work and the influence of their adaptation process on the perceptions and evaluations after experiencing several career transitions. One of the main objectives of the qualitative research is to build the measurement scales for decent work in the tourism and hospitality industry. Thus, the questions are divided into three parts to obtain sufficient findings for data analysis and scale development. The interview questions are designed to discover the individual perception of decent work and their sharing of learning experiences of those career-related events. Based on the analysis of personal sharing, items to measure decent work in tourism and hospitality are developed. After each interview, the analysis is conducted to obtain valid findings for the new variable. Four pilot tests are first undertaken to assist the researcher in developing and revising the questions.

Qualitative data is mainly collected through semi-structured questions. According to Quinn Patton (2002), a common practice of semi-structured questions is to precisely formulate essential questions while allowing the interviewer to explore other topics at their discretion. Bariball and While (1994) assert that semi-structured interviews offer two primary benefits. Initially, this practice provided an opportunity to explore perceptions and viewpoints on a diverse array of topics while considering complexity. The emphasis still remains on the topic of decent work via a structured approach, while the opportunity to pursue newly arisen subjects ensures adaptability. Secondly, these

questions consider the unique attributes of the participants, thereby enabling the customization to suit factors such as the interviewees' experiences, level of education and career backgrounds. The interview guide consists of three sections which are introduced below.

The first section is related to career-related experiences, such as career transitions and difficulties encountered. Following the guidance provided by career construction counselling, interviewees are required to share their career-related experiences, which are subsequently integrated into a self-and-work identity narrative (Savickas, 2013). This narrative about oneself and work is used to make sense of the shift one is facing and control emotions; it eventually assists in determining what comes next and motivates action toward a more fulfilling existence (Savickas 2013).

The second part is to explore the adaptation process to the career transitions of each participant, particularly the three dimensions involved in the model: adaptive readiness, adaptability resources and adaptation results. According to career construction theory (Savickas, 1997, 2005), career development is driven by adaptation to a series of transitions from school to work, among different positions and organizations, with the goal being person-environment integration. The purpose of adaptation is self-concept achievement in work roles and can be observed by satisfaction and success (Porfeli and Savickas, 2012).

The final section aims to understand individual appraisals of decent work, including perceptions, evaluations and attitudes. According to Hall (1986), each career transition increases adaptability, and individuals learn how to change and gain a sense

of control over their capability to acquire new roles. Transitions in careers result in a rethinking of objectives, attitudes, identities, and work habits (Ashforth and Saks, 1995; Klehe et al., 2011). Based on those experiences, interviewees will be required to share their understandings of decent work, in consideration of their careers in the industry. The questions are developed to explore why interviewees remain in their careers and how they view their future in the industry. The figure below presents the interview guide, including three key sections and several sample questions. Interview protocol is provided in Appendix 1.

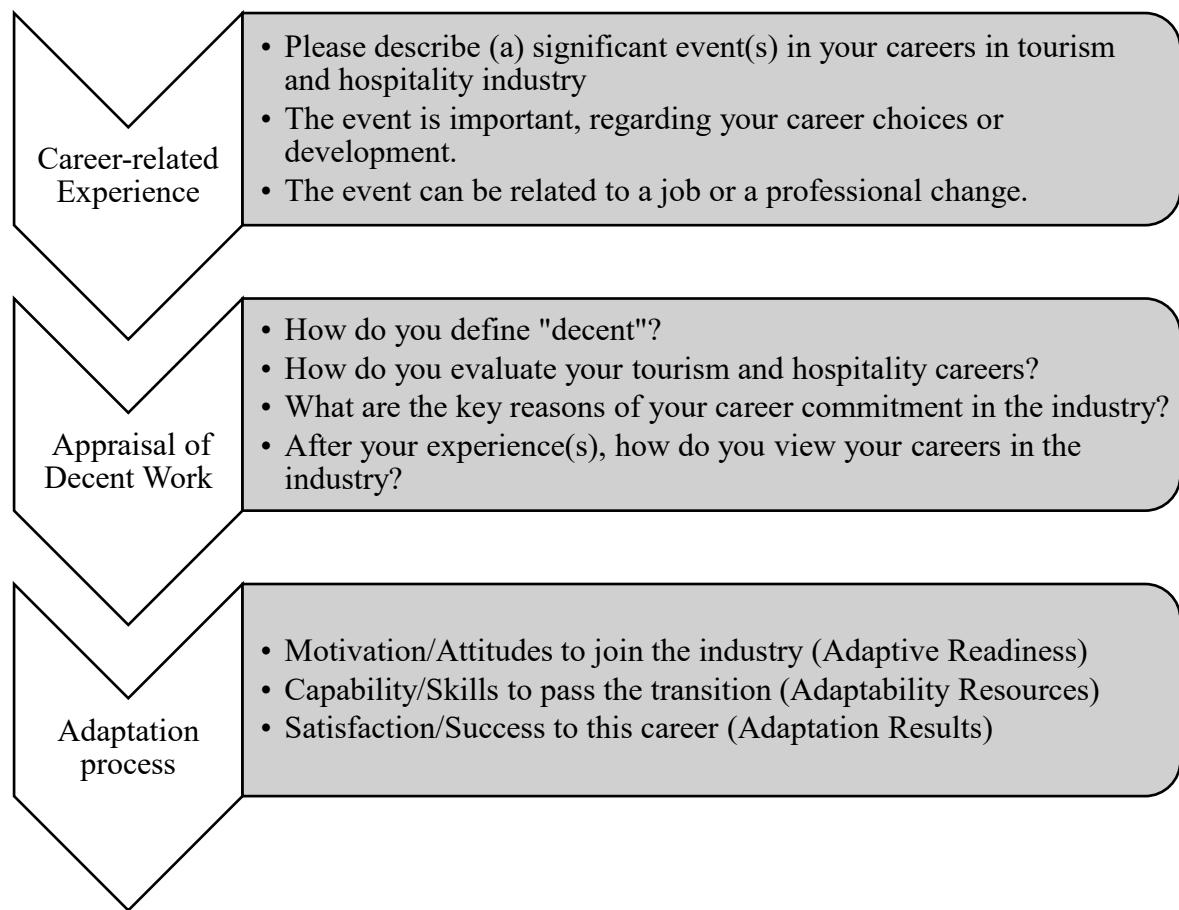


Figure 4-3: Interview Structure

#### 4.5.4 Coding Process

To render the coding process transparent and traceable, we adopted an iterative, three-tier procedure that moved from raw narrative to theory-infused dimensions of

“decent work in tourism and hospitality.” The following paragraphs walk through each tier, using concrete excerpts from the interview matrix (Table 4-3) to show precisely how participant voices were transformed into analytical themes and, ultimately, survey items.

1. Raw extract	“During COVID, I was put on zero-hour contracts. I felt disposable, but then I started live-streaming cooking classes and suddenly I was invited to design a cloud-kitchen menu—for the first time I was called a creator, not just a doer.”
2. Initial (open) codes	• contractual precarity • digital skill acquisition • identity shift (doer → creator)
3. Axial coding (link to Career Construction Theory)	• Adaptive readiness: anxiety triggered by precarity • Adaptability resources: digital upskilling • Adaptation results: enhanced agentic identity & perceived dignity at work
4. Selective theme	“Technological re-authoring of decent work”
5. Conversion to item	Survey item generated: “My job allows me to co-design new products or services.” (7-point Likert)
6. Member check	P05 confirmed the summary and added: “The online students’ respectful comments made me feel socially recognised—that’s decent work too.”

Table 4-3: Coding Process

Each audio file was transcribed verbatim, line-numbered and imported into file. The researcher began with an open-coding pass focused solely on labels—that is, words or short phrases used by the participants themselves. For example, in P05’s account of her COVID-triggered furlough, the excerpt “I was put on zero-hour contracts … felt like a spare part” initially received the codes “zero-hour anxiety” and “spare-part identity.” Similarly, P11 described how “moving from Pakistan to Riyadh made me renegotiate my worth every single day,” generating the code “renegotiate worth.” This inductive layer remained deliberately descriptive; no theoretical lens was imposed.

The open codes were clustered into axial categories aligned with Savickas's adaptive dimensions—adaptive readiness, adaptability resources, and adaptation results—while retaining clear traceability to participant text. P05's “zero-hour anxiety,” for instance, was re-labelled adaptive readiness: precarity trigger, whereas her subsequent statement “I started live-streaming cooking classes” became adaptability resource: digital upskilling, and her reflection “for the first time they called me a creator” was tagged adaptation result: agentic identity shift. The same logic was applied to P11: “renegotiate worth” evolved into an adaptation result: cultural recalibration of dignity. Throughout, the researcher kept “participant ID + line number” hyperlinks active so that any theme could be instantly traced back to its originating narrative.

Once axial categories began to repeat without new conceptual variation, we elevated the most saturated clusters into selective themes that spoke directly to the research question: “What constitutes decent work for Gen-Y tourism and hospitality employees?” Four meta-themes emerged:

- Technological re-authoring of roles (illustrated by P05)
- Cross-cultural dignity negotiation (illustrated by P11)
- Upward mobility inside traditional hierarchies (P07, China)
- Entrepreneurial pivoting under crisis (P20, Iran)

Each meta-theme was translated into measurable indicators. For example, the “technological re-authoring” theme produced the survey item: “My job allows me to co-design new products or services” (7-point Likert). The “cross-cultural dignity” theme yielded: “I can maintain self-respect when working in culturally unfamiliar

settings.” Every item retains a footnote referencing the participant(s) and line numbers from which it was derived, ensuring that participant voices remain audible within the quantitative instrument.

## **4.6 Quantitative Phrase**

### *4.6.1 Target Sample*

The main target is young employees aged between 24 to 40 years old. Those employees need to work in the tourism and hospitality industry when filling in the questionnaire. In comparison to other multivariate approaches, SEM demands a greater sample size because the sample serves as a foundation for estimating sampling errors, and SEM statistical techniques are inherently incorrect when used with small samples (Hair et al., 2009). According to Anderson and Gerbing (1988), a sample size of 150 is sufficient to achieve a solution for models with more than three indications per component; however, Stevens (1996) advises a sample size of at least 400 to prevent model misspecification. Ghauri and Gronhaug (2005) recommend a sample size of 200 to 500 for a regional survey that does not include subgroup analysis. While determining the sample size, numerous aspects must be considered, including multivariate normality, estimate method, model complexity, the quantity of missing data, and the average error variance of the indicators (Hair et al., 2009). This research aims to collect the sample based on the 10:1 ratio of items involved in the questionnaire (Hair et al., 2006).

#### *4.6.2 Data Analysis Techniques*

The quantitative analysis of this research is based on structured equation modelling.

Structural equation modelling (SEM) is used to test and estimate the causal relationships among the constructs. The posited relationships are stated in the following hypotheses: (1) career optimism has a positive effect on career adaptability, decent work and career commitment; (2) career adaptability has a positive effect on decent work and career commitment; (3) decent work have a positive effect on career commitment; and (4) career adaptability mediate the relationship between career optimism and decent work and that between career commitment and career optimism. The items of all constructs are rated using a seven-point Likert scale (1= strongly disagree, 7= strongly agree).

Structured equation modelling (SEM) is a statistical methodology that uses a confirmatory approach to analyse a structural theory relevant to observable events (Byrne, 2001). It is a robust statistical technique for determining how well the model fits the data and the statistical significance of the hypothesized relationships (Byrne, 2001). Factor analysis (the measurement model) specifies the relationships between the observed indicators and their posited underlying components (Segars and Grover, 1993). SEM addresses the methodological constraints of factor analysis and route analysis by merging the two statistical methodologies. SEM assisted in discovering the best fitting model by constructing the best-fit measurement model in the first step, followed by testing the hypothesized structural model in the second stage (Byrne, 2001).

This study uses explanatory factor analysis (EFA) and confirmatory factor analysis (CFA) to clean up the measurement indicators and define the links between them and the constructs. First, EFA is used to check the validity and reliability of all items under each construct and confirm the final items used for the next step. CFA is the next step to examining the links between observed indicators and their positions. Second, path analysis defined the causal connections among the latent variables proposed by the underlying theories. Path analysis explains the causal linkages among the latent variables as suggested by the underlying theories.

## **Chapter 5 Qualitative Findings**

### **5.1 Introduction**

### **5.2 Career Narrative Approach**

Career Construction Theory underpins the theoretical foundation of this study. Under the framework, the theory emphasizes the creation and use of a narrative about one's career (Savickas, 2013). Generation Y employees in the tourism and hospitality sectors may have specific expectations and values related to work-life balance, job security, opportunities for growth and development, and meaningful work. The construction of a subjective career involves the development of one's self-concept, and people's subjective career narratives serve as a guiding force throughout professional changes (Savickas, 2013). Career Construction Theory recognizes that individuals' career narratives are influenced by their personal experiences, values, and goals. Thus,

the qualitative study aims to explore individual narratives of the challenges encountered throughout individuals' careers and examine their adaptive strategies in response to these changes. By applying this theory, researcher can explore how Generation Y employees construct their career narratives and how these narratives inform their perceptions of decent work in the tourism and hospitality sectors.

The narrative approach to a career differs from the conventional view of career choice, which involves aligning an individual's traits with the requirements of a job (Bujold, 2004). The use of the career narrative approach allows researcher to capture the richness and complexity of the career experiences of Generation Y employees in the tourism and hospitality sectors. The objective of narrative analysis is to organize the understanding of an individual's life purpose and to establish links between everyday actions and events via episodic units (Polkinghorne, 1998). This approach enables participants to share their unique perspectives, providing a deeper understanding of how they navigate their careers and how their experiences contribute to their perceptions of decent work. By collecting and analyzing their career narratives, researcher can gain insights into the factors that shape their perceptions of decent work. The approach also facilitates the exploration of subjective interpretations and meaning-making processes related to career development.

This study followed the suggestion of using discovery-based qualitative research (Blustein et al., 2016) to examine individual perceptions of their work settings and providing valuable insights into the impact of decent work. Generation Y employees in the tourism and hospitality sectors may have diverse and nuanced perceptions of what

constitutes decent work. Utilizing data obtained through the narrative approach regarding the characteristics of work can assist in addressing certain criticisms directed towards the decent work agenda (Burchell et al., 2013; Di Ruggerio et al., 2015).

Twenty-one participants shared over 30 stories from their career paths, including layoffs during the pandemic and career transitions among different countries. The approach enables researchers to uncover individual variations, identify common themes, and understand how personal experiences shape perceptions of decent work. Table 5 presents several stories shared by the respondents.

<b>Respondent (Gender)</b>	<b>Shared Stories</b>	<b>Position</b>
R1(F)	Sudden change of work structure (face to face) to online due to pandemic	Sales Account Manager in Booking
R2 (F)	Networking experience in different international conferences	Section Chief, Airline and Traffic Development of Fukuoka Airport
R3 (M)	Position changed from commercial department to cargo	Eva Airline
R4 (F)	Serve as secretary of an international committee voluntarily	Xiamen Airline
R5 (F)	Previous Internship experience in Singapore	Waitress in Michelin-starred restaurant

Table 5-1: Sample stories shared by the respondents

### **5.3 Generation Y tourism and hospitality employees' adaptation process**

The Career Construction Theory states that individuals actively construct their careers through a process of adaptation to their environments. This model is especially relevant for understanding the experiences of Generation Y employees in the tourist and hospitality sectors, which are often characterized by volatility, rapid change, and uncertainty. The model outlines three critical dimensions: adaptive readiness, adaptability resources, and adaptation results, each of which contributes to an employee's ability to navigate their career journey successfully (Savickas, 2005).

#### *5.3.1 Adaptive readiness*

Adaptive readiness represents the individual's preparedness to face the challenges of their work environment. For Generation Y employees, this readiness is deeply intertwined with their understanding of what constitutes decent work. According to the ILO, decent work encompasses fair income, security in the workplace, social protection, and opportunities for personal development. The qualitative interviews conducted for this research revealed significant insights into how Generation Y employees conceptualize decent work within their careers.

Participants consistently emphasized the importance of fair compensation. For instance, R12 articulately expressed frustration with the disparity between service expectations and the actual compensation offered to employees. This finding aligns

with the broader literature indicating that financial security is a primary concern for younger generations in the workforce (Ng et al., 2010). The perceived lack of fairness manifests as a barrier to adaptive readiness, as employees may feel less motivated to engage fully with their work when they believe they are not adequately compensated.

Moreover, the concept of respect and recognition emerged prominently in the participants' narratives. Employees expressed a desire for acknowledgement of their contributions, both from peers and management. As noted by R4, a lack of recognition can lead to disengagement and diminish the willingness to adapt to new roles or responsibilities. This sentiment underscores the idea that adaptive readiness is not merely a function of individual traits but is also significantly influenced by the organizational context. To foster adaptive readiness among Generation Y employees, organizations must cultivate a culture of recognition and fairness.

### *5.3.2 Adaptability resources*

Adaptability resources encompass the various tools, skills, and support systems that individuals can leverage to navigate career challenges. For Generation Y in the tourism and hospitality sectors, this includes access to training programs, mentorship, and technological resources that facilitate professional development. The qualitative data revealed that effective communication, managerial support, and opportunities for skill enhancement are vital resources that influence adaptability.

Training programs play a critical role in providing employees with the knowledge and skills necessary to succeed in their roles. As articulated by R4, the availability and

quality of training directly affect employees' confidence levels and their ability to perform tasks effectively. When employees feel that they are well-prepared and capable, they are more likely to embrace change and seek out new opportunities. This highlights the importance of organizations investing in comprehensive training initiatives that cater to the unique needs of Generation Y employees.

Mentorship also emerged as a key adaptability resource, with employees expressing a strong preference for guidance and feedback from experienced colleagues. Having access to mentors not only helps Generation Y employees navigate the complexities of the industry but also fosters a sense of belonging and connection within the workplace. This aligns with the notion of social capital, where relationships and networks enhance adaptability (Bourdieu, 1986).

Furthermore, the impact of technology on adaptability cannot be overstated. The tourism and hospitality sectors have increasingly embraced digital tools to enhance operational efficiency and improve customer service. Generation Y employees, who are typically more tech-savvy than previous generations, often view technology as both a resource and a point of engagement. Access to the latest technological tools enables employees to streamline their work processes, increase productivity, and stay connected with industry trends.

### *5.3.3 Adaptation Results*

Adaptation results refer to the outcomes of the adaptation process and how employees perceive their careers in relation to decent work. Successful adaptation can

lead to increased job satisfaction, personal development, and a clearer understanding of one's career trajectory. In the context of Generation Y, the qualitative interviews revealed that effective adaptations result in a redefined perception of decent work that goes beyond mere financial compensation.

Participants frequently articulated a desire for opportunities that foster personal and professional growth. R4's proactive involvement in community roles beyond her job duties exemplifies how Generation Y employees seek to contribute meaningfully to their organizations and society at large. This reflects a broader trend among younger generations, who often prioritize purpose and meaningful work alongside traditional measures like salary and job security (Twenge et al., 2010).

The perception of respect and freedom emerged as critical adaptation results among Generation Y employees. Interviewees expressed the importance of being able to share their opinions and contribute to decision-making processes within their organizations. The feeling of autonomy and empowerment significantly influences their job satisfaction, highlighting the need for organizations to create inclusive environments that value employee input.

The findings underscore the importance of recognizing that the experience of decent work for Generation Y is not merely an individual pursuit but a collective organizational responsibility that requires a commitment to continuous improvement and adaptation in response to the needs of the workforce. As such, the insights provided in this research highlight a pathway for enhancing employee experiences and fostering

a more resilient and adaptive organizational culture.

## 5.4 Decent Work

The International Labor Organisation (ILO) defines decent work as productive labor performed with freedom, fairness, security and dignity, with sufficient compensation and social protection (ILO, 1999). In the qualitative phrase, the interviewees were asked to share their working experiences in the industry with the researcher, in order to understand their perceptions of decent work. Certain questions were also raised based on their experiences for further examination. This analysis is based on the information provided by Generation Y employees from the in-depth interviews in the qualitative section of the study. The results are presented in several dimensions based on the ILO definition, together with new findings from the interviews. Each interviewee is denoted by 'R' with a corresponding number, and the direct quotations are presented in italics.

### 5.4.1 Fairness

Fair salary and benefits are of great importance to the young workforce in the tourism and hospitality industry. They play a vital role in attracting and retaining talent, fostering motivation and job satisfaction, enhancing industry competitiveness, promoting equality and diversity, and supporting employee well-being. Fairness is experienced when pay, benefits, and treatment match both effort and the lifestyle the industry promotes. Employees do not expect luxury wages, but they do expect dignity and consistency.

Many interviewees mentioned that they did not expect a high salary, but they prefer their salary to meet their living standards, allowing them to fulfil their hobbies and interests. Some interviewees stated that some benefits provided by the companies only reached the lowest level of the labour law, and staff with families and kids found it difficult to survive, despite having a passion for the industry. R12, who worked in a five-star hotel under Accor, said:

*Our hotel wants the employees to provide high-end services, but with the salary and benefits, many employees have not even experienced such services in their lives. It is hard for those employees to follow the service standard requested by the hotels if they cannot understand what personalised services are.*

According to the interviews, four items were added, including:

- My salary is adequate considering my interests and hobbies.
- My salary matches the culture and image promoted by the company.
- My salary is appropriately paid according to my contract.
- My salary is appropriately paid according to national labour law.

#### *5.4.2 Productivity*

Productivity can be evaluated at different levels, such as individual productivity, team productivity, departmental productivity, or organisational productivity. In this study, personal productivity is being examined, referring to the measure of efficiency and output of work or production provided by each employee. To enhance productivity in the tourism and hospitality industry, organisations may adopt strategies such as process optimisation, technology implementation, training and development programs,

performance management systems, and fostering a positive work culture that values efficiency and continuous improvement. Training and working experience have a strong correlation with productivity. Training programs enhance employees' skills, confidence, and adaptability to change, while working experience provides practical insights and problem-solving capabilities.

Productivity is not output per hour but the confidence that comes from knowing how to deliver. Training, clear instructions, and peer support are the levers Generation Y repeatedly names. Many interviewees also emphasised the importance of the training and detailed instruction provided by their leaders or seniors on their daily work. R3 and R4 both experienced a departmental transition during their careers. Both mentioned that they went through a difficult time as they were not familiar with their new duties, and their peers and managers did not offer sufficient instructions to them. R4 commented:

*The beginning was quite challenging for me as I needed to check with my senior frequently. If the senior is busy or unwilling to teach, I have to work on my own. However, the senior would scold me if I made any mistake, which created a negative working atmosphere for me. It is essential to have a proper training before the new employees start their new jobs. It not only increases the efficiency of the work, but also create a positive environment.*

Based on the stories shared by the interviewees, three items were added:

- I have sufficient training to perform my job.
- I have sufficient support from my peers and managers to perform my job.

- Detailed instructions and job descriptions for my jobs are provided.

#### *5.4.3 Security*

The role of security in the tourism and hospitality industry is crucial for ensuring the safety and well-being of guests, staff, and property. Security measures, such as healthcare programs, medical claims for injuries and frequent training, play a vital role in creating a secure environment, mitigating risks, and maintaining a positive reputation for the industry. R5 showed a scar on her forearm:

*I slipped on a wet floor and needed eight stitches. The restaurant called it 'my fault'; no medical claim. I quit and moved to a hotel that pays the hospital bill first, questions later.*

Due to the special features of the industry, tourism and hospitality employees often have direct and frequent interactions with guests, some of whom may exhibit unpredictable or challenging behaviour. Security measures help protect employees from potential verbal or physical confrontations, ensuring their safety and well-being in customer-facing roles. R18 described psychological security:

*Drunk guests banging the desk at 3 a.m. The panic button under the counter is useless if no one responds. When the guard shows up within two minutes, I can breathe again.*

The tourism and hospitality industry is susceptible to various emergencies, such as natural disasters, medical emergencies, or security incidents. Employees need to be trained in emergency response procedures, evacuation protocols, and first aid to ensure their safety and the safety of guests.

Regular drills and updates to emergency plans are essential to keep employees prepared and confident in handling emergencies. Therefore, employees appreciate security measures that create a safe working environment, protecting them from potential harm or threats. Many interviewees mentioned that feeling secure at work allowed them to focus on their tasks and perform their job responsibilities with peace of mind. Medical claim is one factor which several interviewees viewed as essential.

Based on the findings, three items were added to measure the security:

- Healthcare is provided for all employees, no matter part-time or full-time, in the industry.
- Claims for work injury expenses from all employees are allowed in the tourism and hospitality industry.
- Healthcare required by national labour law is provided in the tourism and hospitality industry.

#### *5.4.4 Social Protection*

Social protection refers to a range of policies and programs implemented by governments and organisations to ensure the well-being, security, and rights of individuals and communities. Social protection encompasses a wide range of interventions, including social insurance, social assistance, and social welfare programs. The specific design and implementation of social protection programs vary across countries and regions, reflecting the unique social, economic, and political contexts.

The overarching goal of social protection is to reduce poverty, inequality, and social exclusion while promoting social justice, human dignity, and well-being for all

individuals and communities. In previous studies, social protection focused on the negotiation of shared interests based on social dialogue and collective bargaining. With the qualitative research, organisational policies were primarily highlighted by the interviewees. Several interviewees who worked in the hotels mentioned the housing support and meal provision. R10 remembered housing relief:

*My contract included a staff dorm—tiny, but zero rent. It meant I could send 70 % of my salary home to my parents during lockdown last year.*

They think those policies reduced their living burden, especially for those non-local employees. In addition, during the pandemic, the organisations still maintained those policies and protected the employees from risk and volatility.

However, some interviewees think that the policies need to be equal, as local employees may not enjoy certain benefits. Thus, two items were added from the discussion,

- Organisational policies and programs in the tourism and hospitality industry are developed to reduce inequality.
- Employees in the tourism and hospitality industry are protected from risk and volatility with social services, such as health insurance and housing support.

#### *5.4.5 Prospect for Personal Development*

Personal development is integral to individual career management. It enhances skills, promotes self-awareness, fosters confidence and adaptability, and opens doors to new opportunities. Personal development encourages individuals to embrace change,

develop resilience, and proactively seek out opportunities for growth and learning. In today's dynamic work environment, where industries and jobs are constantly evolving, being adaptable is crucial. As individuals acquire new skills, overcome challenges, and achieve personal milestones, their confidence in their abilities grows. By investing in personal development, individuals can take control of their career paths, achieve professional growth, and thrive in a rapidly changing work environment.

Development is not vertical promotion alone; it is permission to grow sideways, upwards, or simply deeper. Most of the interviewees valued the opportunities provided by the organizations for their personal development. R4 voluntarily served as a secretary in an international aviation community for several years, even though her job responsibilities did not require this. She spoke of voluntary exposure:

*I begged to be the note-taker for an international committee. I learnt diplomacy vocabulary that textbooks never taught. That unpaid gig became my ticket to a corporate sales role.*

She believed what she learnt and obtained from these experiences was invaluable for her future.

By engaging in personal development activities, such as attending industry conferences, seminars, or joining professional associations, many interviewees were provided opportunities for networking and building valuable connections. As early career seekers, they understand that networking can lead to new job prospects, mentorship opportunities, and access to a broader professional community. In addition, development activities, such as attending workshops, training programs, or

pursuing further education, help individuals acquire new skills and enhance existing ones. Developing a diverse skill set makes individuals more versatile and adaptable in the workplace, increasing their employability and opening up new career opportunities. R19 said that the current job needs him to use the knowledge learned from the hospitality major to extend to retail sector. He commented this job “challenging and exciting” and trusted his skills in fulfilling this task.

From those sharing, four items were generated,

- Training is optional on personal interests and requests.
- I benefit from the contents learnt from the training.
- The contents of the training are not limited to the tourism and hospitality industry.
- I feel confident in my skills and knowledge with the training.

#### *5.4.6 Freedom*

Freedom is a significant role when individuals evaluate their jobs. It provides individuals with the ability to make choices and decisions according to their values, desires, and interests. It also allows individuals to express their unique identities, pursue their goals, and live a life that aligns with their values. Individual autonomy fosters a sense of self-determination, empowerment, and personal fulfillment. In this study, freedom is related to individual autonomy as employees can balance their work and personal lives and have control over their work schedules. In addition, some interviewees mentioned the freedom to share their opinions with their peers and managers. They think the freedom to share views facilitates the exchange of ideas and

knowledge among individuals and communities. R17 valued opinion safety:

*We run an anonymous 'rant box' on the intranet. My post about closing-hour overtime led to a policy change. That's absolute freedom, being able to fix what's broken.*

It also encourages intellectual diversity, stimulates critical thinking, and fosters a culture of continuous learning and growth.

Some interviewees, who work as middle-level management, agreed that freedom to share opinions encourage Generation Y employees to work hard and increase their commitment. R13 shared her story about her request to change departments. She talked with her manager to gain experience in various departments, to learn more skills. Her manager agreed to let her choose the departments and learn from the teams. She appreciated the opportunity and decided to stay in the hotel.

According to the interviews, five items were added,

- I have the freedom to make any comments on my jobs.
- I have the freedom to choose my working mode.
- I am free to adjust my workload under permission.
- I have the freedom to express myself to my working peers.
- I feel open to sharing my opinions with my management.

#### *5.4.7 Equality*

Equality is about recognising and affirming the equal worth and dignity of every individual. In general, equality in the workforce ensures that all individuals have equal access to employment opportunities, regardless of their gender, race, ethnicity, age, sexual orientation, disability, or any other protected characteristic. By promoting

equality in the workforce, organisations can create a more inclusive and productive environment that values the contributions of all employees. It fosters a sense of belonging, improves employee engagement, and positively impacts overall organisational performance. Equality is felt at the benefits counter, the moment a part-timer discovers he or she is excluded from healthcare.

Moreover, workplace equality aligns with ethical and societal expectations, contributing to a fairer and more equitable society as a whole. Previous studies paid much attention to promoting equality in the industry, by highlighting no discrimination against gender, religion and age. However, not many studies discussed the interns or part-timers. Some interviewees said that many positions in the industry were seasonal or freelancers with no benefits provided by the organisations. R5 worked as a part-time chef in many restaurants and said,

*“As a chef, it is easy to get injured at work. Also, we always lift heavy things and stand for a long time. Many companies did not offer proper healthcare for employees, especially part-timers. I have to pay more attention to protecting myself, or I will not save any money with those medical expenses.”*

Thus, one item was added,

- There is equal opportunity for benefits, whether part-timer or full-time.

#### *5.4.8 Respect*

Respect in the tourism and hospitality workforce plays a critical role in ensuring the well-being and dignity of employees. Generation Y workers repeatedly cite respect as the non-negotiable glue that binds them to (or detaches them from) the industry. It is

expressed in three mutually reinforcing arenas: organisational recognition, social legitimacy from family and friends, and self-recognition of personal achievement.

Many interviewees stated that respect involves acknowledging and appreciating the contributions of their work in tourism and hospitality. R16 shared a counterexample:

*Whenever I told friends I worked in F&B, they'd joke, 'So you're still slinging coffee?'*

*After six months of those digs, I handed in my notice. Without respect from my circle, I couldn't respect myself in the role.*

Recognising their efforts, achievements, and positive impact on guest experiences fosters a culture of respect. Thus, it boosts employee morale, motivation, and job satisfaction, leading to improved performance and retention. By promoting respect for decent work in tourism and hospitality, employers and industry stakeholders create an environment that values employees' well-being, dignity, and rights.

Respectful practices contribute to a positive work culture, employee satisfaction, and the long-term sustainability of the tourism and hospitality sectors by attracting and retaining talented and motivated individuals. This positive reputation attracts customers who value responsible business practices and contributes to the success and viability of the industry as a whole. R9 contrasted her previous hotel with her current employer:

*In my old place, only complaints made it to the manager's office. Here, every 'five-star guest comment' is read out loud, and the server's photo goes on the staff app. My mum saw it and sent a screenshot to the family group chat. I kept that job because I felt seen, not surveilled.*

Also, when employees experience respect from their employers, colleagues and

families, they are more likely to be engaged, motivated, and committed to their work. This, in turn, leads to higher employee retention rates, reducing turnover costs and ensuring continuity in service delivery. R7 said he was recognised as the best employee by providing excellent service to his customers. At that moment, he felt proud of his job and obtained a sense of achievement.

According to the results, five items were added,

- I feel respected while doing my job in the tourism and hospitality industry.
- My family and friends value my career in the in the tourism and hospitality industry.
- I feel proud of my career in the tourism and hospitality industry.
- I feel sense of achievement based on my job performance.
- My career in the tourism and hospitality industry plays an important part of my life.

#### *5.4.9 Technological Interaction*

Technology viable for long-term economic growth while providing productive and noble labour (ILO, 2021). By leveraging technology effectively, the tourism and hospitality industry can promote decent work by improving workforce management, facilitating training and development, enhancing communication and collaboration, ensuring health and safety, enabling flexibility, and supporting data-driven decision-making. Technology can contribute to creating a more inclusive, efficient, and employee-centric work environment in these industries. Technology streamlines operational processes in tourism and hospitality, reducing administrative burdens and

enhancing efficiency. R20 described mutual onboarding:

*We got a new chatbot. Instead of 'figure it out yourself', we had two half-day workshops.*

*I ended up teaching the IT guy how to answer guest questions. Bot and I now share the midnight shift.*

Technology is neither a threat nor a toy; it is a colleague that must be trained and trusted. Automated systems for tasks like reservations, bookings, inventory management, and billing simplify operations, allowing employees to focus on delivering quality services. Improved operational efficiency seems to contribute to a better work environment and reduce stress for employees, but many studies stated that technology may cause layoffs of frontline staff. R11 framed technology as a career catalyst:

*Learning the hotel app inside and out got me promoted to 'digital concierge'. Older staff feared it; I surfed it.*

However, many interviewees still believe that technology cannot replace human power. As Generation Y employees are familiar with the technology, they understand how they could obtain support from the innovation. Meanwhile, they were also inspired by the new techniques and were willing to learn more to increase their work efficiency and develop new skills.

Based on the findings, six items were created:

- I have sufficient support from new technology to perform my job better.
- I do not feel threatened by technology.
- I can learn new technology from my job in the tourism and hospitality industry.
- Technology increases my work efficiency.

- I interact well with technology in the tourism and hospitality industry.
- I am inspired to learn more about technology.

## 5. 5 Development of measurement scales on decent work

### 5.5.1 Generation of Initial Pool

The primary objective of the qualitative study is to develop measurement items for decent work. The transcripts are subjected to coding and thematic analysis. After reviewing past studies and existing definitions (refer to Figure 1, Figure 6 and Figure 15), emerging items are generated as a guideline for the coding process, together with the qualitative findings. As an initial stage of data analysis, the transcripts of the interviews were thoroughly examined. In addition, written records in the form of notes and memos are also documented. With several rounds of coding, total 9 dimensions, including 71 items, are created as the initial pool of the decent work in tourism and hospitality. The items are listed in Table 5.

Dimension	Item	Source
<b>Fairness</b>	<p>1. My salary is adequate, considering my educational level.</p> <p>2. My salary is adequate, considering my professional experience.</p> <p>3. My salary is within the average of what is paid for similar jobs in other industries.</p> <p>4. My salary is adequate, considering my workload.</p> <p>5. My salary is adequate considering my interests and hobbies.</p> <p>6. My salary matches the culture and image promoted by the company.</p> <p>7. My salary is appropriately paid according to my contract.</p> <p>8. My salary is appropriately paid according to national labour law.</p>	García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel Adapted from García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel Added based on the qualitative research
<b>Productivity</b>	<p>1. I have enough working hours to perform and finish my job well.</p> <p>2. My work experience is well used in my jobs in tourism and hospitality.</p> <p>3. My work in tourism and hospitality is in line with my educational and professional qualifications.</p> <p>4. I have sufficient training to perform my job.</p> <p>5. I have sufficient support from my peers and managers to perform my job.</p> <p>6. Detailed instructions and job descriptions for my jobs are provided.</p>	García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel Adapted from García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel Added based on the qualitative research

<b>Security</b>	<ol style="list-style-type: none"> <li>1. My work is done in a healthy and risk-free environment.</li> <li>2. The physical effort required to carry out my work is reasonable.</li> <li>3. Training programmes are developed to increase safety and improve the working environment of employees.</li> <li>4. My health is not affected by my work.</li> <li>5. I get good healthcare benefits and plans from my job.</li> <li>6. I feel physically safe interacting with people at work.</li> <li>7. At work, I feel safe from emotional or verbal abuse.</li>   <li>8. Healthcare is provided for all employees, no matter part-time or full-time, in the industry.</li> <li>9. Claims for work injury expenses from all employees are allowed in the tourism and hospitality industry.</li> <li>10. Healthcare required by national labour law is provided in the tourism and hospitality industry.</li> </ol>	García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel  Duffy, R. D., Allan, B. A., England, J. W., Blustein, D. L., Autin, K. L., Douglass, R. P., Ferreira, J., & Santos, E. J. R. Added based on the qualitative research
<b>Social Protection</b>	<ol style="list-style-type: none"> <li>1. Social dialogue and collective bargaining are promoted in the tourism and hospitality industry.</li> <li>2. Labour rights are defended and negotiated on the basis of the common interests of all employees in the tourism and hospitality industry.</li>   <li>3. Organizational policies and programs in the tourism and hospitality industry are developed to reduce inequality.</li> <li>4. Employees in the tourism and hospitality industry are protected from risk</li> </ol>	Adapted from García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel  Added based on the qualitative research

and volatility with social services, such as health insurance and housing support.

<b>Prospect for Personal Development</b>	<p>1. I am given the opportunity to participate in continuous training programmes to improve my work.</p> <p>2. Employee training is encouraged to broaden our knowledge and develop our talents in the tourism and hospitality industry.</p> <p>3. Training is offered to increase my chances of career advancement.</p> <p>4. Specific training related to my work in the tourism and hospitality industry is offered to improve my performance.</p> <p>5. New employees are appropriately trained to adapt to their work in the tourism and hospitality industry.</p> <p>6. Employees are given the support to take part in external training, i.e. outside the company.</p> <p>7. Systematic plans of training are provided for all employees in the tourism and hospitality industry.</p> <p>8. I feel stable and promising with my career in the tourism and hospitality industry.</p> <p>9. I have a good prospect for my career in the tourism and hospitality industry.</p> <p>10. I have opportunities for career advancement in the tourism and hospitality industry.</p> <p>11. Training is optional on personal interests and requests.</p> <p>12. I benefit from the contents learnt from the training.</p> <p>13. The contents of the training are not limited to the tourism and hospitality</p>	<p>García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel</p> <p>Adapted from García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel</p> <p>Added based on the qualitative research</p>
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industry.

14. I feel confident in my skills and knowledge with the training.

<b>Freedom</b>	<ol style="list-style-type: none"><li>1. I have free time during the week to rest and do non-work activities (leisure, culture, etc.).</li><li>2. My work-life balance is positive.</li><li>3. I am well-informed about my working schedule.</li><li>4. It is easy for me to reconcile my work, family and personal life with my job.</li><li>5. I am free to combine work and study.</li><li>6. I have flexibility about my working conditions when I need them (schedules, shifts, etc.).</li><li>7. I have the freedom to make any comments on my jobs.</li><li>8. I have the freedom to choose my working mode.</li><li>9. I am free to adjust my workload under permission.</li><li>10. I have the freedom to express myself to my working peers.</li><li>11. I feel open to sharing my opinions with my management.</li></ol>	García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel  Adapted from García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel  Added based on the qualitative research
<b>Equality</b>	<ol style="list-style-type: none"><li>1. Equal opportunities and treatment in employment are guaranteed in the tourism and hospitality industry.</li><li>2. There is no discrimination at work depending on whether you are a man or a woman in the tourism and hospitality industry.</li><li>3. There is equal opportunity for promotion and career advancement in the tourism and hospitality industry, regardless of gender or age.</li><li>4. There is no discrimination based on ethnic group or gender.</li></ol>	García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel  Adapted from García-Rodríguez, Francisco J. Armas-Cruz, Yaiza González-de-la-Rosa, Manuel

	5. There is equal opportunity for benefits, whether part-timer or full-time.	Added based on the qualitative research
<b>Technological Interaction</b>	1. I have sufficient support from new technology to perform my job better. 2. I do not feel threatened by technology. 3. I can learn new technology from my job in the tourism and hospitality industry. 4. Technology increases my work efficiency. 5. I interact well with technology in the tourism and hospitality industry. 6. I am inspired to learn more about technology.	Added based on the qualitative research
<b>Respect</b>	1. The values of my career in the tourism and hospitality industry match my life values. 2. The values of the tourism and hospitality industry align with my life values.  3. I feel respected while doing my job in the tourism and hospitality industry. 4. My family and friends value my career in the in the tourism and hospitality industry. 5. I feel proud of my career in the tourism and hospitality industry. 6. I feel sense of achievement based on my job performance. 7. My career in the tourism and hospitality industry plays an important part of my life.	Adapted from Duffy, R. D., Allan, B. A., England, J. W., Blustein, D. L., Autin, K. L., Douglass, R. P., Ferreira, J., & Santos, E. J. R. Added based on the qualitative research

Table 5-2: Initial Pool of Decent Work in Tourism and Hospitality

### 5.5.2 Expert Review

After the generation of initial pool, a simplified Chinese version of the survey is prepared for the online survey distribution. The back-to-back translation technique is implemented by the author who is fluent in English and Chinse, following the guidelines of Brislin (1980). The initial lists of measurement items in both English and simplified Chinese are then submitted to a panel of experts for review. This practice is frequently employed to guarantee the instrument's content validity. Sireci (2007) defines content validity as the degree to which an assessment tool accurately measures the specific domain it is designed to evaluate. Six professionals with industry and research experiences in human resources and tourism and hospitality management are invited to participate and review the measurement items in June 2022. All of them are also with Chinese English bilingual capabilities, in order to evaluate the accuracy and appropriateness of the translation. Table 6 illustrates the information of six experts.

No	Position	Residence
1	Associate Professor	Hong Kong
2	PhD Student	United Kingdom
3	Executive Officer in University	Beijing
4	University Instructor	Beijing
5	PhD Student	Hong Kong
6	PhD Student	Hong Kong

Table 5-3: Expert Profile

The experts are tasked with evaluating the representativeness and applicability of

every measurement item with respect to the corresponding construct, as well as the accuracy of the translation from English to simplified Chinese. The professionals are also requested to offer remarks and suggest appropriate revision. The feedback and recommendations provided by the experts are carefully reviewed to ensure the validity of the scale. Ultimately, six items are revised which are shown in Table 7. Total 73 items are deemed as ready for the pilot test.

<b>No</b>	<b>Dimension</b>	<b>Item</b>	<b>Remarks</b>
<b>1</b>	Fairness	My benefits are appropriately paid according to my contract.	Added into the pool
<b>2</b>	Fairness	My benefits are appropriately paid according to national labour law.	Added into the pool
<b>3</b>	Prospect for I have opportunities for career Personal advancement in the tourism and Development hospitality industry		Deleted from the pool
<b>4</b>	Equality	There is equal opportunity for promotion and career advancement in the tourism and hospitality industry, regardless of gender.	Added into the pool
<b>5</b>	Equality	There is equal opportunity for promotion and career advancement in the tourism and hospitality industry, regardless of age.	Added into the pool
<b>6</b>	Equality	There is equal opportunity for promotion and career advancement in the tourism and	Deleted from the pool

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hospitality industry, regardless of gender or age.

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Table 5-4: Items Adjusted According to Expert Panel Review

## Chapter 6 Quantitative Findings

### 6.1 Pilot Study

#### 6.1.1 Full Measurement Scale

A pilot test commonly aims at purifying the measurement items and investigating their feasibility for a full-scale survey. According to the qualitative study and literature review, the measurement items of the four constructs are developed and structured as the preliminary questionnaire for pilot study (presented in the Appendix 4). The questionnaire commences with a screening question to determine the proper respondents, which are the Generational Y employees in tourism and hospitality.

After an introductory paragraph to explain the purpose and the background of this research, the questionnaire involves two main parts. The first part includes the full measurement scale of decent work and the other three main constructs, namely, career adaptability, career optimism and career commitment.

To clarify, career adaptability has several scales, and this study uses the complete form of four dimensions (concern, confidence, curiosity and control) developed by Porfeli and Savickas in 2012 and the additional dimension (cooperation) developed by Nye and his team in 2018. Career optimism has attracted many studies, but the construct still

needs more improvement on the measurement scales (Eva et al., 2020). Therefore, this study will combine the scales that appeared in two studies, which are Rottinghaus, et al., 2005 and Hennessey et al., 2008. Like career optimism, career commitment has been paid little attention to in the prior studies, so the scales need to be evaluated and revised for this study. The scales used in this study are from Blau, developed in 1985 and Allen and Meyer, created in 1990. Data collected from this section was used to test the proposed conceptual framework and constructs' relationships.

Part 2 calls for the respondents' demographic information. This section provides data not only to define the respondents' career information, but also for a comparative analysis regarding demographic characteristics. The questionnaire was preliminarily designed in English. It was the aim of the researcher to use clear and simple language; vague words and academic jargon were avoided where possible. In addition to the English version of the questionnaire, a Mandarin Chinese version was prepared since the objective of this study is to examine Generation Y employees in Chin. The researcher as a native Chinese speaking professional translated the questionnaire from English into Mandarin Chinese. The translator was deemed as being qualified, giving her bilingual capabilities as well as her research experiences in the field of tourism. The Mandarin version of the questionnaire was then reviewed and commented for revision by five other professionals with bilingual capabilities and experience in tourism workforce research. Table 8 lists the full measurement scale of four constructs.

Item in English	Item in Simplified Mandarin Chinese
<p><b>Decent work in tourism and hospitality</b></p> <p>1. My salary is adequate, considering my educational level.</p> <p>2. My salary is adequate, considering my professional experience.</p> <p>3. My salary is within the average of what is paid for similar jobs in other industries.</p> <p>4. My salary is adequate, considering my workload.</p> <p>5. My salary is adequate considering my interests and hobbies.</p> <p>6. My salary matches the culture and image promoted by the company.</p> <p>7. My salary is appropriately paid according to my contract.</p> <p>8. My salary is appropriately paid according to national labour law.</p> <p>9. My benefits is appropriately paid according to my contract.</p> <p>10. My benefits is appropriately paid according to national labour law.</p> <p>11. I have enough working hours to perform and finish my job well.</p> <p>12. My work experience is well used in my jobs in tourism and hospitality.</p> <p>13. My work in tourism and hospitality is in line with my educational and professional qualifications.</p> <p>14. I have sufficient training to perform my job.</p> <p>15. I have sufficient support from my peers and managers to perform my job.</p> <p>16. Detailed instructions and job descriptions for my jobs are provided.</p>	<p>旅游和酒店行业的体面工作</p> <p>1. 我的薪水匹配我的教育程度。</p> <p>2. 我的薪水匹配我的工作经验。</p> <p>3. 我的薪水处于其他行业同等工作的平均薪资水平内。</p> <p>4. 我的薪水匹配我的工作量。</p> <p>5. 鉴于我的兴趣爱好，我的薪水是足够的。</p> <p>6. 我的薪水符合公司倡导的文化和形象。</p> <p>7. 我的薪水是依据合同合理支付的。</p> <p>8. 我的薪水是依据国家劳动法合理支付的。</p> <p>9. 我的福利是依据合同合理保障的。</p> <p>10. 我的福利是依据国家劳动法合理保障的。</p> <p>11. 我有充足的时间把工作完成好。</p> <p>12. 在旅游和酒店行业，我的工作经验可以很好地运用到工作中。</p>

<p>17. My work is done in a healthy and risk-free environment.</p> <p>18. The physical effort required to carry out my work is reasonable.</p> <p>19. Training programmes are developed to increase safety and improve the working environment of employees.</p> <p>20. My health is not affected by my work.</p> <p>21. I get good healthcare benefits and plans from my job.</p> <p>22. I feel physically safe interacting with people at work.</p> <p>23. At work, I feel safe from emotional or verbal abuse.</p> <p>24. Healthcare is provided for all employees, no matter part-time or full-time, in the tourism and hospitality industry.</p> <p>25. Claims for work injury expenses from all employees are allowed in the tourism and hospitality industry.</p> <p>26. Healthcare required by national labour law is provided in the tourism and hospitality industry.</p> <p>27. Social dialogue and collective bargaining are promoted in the tourism and hospitality industry.</p> <p>28. Labour rights are defended and negotiated on the basis of the common interests of all employees in the tourism and hospitality industry.</p> <p>29. Organizational policies and programs in the tourism and hospitality industry are developed to reduce inequality.</p> <p>30. Employees in the tourism and hospitality industry are protected from risk and volatility with social services, such as health insurance and housing support.</p> <p>31. I am given the opportunity to participate in continuous training programmes to improve my work.</p>	<p>13. 我在旅游和酒店方面的工作与我的学历和专业资质相符合。</p> <p>14. 我受过充分的培训去完成我的工作。</p> <p>15. 我从同事和经理那里得到了足够的支持来完成我的工作。</p> <p>16. 我的工作有详细的指令和工作描述。</p> <p>17. 我的工作是在健康和无风险的环境中完成的。</p> <p>18. 完成我的工作所需的精力是合理的。</p> <p>19. 公司开展的培训项目可以加强员工的安全及改善工作环境。</p> <p>20. 我的工作不会影响健康。</p> <p>21. 我的工作提供足够的医疗福利计划。</p> <p>22. 我觉得在工作中与人互动是安全的。</p> <p>23. 在工作中, 我不会受到辱骂和精神虐待。</p> <p>24. 在旅游和酒店行业, 包含兼职全职在内的所有员工都能获得医疗保障。</p>
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<p>32. Employee training is encouraged to broaden our knowledge and develop our talents in the tourism and hospitality industry.</p> <p>33. Training is offered to increase my chances of career advancement.</p> <p>34. Specific training related to my work in the tourism and hospitality industry is offered to improve my performance.</p> <p>35. New employees are appropriately trained to adapt to their work in the tourism and hospitality industry.</p> <p>36. Employees are given the support to take part in external training, i.e. outside the company.</p> <p>37. Systematic plans of training are provided for all employees in the tourism and hospitality industry.</p> <p>38. I feel stable and promising with my career in the tourism and hospitality industry.</p> <p>39. I have a good prospect for my career in the tourism and hospitality industry.</p> <p>40. Training is optional on personal interests and requests.</p> <p>41. I benefit from the contents learnt from the training.</p> <p>42. The contents of the training are not limited to the tourism and hospitality industry.</p> <p>43. I feel confident in my skills and knowledge with the training.</p> <p>44. I have free time during the week to rest and do non-work activities (leisure, culture, etc.).</p> <p>45. My work-life balance is positive.</p> <p>46. I am well-informed about my working schedule.</p> <p>47. It is easy for me to reconcile my family and personal life with my job in the tourism and hospitality industry.</p>	<p>25. 在旅游和酒店行业, 所有员工都可以报销工伤费用。</p> <p>26. 旅游和酒店行业提供中国国家劳动法要求的医疗保健服务。</p> <p>27. 旅游和酒店行业促进社会对话和集体谈判, 以保障员工权利。</p> <p>28. 劳动权利的捍卫和协商是基于行业内所有员工的共同利益。</p> <p>29. 旅游业和酒店业的组织政策和项目是为了减少不平等而制定的。</p> <p>30. 旅游业和酒店业的雇员受到医疗保险和住房支助等社会服务的保护, 免受风险和不确定性的影响。</p> <p>31. 我有机会参加持续的培训计划, 以改善我的工作。</p> <p>32. 在旅游和酒店行业, 为了拓展知识培养人才, 鼓励开展员工培训。</p> <p>33. 公司提供培训, 以增加我职业发展的机会。</p> <p>34. 为提高我的工作绩效, 公司提供了与旅游和酒店行业相关的具</p>
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<p>48. I am free to combine work and study.</p> <p>49. I have flexibility about my working conditions when I need them (schedules, shifts, etc.).</p> <p>50. I have the freedom to make any comments on my jobs.</p> <p>51. I have the freedom to choose my working mode.</p> <p>52. I am free to adjust my workload under permission.</p> <p>53. I have the freedom to express myself to my working peers.</p> <p>54. I feel open to sharing my opinions with my management.</p> <p>55. Equal opportunities and treatment in employment are guaranteed in the tourism and hospitality industry.</p> <p>56. There is no discrimination at work depending on whether you are a man or a woman in the tourism and hospitality industry.</p> <p>57. There is equal opportunity for promotion and career advancement in the tourism and hospitality industry, regardless of gender.</p> <p>58. There is equal opportunity for promotion and career advancement in the tourism and hospitality industry, regardless of age.</p> <p>59. There is no discrimination based on personal characteristics.</p> <p>60. There is equal opportunity for benefits, whether part-timer or full-time in the tourism and hospitality industry.</p> <p>61. I have sufficient support from new technology to perform my job better.</p> <p>62. I do not feel threatened by technology.</p> <p>63. I can learn new technology from my job in the tourism and hospitality industry.</p> <p>64. Technology increases my work efficiency.</p> <p>65. I interact well with technology in the tourism and hospitality</p>	<p>体培训。</p> <p>35. 旅游酒店行业会为新员工提供适当的培训帮助他们尽快适应工作。</p> <p>36. 旅游酒店行业的公司会支持员工参加外部培训, 即非公司组织的培训。</p> <p>37. 在旅游和酒店行业, 所有员工都有系统的培训计划。</p> <p>38. 我在旅游和酒店行业的职业生涯是稳定和有前途的。</p> <p>39. 我在旅游和酒店行业的职业前景很好。</p> <p>40. 旅游酒店行业的培训可根据个人兴趣和需求选择。</p> <p>41. 旅游酒店行业培训的内容让我受益匪浅。</p> <p>42. 旅游酒店行业培训的内容并不局限于旅游和酒店行业。</p> <p>43. 通过旅游酒店行业培训, 我对自己的技能和知识充满信心。</p> <p>44. 我周中有空闲时间休息并从事一些与工作无关的活动 (休闲、</p>
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industry.

66. I am inspired to learn more about technology.

67. The values of my career in the tourism and hospitality industry match my life values.

68. The values of the tourism and hospitality industry align with my life values.

69. I feel respected while doing my job in the tourism and hospitality industry.

70. My family and friends value my career in the in the tourism and hospitality industry.

71. I feel proud of my career in the tourism and hospitality industry.

72. I feel sense of achievement based on my job performance.

73. My career in the tourism and hospitality industry plays an important part of my life.

文化等)。

45. 我的工作和生活是达到平衡的。

46. 我对我的工作日程了如指掌。

47. 我很容易协调家庭和个人生活与我在旅游酒店的工作。

48. 我可以自由地把工作和学习结合起来。

49. 当我需要的时候, 我可以灵活安排我的工作情况(时间表, 班次等)。

50. 我可以自由地对我的工作发表任何意见。

51. 我可以自由地选择工作方式。

52. 在允许的情况下, 我可以自由调整我的工作量。

53. 我可以自由地向同事表达自己想法。

54. 我愿意与管理层分享我的意见。

55. 旅游和酒店行业保障了平等的就业机会和待遇。

	<p>56. 在旅游和酒店行业，不会因你是男性还是女性而受到歧视。</p> <p>57. 在旅游和酒店行业，无论性别，都有平等的晋升和发展机会。</p> <p>58. 在旅游和酒店行业，无论年龄大小，都有平等的晋升和发展机会。</p> <p>59. 工作中不存在基于针对个人特征的歧视。</p> <p>60. 在旅游和酒店行业，无论是兼职还是全职，都有平等的机会获得福利。</p> <p>61. 科技发展给了我足够的支持，让我能更好地完成工作。</p> <p>62. 我不觉得科技对我的工作构成威胁。</p> <p>63. 我可以从旅游和酒店行业的工作中学到新的科技技术。</p> <p>64. 科技提高了我的工作效率。</p> <p>65. 在旅游和酒店行业工作中，我与科技互动良好。</p>
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	<p>66. 我通过我的工作受到启发，想要更多地学习科技技术。</p> <p>67. 在旅游和酒店行业工作的职业价值观与我的人生价值观相匹配。</p> <p>68. 旅游和酒店行业所体现的价值观与我的人生价值观一致。</p> <p>69. 我在旅游酒店行业的工作中感到被尊重。。</p> <p>70. 我的家人和朋友很重视我在旅游和酒店行业的工作。</p> <p>71. 我对在旅游酒店行业工作感到自豪。</p> <p>72. 我对我的工作表现（酒店旅游行业）感到很有成就感。</p> <p>73. 我在旅游和酒店行业的工作在我的生活中扮演着重要的角色。</p>
<p><b>Career Optimism</b></p> <p>1. I get excited when I think about my career in the tourism and hospitality industry.</p> <p>2. Thinking about my career in the tourism and hospitality industry inspires me.</p> <p>3. It is easy for me to set career goals related to my future in the tourism and hospitality industry.</p> <p>4. It is easy to relate my abilities to a specific career plan in the</p>	<p><b>职业乐观</b></p> <p>1. 当想到我在旅游和酒店行业的职业生涯时，我感到很兴奋。</p> <p>2. 想到在旅游和酒店行业的职业生涯，会使我受到鼓舞。</p> <p>3. 我很容易设定未来在旅游和酒店行业相关的职业目标。</p>

<p>tourism and hospitality industry.</p> <p>5. I understand my work-related interests.</p> <p>6. I am eager to pursue my career dreams in the tourism and hospitality industry.</p> <p>7. It is easy to discover the right career path in the tourism and hospitality industry.</p> <p>8. Planning my career path in the tourism and hospitality industry is a natural activity.</p> <p>9. I will definitely make the right decisions on my career in the tourism and hospitality industry.</p> <p>10. I know the career in the tourism and hospitality industry is best for me.</p> <p>11. I am well-prepared for a successful career in the tourism and hospitality industry.</p> <p>12. I can secure employment in the tourism and hospitality industry.</p> <p>13. I can advance in the tourism and hospitality industry</p>	<p>4. 我很容易将自己的能力与旅游和酒店业的职业规划联系起来。</p> <p>5. 我有与工作有关的兴趣。</p> <p>6. 我渴望在旅游和酒店行业追求我的职业梦想。</p> <p>7. 我在旅游和酒店行业很容易找到正确的职业道路。</p> <p>8. 规划我在旅游和酒店行业的职业道路是一项自然而然的活动。</p> <p>9. 我将会在旅游和酒店行业的职业生涯中做出正确的决定。</p> <p>10. 我知道旅游和酒店业的工作是适合我的。</p> <p>11. 我能够在旅游和酒店业获得工作。</p> <p>12. 我能够在旅游和酒店行业晋升。</p>
<p><b>Career Adaptability</b></p> <p>1. Thinking about what my future will be like</p> <p>2. Realizing that today's choices shape my future</p> <p>3. Preparing for the future</p> <p>4. Becoming aware of the educational and career choices that I must make</p> <p>5. Planning how to achieve my goals</p>	<p><b>职业适应力</b></p> <p>1. 我有能力思考我的未来会是什么样的。</p> <p>2. 我能意识到现在的选择会塑造我的未来。</p> <p>3. 我有为未来做准备的能力。</p>

6. Concerned about my career	4. 我能够觉察到我必须做出教育和职业相关的选择。
7. Keeping upbeat	5. 我能够计划如何实现我的目标。
8. Making decisions by myself	6. 我有能力关注我的职业生涯。
9. Taking responsibility for my actions	7. 我能够保持乐观。
10. Sticking up for my beliefs	8. 我可以靠自己做决定。
11. Counting on myself	9. 我能够为我的行为负责。
12. Doing what's right for me	10. 我执着于我的信念。
13. Exploring my surroundings	11. 我依靠我自己。
14. Looking for opportunities to grow as a person	12. 我有能力做自己认为正确的事情。
15. Investigating options before making a choice	13. 我有探索周围环境的能力。
16. Observing different ways of doing things	14. 我能够寻找机会得到成长。
17. Probing deeply into questions I have	15. 我能在做出选择前了解各种选择。
18. Becoming curious about new opportunities	16. 我能观察到做事情的不同方式。
19. Performing tasks efficiently	
20. Taking care to do things well	
21. Learning new skills	
22. Working up to my ability	
23. Overcoming obstacles	
24. Solving problems	
25. Playing my part on a team	
26. Getting along with all kinds of people	
27. Compromising with other people	
28. Learning to be a good listener	
29. Sharing with others	
30. Hiding my true feelings for the good of the group	

	<ul style="list-style-type: none"><li>17. 我有深入探索问题的能力。</li><li>18. 我会对新的机会感到好奇。</li><li>19. 我有能力有效地完成任务。</li><li>20. 我有责任心把事情做好。</li><li>21. 我有能力学习新技能。</li><li>22. 我能够逐步发展我的能力。</li><li>23. 我能够克服困难。</li><li>24. 我有解决问题的能力。</li><li>25. 我能够在团队中发挥我的作用</li><li>26. 我能够和各种各样的人相处</li><li>27. 我能够向他人妥协</li><li>28. 我能够学习做一个好的倾听者</li><li>29. 我能够与他人分享</li></ul>
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	30.我能够为了团体的利益隐藏我的真实感受
<p><b>Career Commitment</b></p> <p>1. I really feel as if this industry's problems are my own.  2. I feel a strong sense of belonging to this industry.  3. I feel like part of the family at this industry.  4. Too much of my life would be disrupted if I decided I wanted to leave this industry now.  5. I feel that I have too few options to consider leaving this industry.  6. Right now, staying this industry is a matter of necessity.  7. I would not leave this industry because I have a sense of obligation to it.  8. I would feel guilty if I left this industry.  9. I have no intention to leave this industry.  10. If I could get another job that is different from this one and paid the same amount, I would probably take it.  11. If I could do it all over again, I would still choose to work in this profession.  12. I am not disappointed that I ever entered this profession.</p>	<p><b>职业忠诚</b></p> <p>1. 我将旅游酒店行业的问题视为自己的问题来对待。。  2. 我对旅游酒店行业有强烈的归属感。  3. 我觉得自己是行业的一份子。  4. 如果我现在决定离开旅游酒店行业, 我的生活会受到很大影响。  5. 我觉得如果我离开旅游酒店行业, 我的选择太少。  6. 目前, 留在行业工作是必要的。  7. 出于对旅游酒店的责任感, 我不会离开。  8. 如果我离开旅游酒店行业, 我会感到内疚。  9. 我不打算离开旅游酒店行业。  10. 如果我能找到不同于这份工作并且薪水相同的另一份工作, 我可能会接受它。</p>

	11. 如果我可以重新来过，我仍然会选择在旅游酒店行业工作。
	12. 我对自己进入旅游酒店行业并不感到失望。

Table 6-1: Full measurement scale used in pilot study

### *6.1.2 Data Collection*

After the preparation of full measurement scale, a pilot study is ready to be conducted with a certain number of participants in advance of the main survey. The primary objective of this practice is to validate the content of the selected measurement items, as a preliminary step in the development of the instrument. The aforementioned task is accomplished through the utilization of a Cronbach's alpha coefficient, item-to-total correlation, and exploratory factor analysis (EFA) to analyze the gathered data. Secondly, the objective is to guarantee the clarity and feasibility of the questionnaire. The examination is administered to evaluate the practicality of the forthcoming comprehensive investigation, particularly with regards to logistical considerations.

The pilot study was conducted from November to December 2022. The questionnaire is distributed via the online platform called WenJuanXing. A 7-point Likert-type scale (1 = strongly disagree; 7 = strongly agree) was applied. A total of 348 questionnaires were collected through the author's personal networking. The author asked friends and previous classmates currently working in tourism and hospitality industry to help. In addition, the author reached out to several tourism and hospitality organizations in Mainland China to seek assistance for survey distribution. Data from these questionnaires is then screened and analysed by the utilization of the software IBM SPSS Statistics 20.0. Data screening and analysis for the pilot test followed the guidelines of the data analysis methods proposed for the main survey.

### *6.1.3 Data Screening and Normality*

Missing data, i.e. valid values which are not available for analysis, can affect the procedure and results of data analysis. Hence, this issue should usually be addressed before the analysis. 5 cases were removed due to missing values and invalid responses. 343 responses were considered valid for further tests.

A normality test was conducted to inform the skewness and kurtosis variations in the pilot study. The result, as reported in Table 9, indicate that all items were within the acceptable range for skewness from -0.746 to -0.039 (Hair et al., 2010). The univariate institutionalized kurtosis generally indicated a normal distribution across the data from -0.955 to 0.190. This suggested that the data did not depart very much from normality, i.e. that the data could be assumed to be normally distributed.

<b>Item</b>	<b>N</b>	<b>Mean</b>	<b>S.D.</b>	<b>Skewness</b>	<b>S.E. of</b>	<b>Kurtosis</b>	<b>S.E. of</b>
						<b>Skewness</b>	
<b>Decent Work</b>							
DW-Fairness1	343	4.60	1.693	-.316	.132	-.588	.263
DW-Fairness2	343	4.77	1.553	-.238	.132	-.607	.263
DW-Fairness3	343	4.57	1.629	-.191	.132	-.635	.263
DW-Fairness4	343	4.42	1.768	-.122	.132	-.955	.263
DW-Fairness5	343	4.17	1.809	-.039	.132	-.952	.263
DW-Fairness6	343	4.45	1.659	-.172	.132	-.686	.263
DW-Fairness7	343	5.04	1.520	-.310	.132	-.787	.263
DW-Fairness8	343	5.09	1.480	-.308	.132	-.726	.263
DW-Fairness9	343	5.18	1.514	-.503	.132	-.357	.263
DW-Fairness10	343	5.21	1.537	-.517	.132	-.608	.263
DW-Productivity1	343	5.11	1.543	-.537	.132	-.418	.263
DW-Productivity2	343	5.29	1.416	-.607	.132	-.117	.263
DW-Productivity3	343	5.10	1.567	-.551	.132	-.311	.263
DW-Productivity4	343	5.18	1.450	-.492	.132	-.361	.263
DW-Productivity5	343	5.27	1.371	-.426	.132	-.209	.263
DW-Productivity6	343	5.13	1.439	-.397	.132	-.358	.263
DW-Security1	343	5.16	1.436	-.427	.132	-.355	.263
DW-Security2	343	5.03	1.546	-.503	.132	-.252	.263
DW-Security3	343	5.19	1.444	-.522	.132	-.264	.263

DW-Security4	343	5.01	1.637	-.486	.132	-.452	.263
DW-Security5	343	5.11	1.511	-.506	.132	-.279	.263
DW-Security6	343	5.13	1.512	-.520	.132	-.259	.263
DW-Security7	343	4.92	1.669	-.376	.132	-.749	.263
DW-Security8	343	5.02	1.585	-.428	.132	-.544	.263
DW-Security9	343	5.13	1.508	-.456	.132	-.344	.263
DW-Security10	343	5.28	1.454	-.474	.132	-.522	.263
DW-Social Protection1	343	5.22	1.481	-.446	.132	-.497	.263
DW-Social Protection2	343	5.31	1.446	-.534	.132	-.271	.263
DW-Social Protection3	343	5.08	1.413	-.438	.132	.026	.263
DW-Social Protection4	343	5.08	1.437	-.324	.132	-.352	.263
DW-Prospect for Personal Development1	343	5.22	1.449	-.571	.132	-.227	.263
DW-Prospect for Personal Development2	343	5.28	1.456	-.644	.132	.065	.263
DW-Prospect for Personal Development3	343	5.23	1.454	-.572	.132	-.164	.263
DW-Prospect for Personal Development4	343	5.20	1.441	-.516	.132	-.238	.263
DW-Prospect for Personal Development5	343	5.34	1.392	-.530	.132	-.208	.263
DW-Prospect for Personal Development6	343	5.08	1.509	-.463	.132	-.294	.263

DW-Prospect for Personal Development7	343	5.09	1.453	-.394	.132	-.409	.263
DW-Prospect for Personal Development8	343	4.90	1.553	-.376	.132	-.495	.263
DW-Prospect for Personal Development9	343	4.79	1.598	-.298	.132	-.577	.263
DW-Prospect for Personal Development10	343	4.89	1.579	-.448	.132	-.358	.263
DW-Prospect for Personal Development11	343	5.11	1.437	-.416	.132	-.282	.263
DW-Prospect for Personal Development12	343	5.04	1.486	-.377	.132	-.340	.263
DW-Prospect for Personal Development13	343	5.06	1.464	-.342	.132	-.470	.263
DW-Freedom1	343	5.15	1.495	-.552	.132	-.192	.263
DW-Freedom2	343	4.90	1.520	-.420	.132	-.185	.263
DW-Freedom3	343	5.21	1.452	-.445	.132	-.352	.263
DW-Freedom4	343	4.87	1.536	-.333	.132	-.469	.263
DW-Freedom5	343	4.92	1.454	-.195	.132	-.462	.263
DW-Freedom6	343	4.89	1.630	-.591	.132	-.158	.263
DW-Freedom7	343	4.74	1.680	-.345	.132	-.697	.263
DW-Freedom8	343	4.61	1.748	-.347	.132	-.712	.263
DW-Freedom9	343	4.66	1.738	-.422	.132	-.622	.263
DW-Freedom10	343	4.97	1.551	-.500	.132	-.259	.263

DW-Freedom11	343	4.84	1.614	-.367	.132	-.576	.263
DW-Equality1	343	4.96	1.484	-.340	.132	-.267	.263
DW-Equality2	343	4.97	1.587	-.402	.132	-.573	.263
DW-Equality3	343	5.01	1.563	-.482	.132	-.352	.263
DW-Equality4	343	4.89	1.570	-.331	.132	-.493	.263
DW-Equality5	343	4.97	1.587	-.397	.132	-.483	.263
DW-Equality6	343	4.89	1.601	-.369	.132	-.470	.263
DW-Technological Interaction1	343	5.35	1.379	-.668	.132	.155	.263
DW-Technological Interaction2	343	5.09	1.464	-.286	.132	-.635	.263
DW-Technological Interaction3	343	5.23	1.407	-.452	.132	-.297	.263
DW-Technological Interaction4	343	5.40	1.349	-.468	.132	-.567	.263
DW-Technological Interaction5	343	5.30	1.333	-.355	.132	-.584	.263
DW-Technological Interaction6	343	5.36	1.283	-.349	.132	-.529	.263
DW-Respect1	343	5.22	1.370	-.340	.132	-.400	.263
DW-Respect2	343	5.09	1.442	-.307	.132	-.386	.263
DW-Respect3	343	4.86	1.599	-.361	.132	-.546	.263
DW-Respect4	343	4.91	1.572	-.399	.132	-.403	.263
DW-Respect5	343	5.03	1.516	-.419	.132	-.456	.263

DW-Respect6	343	5.06	1.503	-.500	.132	-.212	.263
DW-Respect7	343	5.16	1.448	-.503	.132	-.116	.263
<b>Career Optimism</b>							
CO1	343	5.02	1.571	-.590	.132	-.169	.263
CO2	343	4.95	1.522	-.472	.132	-.199	.263
CO3	343	4.91	1.542	-.406	.132	-.406	.263
CO4	343	5.04	1.530	-.562	.132	-.173	.263
CO5	343	5.13	1.412	-.371	.132	-.331	.263
CO6	343	4.95	1.533	-.451	.132	-.298	.263
CO7	343	4.92	1.536	-.388	.132	-.407	.263
CO8	343	4.95	1.553	-.416	.132	-.379	.263
CO9	343	5.11	1.418	-.321	.132	-.476	.263
CO10	343	4.97	1.542	-.480	.132	-.253	.263
CO11	343	5.21	1.362	-.338	.132	-.385	.263
CO12	343	5.14	1.403	-.449	.132	-.182	.263
<b>Career Adaptability</b>							
CA-Concern	343	5.40	1.417	-.694	.132	-.015	.263
CA-Concern	343	5.30	1.402	-.495	.132	-.304	.263
CA-Concern	343	5.31	1.424	-.648	.132	.157	.263
CA-Concern	343	5.34	1.360	-.560	.132	.139	.263
CA-Concern	343	5.31	1.335	-.541	.132	-.069	.263
CA-Concern	343	5.27	1.340	-.423	.132	-.240	.263
CA-Control	343	5.38	1.318	-.449	.132	-.357	.263
CA-Control	343	5.42	1.293	-.426	.132	-.453	.263

CA-Control	343	5.59	1.265	-.653	.132	-.123	.263
CA-Control	343	5.41	1.332	-.388	.132	-.786	.263
CA-Control	343	5.52	1.265	-.537	.132	-.242	.263
CA-Control	343	5.49	1.366	-.651	.132	-.101	.263
CA-Curiosity	343	5.54	1.246	-.541	.132	-.289	.263
CA-Curiosity	343	5.44	1.294	-.371	.132	-.666	.263
CA-Curiosity	343	5.44	1.292	-.404	.132	-.664	.263
CA-Curiosity	343	5.50	1.263	-.574	.132	-.062	.263
CA-Curiosity	343	5.44	1.294	-.562	.132	-.150	.263
CA-Curiosity	343	5.53	1.284	-.575	.132	-.278	.263
CA-Confidence	343	5.50	1.300	-.638	.132	-.167	.263
CA-Confidence	343	5.67	1.211	-.577	.132	-.587	.263
CA-Confidence	343	5.58	1.254	-.588	.132	-.345	.263
CA-Confidence	343	5.58	1.308	-.667	.132	-.194	.263
CA-Confidence	343	5.59	1.239	-.514	.132	-.482	.263
CA-Confidence	343	5.62	1.283	-.746	.132	.068	.263
CA-Collaboration	343	5.53	1.270	-.480	.132	-.558	.263
CA-Collaboration	343	5.51	1.288	-.507	.132	-.525	.263
CA-Collaboration	343	5.31	1.306	-.358	.132	-.397	.263
CA-Collaboration	343	5.64	1.306	-.765	.132	.190	.263
CA-Collaboration	343	5.58	1.306	-.691	.132	-.082	.263
CA-Collaboration	343	5.42	1.350	-.633	.132	.063	.263
<b>Career Commitment</b>							
CC1	343	5.31	1.427	-.672	.132	-.002	.263

CC2	343	5.11	1.421	-.387	.132	-.191	.263
CC3	343	5.23	1.426	-.557	.132	-.174	.263
CC4	343	4.99	1.554	-.521	.132	-.252	.263
CC5	343	5.02	1.505	-.521	.132	-.143	.263
CC6	343	5.05	1.494	-.530	.132	-.122	.263
CC7	343	4.92	1.611	-.571	.132	-.164	.263
CC8	343	4.59	1.752	-.435	.132	-.477	.263
CC9	343	4.80	1.724	-.448	.132	-.520	.263
CC10	343	5.22	1.416	-.467	.132	-.241	.263
CC11	343	4.86	1.675	-.551	.132	-.303	.263
CC12	343	5.03	1.556	-.578	.132	-.046	.263

Table 6-2: Normality test result

#### 6.1.4 Respondent Profile

Table 10 shows the demographic and socio-demographic profile of respondents in the pilot study. One-third of the respondents are male. More than half of the respondents worked in the industry for less than 3 years as full-time staff. Around 20% of the respondents earn more than 7000 RMB per month. Majority of the respondents work in big cities, such as Beijing, Shanghai, Shenzhen, etc. Their positions were mostly related to hospitality industry, including frontline staff, F&B service staff, etc.

		Frequency	Percentage
<i>Gender</i>	Female	213	62.1
	Male	130	37.9
<i>Marital status</i>	Single	210	61.2
	Married	114	33.2
<i>Length of work experience in the tourism and hospitality industry</i>	Others	19	5.5
	Less than one year	103	30
	1-3 years	121	35.3
	4-6 years	48	14
	7-9 years	33	9.6
	More than 10 years	38	11.1
<i>Contract</i>	Full-time	260	
	Part-time	28	
	Others (By hour)	54	

Salary after tax (RMB)	Less than 3000	78	22.7
	3001 – 5000	101	29.4
	5001 – 7000	66	19.2
	7001 – 9000	37	10.8
	9001 – 12000	31	9.0
	12001 – 15000	13	3.8
	More than 15000	17	5.0

Table 6-3: Respondent profile of pilot study

#### 6.1.5 Exploratory Factor Analysis

To identify the measurement scales of decent work, exploratory factor analysis was applied to identify the underlying dimensionality. Exploratory factor analysis is suitable for reducing the number of items under investigation and detecting the composition of factors suitable for subsequent analysis (Hair et al., 2010). A number of indications should be fulfilled to detect which factor loadings are suitable and which dimensions are acceptable for factorability.

- Items should be correlated (Hair et al., 2010). A significant Bartlett's test of sphericity is valuable for this.
- The measure of sample adequacy should be greater than 0.5 for the overall test.
- The eigenvalues of each derived factor should also be equal to or greater than 1.
- Factor loadings equal to or greater than 0.32 are recommended (Tabachnick & Fidell, 2001).

- Communality, which indicates the proportion of total shared variance, is significant at 0.40 (Stevens, 2002).
- Internal reliability is attained when Cronbach's alpha is equal to or above 0.7.

The pilot study sample was subjected to exploratory factor analysis (EFA) via principal axis factoring with Promax. After four rounds of EFA, 42 items remained with satisfactory indicators. The final EFA was performed with the remaining 42 items. The KMO measure of sampling adequacy (0.962) and Bartlett's test of sphericity ( $\chi^2 = 13995.216$ ,  $df = 861$ ,  $p < 0.001$ ) demonstrated the adequacy of the pilot data for EFA (Tabachnick and Fidell 2013). As presented in table below, seven factors had eigenvalues greater than 1, and all items met the criterion for commonality ( $>0.50$ ) and loaded on related factors; factor loadings ranged from 0.645 to 0.778. Item–total correlations exceeded 0.70, and all Cronbach's alphas exceeded 0.70, reflecting a high level of internal consistency or reliability (Tabachnick and Fidell 2013).

<i>Construct and Item</i>	<i>Communalities</i>	<i>Factor</i>	<i>Item to Total</i>	<i>Eigenvalue</i>	<i>Variance</i>
	<i>Loading</i>	<i>Correlation</i>		<i>Explained</i>	
Fairness ( $\alpha = 0.930$ )				25.635	55.585%
<b>1. My salary is adequate, considering my educational level.</b>	0.753	0.914	0.818		
<b>2. My salary is adequate, considering my professional experience.</b>	0.704	0.811	0.793		
<b>3. My salary is within the average of what is paid for similar jobs in other industries.</b>	0.677	0.827	0.782		
<b>4. My salary is adequate, considering my workload.</b>	0.720	0.824	0.814		
<b>5. My salary is adequate considering my interests and hobbies.</b>	0.648	0.762	0.773		

**6. My salary matches the culture and image promoted by the company.** 0.675 0.748 0.793

**Legality (  $\alpha = 0.926$  )** 2.715 5.777%

**7. My salary is appropriately paid according to my contract.** 0.713 0.651 0.791

**8. My salary is appropriately paid according to national labour law.** 0.808 0.886 0.842

**9. My benefits is appropriately paid according to my contract.** 0.746 0.732 0.839

**10. My benefits is appropriately paid according to national labour law.** 0.758 0.736 0.837

**Personal Development (  $\alpha = 0.946$  )** 2.247 4.708

**11. I have sufficient training to perform my job.** 0.581 0.575 0.744

**12. Detailed instructions and job descriptions for my jobs are provided.** 0.664 0.642 0.793

**13. Training programmes are developed to increase safety and improve the working environment of employees.** 0.606 0.534 0.764

**14. I am given the opportunity to participate in continuous training programmes to improve my work.** 0.730 0.737 0.834

**15. Employee training is encouraged to broaden our knowledge and develop our talents in the tourism and hospitality industry.** 0.758 0.790 0.805

**16. Training is offered to increase my chances of career advancement.** 0.725 0.720 0.844

**17. Specific training related to my work in the tourism** 0.727 0.638 0.838

**and hospitality industry is offered to improve my**  
**performance.**

**18. New employees are appropriately trained to adapt** 0.687 0.569 0.803

**to their work in the tourism and hospitality industry.**

**Freedom and Equality** 1.504 2.936  
( $\alpha = 0.966$ )

**19. My work-life balance is positive.** 0.641 0.673 0.710

**20. It is easy for me to reconcile my work, family and** 0.648 0.589 0.762  
**personal life with my job.**

**21. I am free to combine work and study.** 0.677 0.577 0.769

**22. I have flexibility about my working conditions** 0.641 0.759 0.783  
**when I need them (schedules, shifts, etc.).**

**23. I have the freedom to make any comments on my jobs.** 0.736 0.865 0.831

**24. I have the freedom to choose my working mode.** 0.721 0.891 0.811

**25. I am free to adjust my workload under permission.** 0.740 0.887 0.819

**26. I have the freedom to express myself to my working peers.** 0.699 0.838 0.807

**27. I feel open to sharing my opinions with my management.** 0.695 0.6 0.807

**28. Equal opportunities and treatment in employment are guaranteed in the tourism and hospitality industry.** 0.747 0.531 0.833

**29. There is no discrimination at work depending on whether you are a man or a woman in the tourism and** 0.657 0.527 0.766

**hospitality industry.**

**30. There is equal opportunity for promotion and** 0.717 0.581 0.793

**career advancement in the tourism and hospitality**

**industry, regardless of gender.**

**31. There is equal opportunity for promotion and** 0.761 0.64 0.830

**career advancement in the tourism and hospitality**

**industry, regardless of age.**

**32. There is no discrimination based on ethnic group or** 0.714 0.652 0.815

**gender.**

**33. There is equal opportunity for benefits, whether** 0.712 0.802 0.822

**part-timer or full-time.**

**Technological Interaction and Respect (  $\alpha =0.954$  )** 1.102 1.949

**34. I have sufficient support from new technology to** 0.750 0.688 0.839

perform my job better.

**35. I do not feel threatened by technology.** 0.571 0.529 0.722

**36. I can learn new technology from my job in the tourism and hospitality industry.** 0.761 0.765 0.849

**37. Technology increases my work efficiency.** 0.809 0.873 0.832

**38. I interact well with technology in the tourism and hospitality industry.** 0.813 0.884 0.857

**39. I am inspired to learn more about technology.** 0.760 0.885 0.823

**40. I feel proud of my career in the tourism and hospitality industry.** 0.732 0.532 0.790

**41. I feel sense of achievement based on my job performance.** 0.710 0.632 0.827

**42. My career in the tourism and hospitality industry** 0.709 0.555 0.809

**plays an important part of my life.**

Table 6-4: Exploratory factor analysis result for the pilot study (N= 348)

### *6.1.6 Revision for main survey*

The purpose of the pilot study was to purify measurement items for the proposed constructs. Thirty-one items were identified as statistically insufficient for measuring their relevant constructs and were removed from the questionnaire for the main survey. A total of 96 items remained in order to measure the 4 proposed constructs. Before the main study, expert reviews were done again to identify the dimensions of the decent work. The four dimensions were suggested to divide into six. Thus, fairness is measured by 6 items. Legality is measured by 4 items. Personal Development is measured by 8 items. Freedom is measured by 9 items. Equality is measured by 6 items. Technological Interaction is measured by 6 items. The final dimension, respect, is measured by 3 items. For the other three constructs, career optimism is measured by 12 items. Career adaptability is measured by 30 items, grouped into 5 dimensions. Career commitment is measured by 12 items. The final questionnaire for the main study is presented in Appendix 5.

## **6.2 Main Study**

### *6.2.1 Respondent Profile*

Following the pilot study, the main study was conducted to validate decent work (42 items encompassing seven dimensions) by testing the scale's reliability, convergent validity, and discriminant validity. Since the present study aims to understand the relationships among decent work and other constructs, career adaptability and career

commitment were added to the main questionnaire. 7-point Likert-type scale (1 = strongly disagree to 7 = strongly agree) was still used. Sociodemographic variables were also used to profile the respondents more effectively. Data collection was conducted by a company called Wenjuanxing in July 2023. The sample was limited to full-time Generation Y employees working in the hospitality industry in China. 483 valid respondents were collected. Table below presents the details profiles of the respondents.

	Item	Frequency	Percentage	Cumulative Percent
Gender	Male	203	42.029	42.029
	Female	280	57.971	100.000
Year of birth	1980-1982	14	2.899	2.899
	1983-1985	45	9.317	12.215
	1986-1988	78	16.149	28.364
	1989-1991	151	31.263	59.627
	1992-1994	195	40.373	100.000
Marital status	Single	40	8.282	8.282
	Married	441	91.304	99.586
	Other	2	0.414	100.000
Number of children	Two or more	84	17.391	17.391
	One	341	70.600	87.992
	None	58	12.008	100.000
Educational background	Secondary school / High school	11	2.277	2.277
	Technical school / Vocational college	5	1.035	3.313
	Junior college	83	17.184	20.497
	Bachelor's degree	367	75.983	96.480
	Master's degree	17	3.520	100.000
Major in tourism/hotel management	Technical school	7	1.449	1.449
	Junior college	92	19.048	20.497
	Bachelor's degree	341	70.600	91.097
	Graduate degree	12	2.484	93.582
	Different major	31	6.418	100.000
Years of work experience	Less than 1 year	2	0.414	0.414
	1-3 years	54	11.180	11.594
	4-6 years	194	40.166	51.760

Item	Frequency	Percentage	Cumulative Percent
7-9 years	172	35.611	87.371
More than 10 years	61	12.629	100.000
1,501-2,500 yuan	1	0.207	0.207
2,501-4,000 yuan	9	1.863	2.070
4,001-5,000 yuan	30	6.211	8.282
Monthly income after tax	5,001-8,000 yuan	116	24.017
	8,001-10,000 yuan	126	26.087
	10,001-15,000 yuan	116	24.017
	15,001-20,000 yuan	52	10.766
	20,001 yuan or more	33	6.832
Total	483	100.0	100.0

Table 6-5: Respondent profile of main study (N=483)

### 6.2.2 Confirmatory Factor Analysis Guideline

The seven-dimension structure that was initially established through exploratory factor analysis (EFA) was then confirmed and validated through confirmatory factor analysis (CFA) utilizing the sample collected. CFA serves as a subsequent procedure to EFA. This is performed with the purpose of verifying or substantiating the factor constructs that arise from an exploratory factor analysis (EFA) (Hair et al., 2010). The focus of the CFA is on examining the relationship between factors and their corresponding measured variables, specifically within the context of the measurement model in structural equation modelling (SEM) (Byrne, 2010). According to Byrne (2010), the inclusion of CFA is imperative in the construction of a structural or regression model within the framework of SEM. The primary objective during this phase is to establish the validity of a measuring model. The validity of a measurement model is often assessed based on two key indicators: (1) model fit, and (2) construct validity.

The concept of model fit pertains to the extent to which the suggested model adequately explains the interrelationships among variables within the given dataset. A model is

considered satisfactory when it has a strong fit, effectively capturing the significant correlations present within the dataset. According to Barrett (2007), the Chi-square statistic is considered the most straightforward and apparent measure of model fit. Nevertheless, the influence of the sample size is crucial, as the significance of the Chi-square statistic tends to decrease with larger sample sizes. It is possible to utilize a normed Chi-square as a measure of goodness-of-fit, which is defined as the ratio of the Chi-square statistic to the degrees of freedom associated with the model. Models with ratios of 3:1 or less were related with a better fit, based on a sample size of fewer than 750 (Hair et al., 2010).

The Goodness-of-fit index (GFI) is an indicator that exhibits low sensitivity to variations in sample size, as noted by Hair et al. (2010). According to Hair et al. (2010), GFI values greater than 0.90 are generally seen as indicative of good quality. The root mean square error of approximation (RMSEA) is a commonly utilized index for evaluating absolute fit measures, as noted by Byrne (2001). It is suggested that RMSEA values below 0.05 are considered a good fit, values between 0.05 and 0.08 suggest a moderate fit, and values over 0.10 indicate a bad fit (Hair et al., 2010). The Comparative Fit Index (CFI) is a commonly employed metric in academic research. In the evaluation of model fit, it is generally acknowledged that CFI values of 0.8 are deemed to be modest, while values of 0.9 or higher are typically accepted, and values of 0.95 or higher are regarded excellent (Hair et al., 2010). The Tucker Lewis index (TLI) is a statistical measure that evaluates the difference between the normed Chi-squared values of the null model and the specified model, while accounting for the complexity of the

models (Hair et al., 2010). A model that exhibits a Tucker-Lewis Index (TLI) score near 1 is seen as indicative of a strong match.

The concept of construct validity pertains to the degree to which the items used for measurement accurately represent the underlying latent structures being tested (Hair et al., 2010). The establishment of both convergent and discriminant validity is crucial. In order to evaluate the convergent validity of a measurement instrument, researchers generally analyze three indicators: standardized factor loadings, Composite or Construct reliability (CR), and the Average Variance Extracted (AVE). According to Hair et al. (2010), it is crucial to achieve robust evidence of convergent validity. This can be accomplished by ensuring that standardized factor loading estimates surpass 0.5, the average variance extracted (AVE) exceeds 0.50, and the composite reliability (CR) values are larger than 0.7. One method for assessing discriminant validity involves comparing the square root of the average variance extracted (AVE) for each latent construct with its associations with other latent components. According to the theoretical framework proposed by Fornell and Larcker (1981), it is posited that a latent construct should exhibit a higher degree of shared variance with the indicators it is assigned to, as compared to any other latent construct. This implies that the average variance extracted (AVE) of each construct should exceed the squared correlations between that construct and other components. In other words, the square root of the average variance extracted (AVE) for each latent construct should exceed its correlations with other constructs.

### 6.2.3 Reliability Test

To assess the questionnaire's reliability, a reliability analysis must be conducted on the results. The Cronbach's Alpha was used in this research to assess the internal consistency reliability of the questionnaire, specifically the internal consistency among the questions. The Cronbach's Alpha value greater than 0.6 indicates adequate internal consistency dependability for the scale. When the value exceeds 0.7, it indicates that the internal consistency of the scale is satisfactory. As seen from the table provided below (Table 13), all dimensions have  $\alpha$  coefficient greater than 0.6. The questionnaire was created to assess several aspects including fairness, legality, personal development, freedom, equality, technological interaction, respect, concern, control, curiosity, confidence, cooperation, career optimism, and career commitment. All of them have the value above 0.7. The internal consistency of each dimension of the questionnaire is deemed to be good, indicating great reliability of the survey data. Consequently, further analysis may be conducted confidently.

Dimension	Items	Cronbach's Alpha
Fairness	6	0.907
Legality	4	0.885
Personal Development	8	0.933
Freedom	9	0.937
Equality	6	0.908
Technological Interaction	6	0.921
Respect	3	0.831

Decent Work	42	0.960
Concern	6	0.907
Control	6	0.913
Curiosity	6	0.909
Confidence	6	0.904
Cooperation	6	0.914
Career Adaptability	30	0.940
Career Optimism	12	0.953
Career Commitment	12	0.957

Table 6-6: Reliability statistics of main study (N=483)

### 6.2.3 EFA results

Kline (2016, p. 22) noted that most SEM studies are “one-shot” studies that do not involve cross-validation or a split sample approach. Indeed, the need for large samples in structural model analysis hinders researchers’ ability to replicate analyses. One approach to mitigating the above problem as suggested by Cudeck and Browne (1983) is to mirror cross-validation procedures for linear regressions. To do this, the data is split randomly into two halves followed by the estimation of factor models for the two data subsets. According to DeVellis (2017), replication of the factor solutions ensures the generalizability and reliability of the results. Using the split cases option in SPSS, the data were randomly split into two halves. The first part of the split data included a sample of 240 respondents while the second was constituted by the remaining 243 respondents. EFA was conducted on the first sample to identify the primary factor structure and CFA for the second sample.

The EFA of the measurement model was conducted on the first part of the main study dataset (N= 240), using principal axis factoring with Promax rotation. According to the guideline provided in 6.1.5, one round of EFA was performed with the 42 items. The KMO measure of sampling adequacy (0.965) and Bartlett's test of sphericity ( $\chi^2 = 15588.649$ , df = 861, p <0.001) demonstrated the adequacy of the pilot data for EFA (Tabachnick and Fidell 2013). As presented in Table 10, four factors had eigenvalues greater than 1, and all items met the criterion for commonality (>0.50) and loaded on related factors; factor loadings ranged from 0.527 to 0.914. Communalities ranged from 0.645 to 0.778. Table below presents the EFA results of the main study.

<i><b>Construct and Item</b></i>	<i><b>Communalities</b></i>	<i><b>Factor Loading</b></i>	<i><b>Eigenvalue</b></i>	<i><b>Variance Explained</b></i>
<b>Fairness</b>			16.015	38.132%
<b>F1</b>	0.655	0.74		
<b>F2</b>	0.679	0.727		
<b>F3</b>	0.693	0.769		
<b>F4</b>	0.7	0.778		
<b>F5</b>	0.685	0.745		
<b>F6</b>	0.729	0.773		
<b>Legality</b>			2.874	6.843%
<b>L1</b>	0.737	0.771		
<b>L2</b>	0.778	0.761		
<b>L3</b>	0.723	0.725		

<b>L4</b>	0.756	0.774		
<b>Personal Development</b>			2.781	6.621%
<b>PD1</b>	0.675	0.748		
<b>PD2</b>	0.704	0.768		
<b>PD3</b>	0.696	0.783		
<b>PD4</b>	0.711	0.78		
<b>PD5</b>	0.697	0.768		
<b>PD6</b>	0.667	0.729		
<b>PD7</b>	0.69	0.762		
<b>PD8</b>	0.685	0.73		
<b>Freedom</b>			2.582	6.147%
<b>FR1</b>	0.693	0.755		
<b>FR2</b>	0.671	0.754		
<b>FR3</b>	0.684	0.774		
<b>FR4</b>	0.645	0.737		
<b>FR5</b>	0.655	0.73		
<b>FR6</b>	0.646	0.73		
<b>FR7</b>	0.691	0.751		
<b>FR8</b>	0.689	0.759		
<b>FR9</b>	0.669	0.71		
<b>Equality</b>			2.194	5.224%

<b>E1</b>	0.717	0.793
<b>E2</b>	0.675	0.757
<b>E3</b>	0.682	0.717
<b>E4</b>	0.691	0.753
<b>E5</b>	0.692	0.753
<b>E6</b>	0.703	0.764
<b>Technological Interaction</b>		1.644 3.914%
<b>TI1</b>	0.728	0.764
<b>TI2</b>	0.739	0.789
<b>TI3</b>	0.707	0.746
<b>TI4</b>	0.7	0.741
<b>TI5</b>	0.752	0.81
<b>TI6</b>	0.725	0.777
<b>Respect</b>		1.365 3.25%
<b>R1</b>	0.754	0.733
<b>R2</b>	0.759	0.768
<b>R3</b>	0.728	0.741

Table 6-7: Exploratory factor analysis result (N= 240)

#### 6.2.4 CFA results

Broadly, SEM is a causal model that combines factor analysis and regression model.

This causal modeling technique comprises a measurement model and a structural or path model. CFA is used to analyze the measurement model with the second sample

(n=243) to confirm the extracted dimensions in the first sample. Subsequently, CFA was conducted to evaluate the measurement model and validate the seven dimensions of decent work identified in EFA results. This was achieved by measuring the model fit indices, as well as convergent and discriminant validity. The CFA was conducted by IBM AMOS with maximum likelihood estimation (ML). Figure 15 illustrates the measurement model of decent work. Table 15 shows the CFA results of the seven dimensions of decent work. The fit index includes normed chi-square ( $\chi^2/df$  statistic) between 1 and 5, CFI equal or higher than 0.8, RMSEA lower than 0.8, TLI equal or higher than 0.8, and GFI equal or higher than 0.8 (e.g., Hair et al., 2010). The normed chi-square was within the acceptable threshold ( $\chi^2/df=1.5$ ). In addition, CFI (0.91), TLI (0.91), RMSEA (0.018) and GFI (0.92) all reveal a generally acceptable model fit for the measurement model.

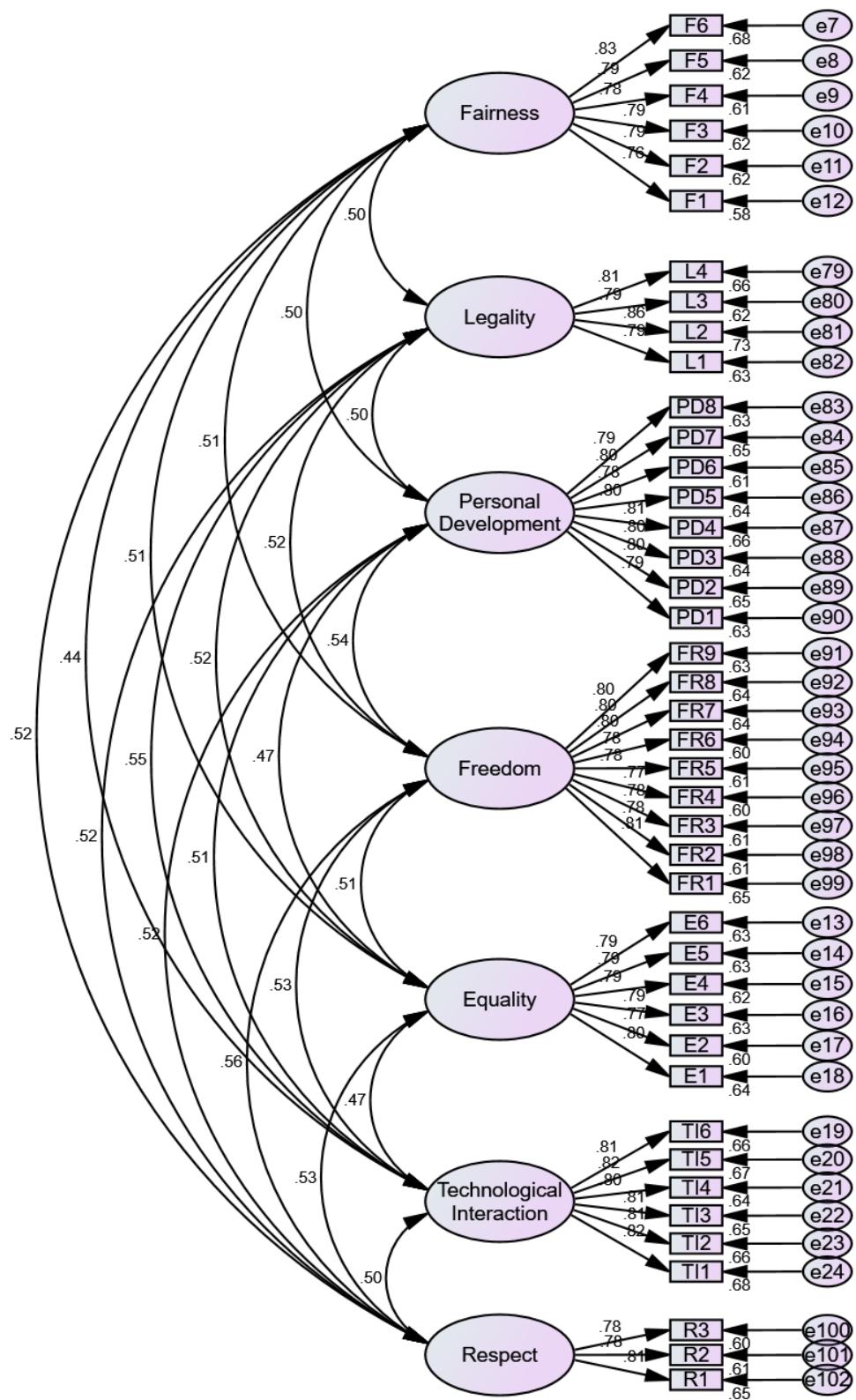


Figure 6-1: Measurement model of decent work (N=243)

Latent variables	Manifest variables	Factor Loading	AVE	CR
<i>Fairness</i>	F1	0.74	0.621	0.908
	F2	0.727		
	F3	0.769		
	F4	0.778		
	F5	0.745		
	F6	0.773		
<i>Legality</i>	L1	0.771	0.659	0.886
	L2	0.761		
	L3	0.725		
	L4	0.774		
<i>Personal Development</i>	PD1	0.748	0.637	0.934
	PD2	0.768		
	PD3	0.783		
	PD4	0.78		
	PD5	0.768		
	PD6	0.729		
	PD7	0.762		
	PD8	0.73		
<i>Freedom</i>	FR1	0.755	0.622	0.937
	FR2	0.754		
	FR3	0.774		
	FR4	0.737		
	FR5	0.73		
	FR6	0.73		
	FR7	0.751		
	FR8	0.759		
	FR9	0.71		
<i>Equality</i>	E1	0.793	0.624	0.909
	E2	0.757		
	E3	0.717		
	E4	0.753		
	E5	0.753		
	E6	0.764		
<i>Technological Interaction</i>	TI1	0.764	0.661	0.921
	TI2	0.789		
	TI3	0.746		
	TI4	0.741		
	TI5	0.81		
	TI6	0.777		
<i>Respect</i>	R1	0.733	0.621	0.831
	R2	0.768		
	R3	0.741		

Table 6-8: CFA results of the decent work

Convergent and discriminant validities were also assessed. For convergent validity, items with a standardized factor loading of 0.4 or higher were retained for further analysis. Also, AVE equal to or above 0.5 and construct/composite reliability (CR) above 0.7 is deemed suitable for inclusion (Hair et al., 2010). The results of the CFA are shown in Table 15 and Table 17. The square root of all AVE values was higher than the squared multiple correlation coefficient. Further, composite reliability values ranged from 0.831 to 0.937. Thus, discriminant validity was satisfied using the above criteria.

Discriminant validity: Pearson correlation and the square root of AVE							
	Fairness	Legality	Personal Development	Freedom	Equality	Technological Interaction	Respect
Fairness	0.788						
Legality	0.449	0.812					
Personal Development	0.460	0.460	0.798				
Freedom	0.471	0.470	0.506	0.788			
Equality	0.466	0.466	0.429	0.466	0.790		
Technological Interaction	0.399	0.497	0.471	0.490	0.433	0.813	
Respect	0.457	0.447	0.453	0.496	0.455	0.432	0.788

Note: The diagonal numbers represent the square root of AVE

Table 6-9: Discriminant validity results

The third stage of the analysis was to conduct CFA for the whole dataset. Table 17 and Table 18 presents the results of the CFA. Multiple goodness-of-fit indices based on cut-off values mentioned in 6.2.2 determined the overall fit of the measurement model. The fit index includes normed chi-square ( $\chi^2/\text{df}$  statistic) between 1 and 5, CFI equal or higher than 0.8, RMSEA lower than 0.8, TLI equal or higher than 0.8, and GFI equal or higher than 0.8 (e.g., Hair et al., 2010). As shown in Table 17, the normed chi-square

was within the acceptable threshold ( $\chi^2/df=1.205$ ). In addition, CFI (0.988), TLI (0.987), RMSEA (0.021) and GFI (0.916) all reveal a generally acceptable model fit for the measurement model.

Model fit indices									
Common indices		$\chi^2/df$	GFI	RMSEA	CFI	NFI	TLI	AGFI	IFI
Criteria	<3	>0.9	<0.10	>0.9	>0.9	>0.9	>0.9	>0.9	>0.9
Values	1.205	0.916	0.021	0.988	0.934	0.987	0.905	0.988	

Table 6-10: Model Fit result (N= 483)

Latent variables	Manifest variables	Factor Loading	AVE	CR
<i>Fairness</i>	F1	0.74	0.62	0.91
	F2	0.73		
	F3	0.77		
	F4	0.79		
	F5	0.75		
	F6	0.77		
<i>Legality</i>	L1	0.77	0.66	0.89
	L2	0.76		
	L3	0.73		
	L4	0.77		
<i>Personal Development</i>	PD1	0.75	0.65	0.93
	PD2	0.77		
	PD3	0.78		
	PD4	0.78		
	PD5	0.77		
	PD6	0.73		
	PD7	0.76		
	PD8	0.73		
<i>Freedom</i>	FR1	0.76	0.62	0.94
	FR2	0.75		
	FR3	0.77		
	FR4	0.74		
	FR5	0.73		

	FR6	0.73		
	FR7	0.75		
	FR8	0.76		
	FR9	0.71		
<i>Equality</i>	E1	0.79	0.62	0.91
	E2	0.76		
	E3	0.72		
	E4	0.75		
	E5	0.75		
	E6	0.76		
<i>Technological Interaction</i>	TI1	0.76	0.66	0.92
	TI2	0.79		
	TI3	0.75		
	TI4	0.74		
	TI5	0.81		
	TI6	0.78		
<i>Respect</i>	R1	0.73	0.62	0.83
	R2	0.77		
	R3	0.74		
<i>Career Optimism</i>	CO1	0.80	0.63	0.95
	CO2	0.80		
	CO3	0.78		
	CO4	0.80		
	CO5	0.80		
	CO6	0.79		
	CO7	0.81		
	CO8	0.78		
	CO9	0.80		
	CO10	0.79		
	CO11	0.81		
	CO12	0.79		
<i>Career Commitment</i>	CC1	0.80	0.65	0.96
	CC2	0.79		
	CC3	0.82		
	CC4	0.82		
	CC5	0.81		
	CC6	0.81		
	CC7	0.82		
	CC8	0.80		
	CC9	0.80		
	CC10	0.80		
	CC11	0.80		
	CC12	0.81		
<i>Concern</i>	CN1	0.80	0.62	0.91

	CN2	0.72		
	CN3	0.71		
	CN4	0.70		
	CN5	0.77		
	CN6	0.70		
<i>Control</i>	CI1	0.83	0.64	0.91
	CI2	0.71		
	CI3	0.73		
	CI4	0.76		
	CI5	0.72		
	CI6	0.73		
<i>Curiosity</i>	CR1	0.82	0.63	0.91
	CR2	0.71		
	CR3	0.83		
	CR4	0.79		
	CR5	0.83		
	CR6	0.82		
<i>Confidence</i>	CF1	0.81	0.61	0.90
	CF2	0.82		
	CF3	0.81		
	CF4	0.81		
	CF5	0.83		
	CF6	0.82		
<i>Cooperation</i>	CP1	0.82	0.64	0.91
	CP2	0.71		
	CP3	0.77		
	CP4	0.77		
	CP5	0.70		
	CP6	0.81		

Table 6-11: CFA results (N= 483)

#### 6.2.5 Structural model

Given that the measurement model was valid and reliable, the hypothesized structural model was tested using the sample size of 483 cases. Figure 16 shows the proposed model.

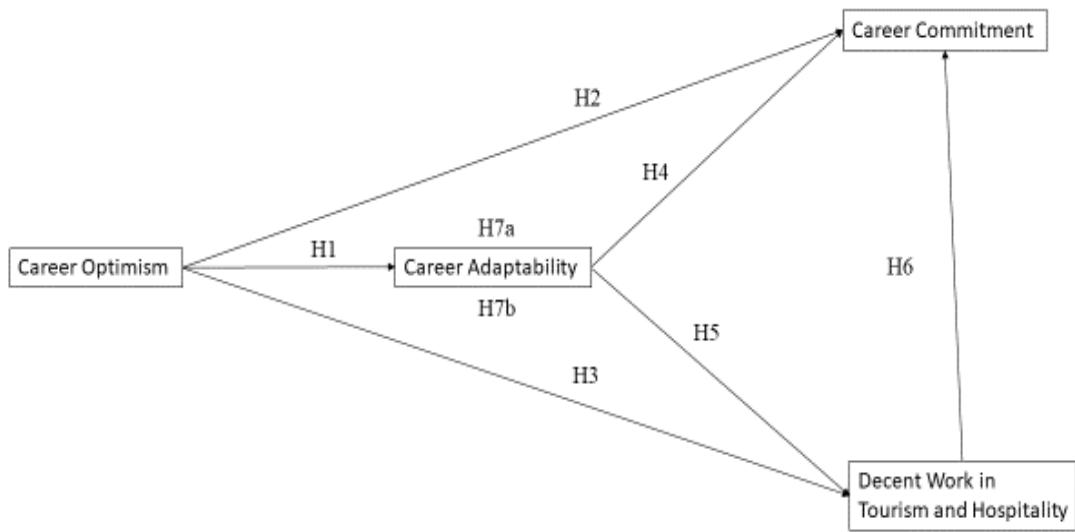


Figure 6-2: Proposed Model

The structural model aims to test the relationships between the four constructs: career optimism, career adaptability, career commitment and decent work in tourism and hospitality. The hypothesized relationships, previously discussed in 3.5, are listed below:

- H1. Career optimism has a positive effect on career adaptability.
- H2. Career optimism has a positive effect on career commitment.
- H3. Career optimism has a positive effect on decent work in tourism and hospitality.
- H4. Career adaptability has a positive effect on career commitment.
- H5. Career adaptability has a positive effect on decent work in tourism and hospitality.
- H6: Decent work has a positive effect on career commitment.
- H7a: Career optimism has a positive, indirect effect on career commitment, mediated by career adaptability.
- H7b: Career optimism has a positive, indirect effect on decent work in tourism and hospitality, mediated by career adaptability.

Results of the overall structural model are presented in Figure 17. The goodness-of-fit

indices ( $\chi^2=1268.649$ ,  $df=500$ ,  $\chi^2/df=2.537$ ,  $CFI=0.927$ ,  $RMSEA=0.050$ ) indicate a good fit between the proposed structural model and the data set, shown in Table 19.

Model Fit			
Fit indices	Criteria for judgment	Actual values	Fit results
GFI	>0.9	0.833	Acceptable
AGFI	>0.9	0.825	Acceptable
RMSEA	<0.08	0.016	Excellent
NFI	>0.9	0.864	Excellent
IFI	>0.9	0.983	Excellent
TLI	>0.9	0.983	Excellent
CFI	>0.9	0.983	Excellent
CMIN/DF	<3	1.119	Excellent
PNFI	>0.5	0.842	Excellent
PGFI	>0.5	0.796	Excellent

Table 6-12: Model Fit (N= 483)

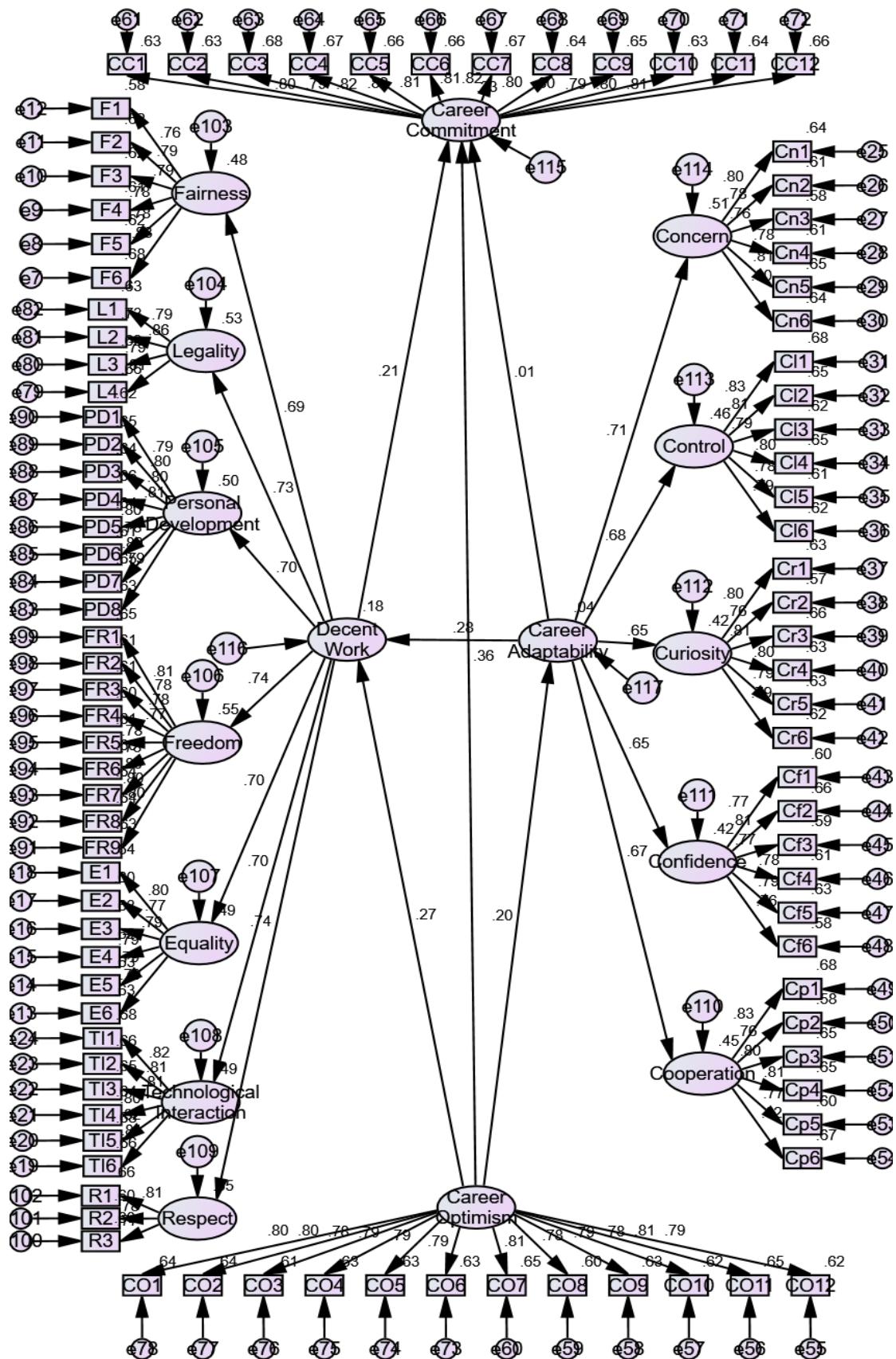


Figure 6-3: The overall structural model

Direct relationships between four constructs, forming six direct paths, were tested. Table 20 shows the path estimates and their significance levels. It is shown that five out of six hypotheses are statistically significant (t-value larger than 1.96). One direct path from career adaptability to career commitment is found to be insignificant.

Path	Std. Estimate	Estimate	S.E.	C.R.	P
Career Optimism → Career Adaptability	0.198	0.159	0.043	3.673	***
Career Optimism → Decent Work	0.269	0.209	0.04	5.199	***
Career Adaptability → Decent Work	0.283	0.274	0.057	4.816	***
Decent Work → Career Commitment	0.207	0.293	0.075	3.901	***
Career Adaptability → Career Commitment	0.011	0.016	0.07	0.223	0.824
Career Optimism → Career Commitment	0.362	0.397	0.054	7.379	***

Note: \*\*\* significant level at  $p < 0.01$ ; \*\* significant level at  $p < 0.05$

Table 6-13: Direct path results for the structural model

Four indirect paths were also tested by applying a bootstrapping method to examine these mediating effects. The bootstrap was performed with 2000 bootstrap samples and a 95% bias-corrected confidence level.

The bootstrapping method estimates the mediation effect by 95% of the confidence interval. The results do not include zero, which means the mediation effect is significant. For this study, four direct paths were constrained to zero one at a time and then together.

The results are shown in Table 21.

Effect	Parameter	Estimate	Lower	Upper	P
Indirect	Career Optimism→Career Adaptability→Career Commitment	0.002	-0.019	0.024	0.831
	Career Optimism→Career Adaptability→Decent Work	0.057	0.025	0.094	0.001
	Career Optimism→Decent Work→Career Commitment	0.056	0.027	0.1	<0.001
	Career Optimism→Career Adaptability→Decent Work→Career Commitment	0.012	0.005	0.025	<0.001

Table 6-14: Indirect path results for the structural model

In summary, eight out of ten hypotheses were supported based on the results. Career adaptability did not show a positive effect on decent work. Moreover, career adaptability did not mediate between career optimism and decent work. The entire list of hypothesis testing is presented in Table 21.

Hypotheses	Content	Status
H1	Career optimism has a positive effect on career adaptability	Support
H2	Career optimism has a positive effect on career commitment	Support
H3	Career optimism has a positive effect on decent work in tourism and hospitality	Support
H4	Career adaptability has a positive effect on career commitment	Not Support
H5	Career adaptability has a positive effect on decent work in tourism and hospitality	Support
H6	Decent work has a positive effect on career commitment	Support
H7a	Career optimism has a positive, indirect effect on career commitment, mediated by decent work in tourism and hospitality	Support
H7b	Career optimism has a positive, indirect effect on	Support

	decent work in tourism and hospitality, mediated by career adaptability	
H7c	Career optimism has a positive, indirect effect on career commitment, mediated by career adaptability	Not Support
H7d	Career optimism has a positive, indirect effect on career commitment, mediated by career adaptability and decent work in tourism and hospitality	Support

Table 6-15: Summary of hypothesis testing

## Chapter 7 Discussions and Implications

### 7.1 Chapter Introduction

This chapter discusses the results of this study, highlighting the findings generated from the qualitative and quantitative studies. The discussion is done in line with the seven research objectives. The implications of the study are separated into theoretical and practical implications.

### 7.2 Objective 1: Comprehensive review of decent work

The evaluation of studies related to decent work is a prominent area of research, particularly within tourism and hospitality. Utilising knowledge mapping, primarily through tools like CiteSpace (Chen, 2006), provides a thorough understanding of existing literature and unveils research gaps that merit further exploration. This section presents a comprehensive review of the studies related to decent work, the methodologies employed in this dissertation, and the implications for tourism and hospitality research.

Knowledge mapping is a powerful methodology in knowledge management that

enables a visual representation of information and concepts (Li et al., 2017). The application of CiteSpace enhances this process through the visualisation of co-citation networks, delineating the intricate structural elements of specific research topics (Chen et al., 2010). The literature review conducted in April 2022 through the Web of Science identified 659 journal articles published in English from 2000 to 2022, focusing on “decent work.” The analysis revealed a predominant focus on employment-related issues within management disciplines, addressing factors such as corporate social responsibility, employee well-being, gender inclusivity, and the challenges faced by migrant workers in various sectors.

The ongoing conversation surrounding decent work is anchored in its aspiration for quality employment accessible to all individuals willing to work, as underscored by the International Labour Organization (ILO) (Blustein et al., 2016). A notable observation from the literature is the multifaceted interpretation of decent work across different organisations, with the ILO emphasising working conditions and the European Union proposing a job quality index (Ariza-Montes et al., 2021). The engagement of varied disciplines, including economics, sociology, and public policy, has contributed to an extensive yet sometimes ambiguous dialogue regarding decent work, particularly regarding the implications for marginalised and vulnerable populations (Duffy et al., 2016).

In tourism and hospitality, the discourse around decent work has gained traction, with emerging studies highlighting essential components, including gender equality, health

and safety standards, adequate remuneration, and the eradication of forced labour (Baum et al., 2016). Research has identified the employment practices within these industries, often criticised for low wages, high turnover, and low job satisfaction, underscoring the urgent need for improved working conditions (Robinson et al., 2019).

Despite the gradual recognition of decent work within the tourism and hospitality sector, a significant gap remains unaddressed. The empirical studies have concentrated on precarious employment conditions, particularly for marginalised groups such as labour migrants and entertainers (Yang et al., 2021). While some progress has been made to contextualise decent work from a human-centred perspective (García-Rodríguez et al., 2021), most existing research reflects a macro-level focus, sidelining individual experiences and the subjective understanding of decent work.

Moreover, the discourse on the implications of technological advancements on decent work poses another research gap. As noted by Tuomi et al. (2020), integrating automation in tourism could either facilitate or hinder the provision of decent work, yet empirical evidence remains limited. The dual potential of automation to eliminate low-skilled jobs while creating new employment opportunities highlights the need for a nuanced understanding of cultivating decent work in the face of rapid technological changes.

The exploration of decent work within the tourism and hospitality sector has provided significant insights but simultaneously highlighted considerable gaps needing further investigation. Through thoughtful research that encompasses individual experiences,

intersectionality, technological impacts, and diverse global perspectives, future studies can contribute meaningfully to the discourse surrounding decent work, ultimately leading to enhanced policies and practices that foster not just economic growth but also human dignity and well-being in the workplace.

Despite the growing emphasis on decent work globally and in the tourism and hospitality sector, existing studies have predominantly focused on macro-level issues, such as corporate social responsibility, employee well-being, and precarious employment conditions. In contrast, individual experiences and perceptions of young hospitality employees in China have been largely overlooked. This research gap is particularly striking given the rapid growth of China's tourism industry, which has led to a significant increase in employment opportunities for young hospitality workers.

The research gap in the Chinese hospitality industry can be attributed to several factors, including the limited availability of data, the lack of attention to individual experiences, and the dominance of macro-level approaches (Chen, 2006). However, this study seeks to address these limitations by integrating knowledge mapping and co-citation analysis to identify the research gaps and knowledge gaps in the literature (Li et al., 2017). By examining the existing literature on decent work in the tourism and hospitality sector, this study uncovers the nuanced understanding of decent work among young hospitality employees in China, highlighting the need for policy interventions and industry reforms to promote better working conditions, fair wages, and opportunities for career advancement.

Furthermore, this study also seeks to explore the role of technological advancements in shaping the concept of decent work in the Chinese hospitality industry. As automation and digital technologies increasingly transform the industry, it is essential to investigate how these changes impact the working conditions, job satisfaction, and career aspirations of young hospitality employees (Tuomi et al., 2020). By addressing the research gap in decent work, particularly in the context of Chinese hospitality young employees, this study contributes to the development of a more nuanced understanding of decent work in the tourism and hospitality sector. The findings of this study inform policy decisions and industry reforms, promoting better working conditions, fair wages, and opportunities for career advancement among young hospitality employees in China.

### **7.3 Objective 2: Exploration of Generation Y hospitality employees' career experiences**

The Chinese hospitality industry has been characterized by a high turnover rate, low job satisfaction, and limited career advancement opportunities (Yang et al., 2021). The research gap in decent work, particularly in the context of Chinese hospitality young employees, is a pressing concern that requires immediate attention. Young hospitality employees in China often face challenges related to work-life balance, long working hours, and low wages (García-Rodríguez et al., 2021). Moreover, the industry's reliance on migrant workers has led to concerns about labor exploitation, poor working conditions, and limited access to social benefits (Duffy et al., 2016). While some studies have investigated the experiences of migrant workers in the tourism industry, there is a

lack of research focused on the subjective understanding and appraisals of decent work among young hospitality employees in China. Therefore, this study aims to contribute to the existing literature by exploring the perceptions of decent work among young hospitality employees in China, with a focus on their individual experiences, career aspirations, and expectations.

The exploration of Generation Y tourism and hospitality employees' experiences through a career narrative approach offers valuable qualitative insights into how these individuals navigate their career paths amidst various events, such as career transitions and sudden layoffs. Grounded in Career Construction Theory, this research framework highlights the role of personal narratives in shaping professional identities and understanding decent work within the tourism and hospitality sectors (Savickas, 2013). By focusing on the individual experiences of the participants, the study captures the complexities of how young employees interpret their career journeys, particularly in light of significant disruptions like the global pandemic.

The narratives shared by participants reveal the ways their experiences—ranging from sudden layoffs to transitions across different countries—impact their perceptions of decent work. For example, the story of R1, who experienced an abrupt shift from face-to-face interactions to online formats due to pandemic-related changes, underscores the adaptive strategies these employees must adopt during challenging times. Such accounts illustrate not only the struggles faced by the hospitality workforce but also the resilience and creativity that characterize Generation Y workers in the face of adversity. These experiences directly inform their expectations regarding job security, work-life

balance, and opportunities for growth, reflecting the diverse understanding of what constitutes decent work for this cohort.

Utilizing a narrative approach allows researchers to delve into the subjective interpretations and meaning-making processes of young employees. Through narrative analysis, the study uncovers both common themes across individual experiences and unique narratives that may deviate from mainstream discussions on decent work. For instance, R2's account of networking at international conferences highlights the significance of professional development opportunities, while R5's experience as an intern in a Michelin-starred restaurant illustrates the importance of prestige and hands-on training in shaping their perceptions of career success in hospitality. This approach fosters a deeper understanding of the interplay between personal values, industry standards, and societal expectations that inform the participants' definitions of decent work.

By emphasizing the narratives of Generation Y employees, this study seeks to address criticisms aimed at the decent work agenda by acknowledging the varied experiences and expectations of different workforce segments. The insights gained from this research contribute to a more nuanced understanding of decent work within the context of tourism and hospitality. This understanding is crucial for developing targeted interventions and policies that better support the evolving needs of the workforce, particularly as the sector continues to adapt to transformative changes in the post-pandemic landscape. Ultimately, it highlights the importance of creating environments

that not only promote economic well-being but also foster individual growth, meaning, and fulfillment in the workplace.

#### **7.4 Objective 3: Investigation of Generation Y hospitality employees' adaptation process from a psychological perspective**

The concept of decent work, as defined by the International Labour Organization (ILO), encapsulates various dimensions such as fair wages, reasonable working conditions, a sense of security, and social protections. The fourth research objective is to explore and identify the notion of decent work from a psychological standpoint by delving into the career experiences of Generation Y employees in the tourism and hospitality sector. By integrating qualitative findings with existing literature, it can be understood that how these employees perceive and navigate the concept of decent work draws conclusions about their psychological well-being and career satisfaction.

Psychologically, the concept of decent work is intertwined with individual values, expectations, and social interactions within the workplace. Decent work becomes a source of psychological satisfaction when employees find alignment between their personal values and the organizational culture, leading to a sense of belonging and fulfillment. This alignment is particularly significant for Generation Y employees, who tend to prioritize values such as fairness, equality, recognition, and opportunities for personal development. In this context, decent work is not merely a set of conditions but a holistic experience that impacts an employee's identity, motivation, and overall well-being.

A prominent concern among the interviewees was the issue of fair compensation. Most Generation Y employees expressed that while they did not expect exorbitant salaries, an adequate salary that aligns with their living standards and personal aspirations was essential. They highlighted the disconnect between the service expectations from employers and the reality of their compensation. For instance, R12's statement about being asked to provide high-end services without having experienced them firsthand underscores the emotional dissonance that arises from perceived unfairness. This dissonance can lead to dissatisfaction and disengagement, negatively impacting their psychological well-being.

The need for recognition and respect emerged as a vital aspect of decent work for Generation Y workers. Many interviewees emphasized how acknowledgment of their contributions, both formal and informal, significantly influenced their job satisfaction and engagement. The qualitative data indicated that respectful interactions with peers and management fostered a positive work culture that enhanced their sense of belonging. R7's experience of being recognized as the best employee reinforced the notion that respect contributes positively to an employee's self-esteem and identity, catalyzing a more profound commitment to their work and organization.

The qualitative findings reveal that access to training and development opportunities is critical for Generation Y employees, impacting their self-efficacy and adaptability. Many interviewees discussed their desire for comprehensive training as vital in fostering their personal and professional growth. R4's experience navigating a

departmental transition highlighted how the lack of sufficient support and training can lead to stress and a diminished sense of competence. Conversely, when training is provided, employees feel more confident and capable, thus enhancing their adaptability and opening avenues for career development. This finding supports the idea that decent work is not solely about remuneration but also involves investments in employee development that contribute to psychological resilience.

The psychological perspective on decent work also considers the need for work-life balance and autonomy. Interviewees frequently expressed the importance of having control over their working conditions and the ability to manage their workloads effectively. The ability to express opinions freely and participate in decision-making contributed to their sense of autonomy, encouraging them to engage more deeply with their work. For example, R13's narrative about negotiating departmental changes illustrated how the freedom to make choices positively impacted her job satisfaction. This aligns with self-determination theory, which posits that autonomy, competence, and relatedness are fundamental human needs that enhance motivation and well-being.

In the volatile landscape of the tourism and hospitality sector, Generation Y employees often grapple with job insecurity and uncertainty. The qualitative findings highlighted a demand for security measures, such as healthcare benefits and job stability. Interviewees expressed that feeling secure in their roles allowed them to focus on their tasks and improve their job performance. This need for security underscores the psychological impact of decent work, as it directly relates to employees' ability to cope

with workplace stressors. The interviewees acknowledged the importance of organizations implementing security measures to mitigate risks, particularly during challenging periods, thereby reinforcing their sense of safety and psychological well-being.

The qualitative data demonstrated that social protection, encompassing organizational policies and programs, plays a crucial role in shaping employees' experiences of decent work. Interviewees shared insights about the impact of housing support and other benefits, particularly for non-local employees. Many expressed that such benefits significantly alleviated their living burdens, thus positively impacting their mental health and motivation. However, some raised concerns regarding equality, pointing out discrepancies in benefits for local versus non-local employees. The perceived inequality in organizational support can fuel feelings of resentment and frustration, ultimately undermining the overall sense of decent work.

The qualitative findings align with previous research that supports the multidimensional nature of decent work. Scholars have emphasized the importance of psychological factors in job satisfaction, particularly for younger generations (Twenge et al., 2010; Ng et al., 2010). Generation Y's emphasis on fairness, recognition, and opportunities for growth resonates with the broader literature highlighting the evolving expectations of modern workers.

Moreover, the significance of work-life balance, autonomy, and recognition in enhancing job satisfaction is consistent with existing studies, reiterating the need for

organizations to adapt their practices to meet the psychological needs of their workforce (Rosen et al., 2010). The findings also underscore the importance of social support mechanisms in promoting mental health and well-being within the context of employment, echoing research advocating for comprehensive social protection measures (Baker et al., 2020).

The qualitative findings of this research shed light on the complex relationship between the psychological experiences of Generation Y employees and the concept of decent work within the tourism and hospitality industry. By understanding these experiences through the lens of fairness, recognition, training opportunities, work-life balance, security measures, and social protection, we can better grasp how these elements contribute to employees' psychological well-being and career satisfaction.

Ultimately, organizations that prioritize these dimensions are likely to foster a work environment that not only meets the needs of Generation Y employees but also promotes a sustainable and productive workforce. As such, this research contributes to the broader discourse on decent work by integrating psychological perspectives, reinforcing the idea that decent work is not solely a structural concept but a lived experience shaped by individual aspirations, values, and organizational practices.

## **7.5 Objective 4: Development of the measurement scales of decent work in the tourism and hospitality context**

The first phase of quantitative study aims to develop comprehensive measurement scales of decent work specifically tailored for the tourism and hospitality sector.

Recognizing the unique challenges faced by employees in this industry, a robust framework was established to assess key constructs of decent work: fairness, legality, personal development, and technological interaction. The conceptual framework developed in this study is grounded in existing literature on decent work, integrating insights from various theoretical perspectives. Decent work, as articulated by the International Labour Organization (ILO), encompasses multiple dimensions including fair income, security, social protection, and opportunities for personal development. The qualitative findings identify four key constructs that are particularly relevant to the tourism and hospitality context. Fairness reflects employees' perceptions of justice and equity in their work environment. It encompasses salary adequacy, workload balance, and recognition of contributions. Legality evaluates compliance with labor laws and regulations, ensuring that employees receive their entitled rights, such as fair wages and benefits. Personal Development emphasizes opportunities for training and career advancement, which are crucial for employee motivation and retention in a competitive industry. As technology plays an increasingly prominent role in tourism and hospitality, technology interaction assesses employees' interactions with technology and its impact on their work experience.

The pilot study was an essential step in validating the measurement scales. A preliminary questionnaire was developed based on qualitative insights and literature review, ensuring that all relevant aspects of decent work were considered. The questionnaire was designed to be clear and accessible, minimizing academic jargon to facilitate understanding among respondents, particularly Generation Y employees in

tourism and hospitality. Data collection from 348 respondents was executed through an online platform, with careful attention to demographic representation. Exploratory factor analysis (EFA) was employed to refine the measurement scales. The EFA revealed 42 items with satisfactory psychometric properties, meeting the criteria for factor loadings (above 0.32) and communalities (above 0.40). The EFA identified seven factors with eigenvalues greater than 1, each representing key dimensions of decent work. Factor loadings for retained items ranged from 0.645 to 0.778, with all communalities exceeding the threshold of 0.50, indicating a strong shared variance among items. This rigorous analytical process ensured that the scales not only measure the intended constructs but also accurately reflect the realities of the tourism and hospitality industry.

The research employed Cronbach's alpha to evaluate the internal consistency reliability of each construct. The results demonstrated strong reliability, with the fairness construct achieving an alpha of 0.930. Such high reliability is crucial in affirming that the scales can consistently measure what they intend to across different contexts and populations. Furthermore, confirmatory factor analysis (CFA) was conducted to validate the measurement model, confirming the dimensional structure identified in EFA. Fit indices showed that the proposed model aligns well with the collected data, indicating that the scales effectively capture the underlying constructs of decent work in the tourism and hospitality sector. The CFA was conducted with a second sample of 243 respondents. The normed chi-square ( $\chi^2/df$ ) was 1.5, indicating a good fit. Other fit indices included Comparative Fit Index (CFI = 0.91), Tucker-Lewis Index (TLI = 0.91),

and Root Mean Square Error of Approximation (RMSEA = 0.018), all of which suggest that the model adequately fits the data. The Average Variance Extracted (AVE) for all constructs exceeded 0.50, and the Composite Reliability (CR) values ranged from 0.831 to 0.937, indicating strong convergent validity.

The developed measurement scales provide a systematic tool for assessing decent work conditions in the tourism and hospitality sector, allowing employers to identify areas for improvement and implement strategies that enhance employee satisfaction and retention. The rigorous approach employed ensures the scales' reliability and applicability. Future studies should consider longitudinal designs to assess changes in employee perceptions over time and the impact of interventions aimed at improving decent work conditions. This research contributes to academic discourse on decent work and drives meaningful improvements in the quality of work life for tourism and hospitality employees.

## **7.6 Objective 5: Examination of the relationships among the four constructs**

### *7.5.1 Career optimism has a positive effect on career adaptability.*

Based on the results, career optimism significantly enhances career adaptability ( $\beta = 0.198$ ,  $p < 0.001$ ), aligning with Career Construction Theory (Savickas, 2013). The relationship between career optimism and career adaptability is particularly relevant for Generation Y employees in China's hospitality sectors, a demographic often navigating volatile environments characterized by rapid technological changes and industry

disruptions (e.g., the COVID-19 pandemic). Career optimism fosters proactive behaviors, enabling employees to develop key psychological resources like concern, control, curiosity, and confidence, which are essential for adapting to career challenges (Savickas, 2013). This finding aligns with the qualitative insights, where participants emphasized the importance of maintaining a positive outlook to navigate career transitions and overcome external challenges. For instance, R19 highlighted how optimism drove his willingness to apply hospitality knowledge to the retail sector, describing the process as "challenging but exciting."

For Chinese Generation Y employees, optimism acts as a buffer against the high uncertainty in the sector, which includes precarious employment, low wages, and limited career growth opportunities. This underscores the importance of developing organizational strategies, such as mentorship programs and career development workshops, to cultivate optimism. As noted in the qualitative findings, mentorship was identified as a critical adaptability resource, offering emotional support and practical guidance. Moreover, organizations should foster a culture that encourages optimism by celebrating employee successes and promoting transparent communication about career opportunities.

#### *7.5.2 Career optimism has a positive effect on career commitment.*

Hypothesis 2 was supported ( $\beta = 0.362$ ,  $p < 0.001$ ) as career optimism directly strengthens career commitment, reflecting the alignment between employees' positive future expectations and their emotional attachment to their careers. Career optimism

strongly influences career commitment by aligning employees' positive future expectations with emotional attachment to their careers. Among Generation Y employees in China, optimism helps mitigate the high turnover rates in the tourism and hospitality sectors by fostering a sense of purpose and resilience. The qualitative findings highlighted that fairness, respect, and personal growth opportunities are key factors in retaining young employees. For example, R13 expressed her appreciation for the freedom to explore multiple departments, which reinforced her commitment to stay within the organization.

This result aligns with Psychology of Working Theory (Duffy et al., 2016), which posits that optimism reduces perceived barriers and motivates persistence in challenging environments. In China's hospitality industry, where long working hours and low wages are common (Yang et al., 2021), cultivating optimism can counteract these challenges. Organizations should implement career progression pathways that are transparent and inspiring, ensuring that employees see a clear alignment between their career aspirations and organizational goals. Recognition programs that celebrate employees' efforts and contributions can also bolster emotional attachment to their careers.

#### *7.5.3 Career optimism has a positive effect on decent work.*

Career optimism was proved to have a positive effect on decent work ( $\beta = 0.269$ ,  $p < 0.001$ ). Optimistic employees tend to perceive their work environments more positively, which enhances their perceptions of decent work. For Generation Y employees in China, this psychological dimension is critical, as the tourism and hospitality sectors are often

associated with precariousness and unmet expectations of fair wages or work-life balance (Robinson et al., 2019). The qualitative findings revealed that fair wages, recognition, and opportunities for personal development are central to employees' perceptions of decent work. For instance, R12 noted the discrepancy between high service expectations and insufficient compensation, which undermined perceptions of fairness.

This result supports the argument by Blustein et al. (2016) that decent work is not just a structural construct but also a lived experience shaped by individual agency. By fostering optimism, organizations can enable employees to reframe challenges and focus on opportunities. At the same time, structural improvements, such as ensuring fair wages and providing meaningful training programs, are essential to align employees' optimistic expectations with tangible outcomes. Organizations in China should address subjective appraisals by creating supportive, inclusive work cultures that resonate with employees' personal values and aspirations, as emphasized in the qualitative findings.

#### *7.5.4 Career adaptability has a positive effect on career commitment.*

According to the results ( $\beta = 0.011$ ,  $p = 0.824$ ), career adaptability did not directly influence career commitment. This contradicts Career Construction Theory, which posits adaptability as a driver of adaptation outcomes. A possible explanation is that adaptability resources (e.g., problem-solving skills) may empower employees to explore external opportunities rather than commit to a single career path, especially in

an industry marked by precarious employment (Robinson et al., 2019). Furthermore, the lack of a significant relationship between career adaptability and career commitment highlights the dual nature of adaptability among Generation Y employees in China. While career adaptability equips employees with problem-solving skills and flexibility, it may also encourage them to explore external opportunities rather than commit to a single career path. This aligns with the qualitative findings, where participants like R5 emphasized the precariousness of part-time roles and the lack of benefits, which often drive employees to seek alternative careers outside the industry.

This result challenges the assumptions of Career Construction Theory (Savickas, 2013), suggesting that adaptability may not always lead to commitment, especially in industries marked by instability and low job security. For Generation Y employees, adaptability may serve as a mobility enabler rather than a retention tool, allowing them to transition between roles or industries in search of better opportunities. Future studies should explore contextual moderators, such as organizational support, job security, and career development programs, to better understand the conditions under which adaptability fosters career commitment.

#### *7.5.5 Career adaptability has a positive effect on decent work.*

The results proved that career adaptability enhances employees' ability to secure and perceive decent work by leveraging resources such as curiosity, confidence, and control ( $\beta = 0.283$ ,  $p < 0.001$ ). This finding aligns with Psychology of Working Theory (Duffy et al., 2016), which emphasizes adaptability as a mediator in achieving decent work,

especially in constrained environments. Among Generation Y employees in China, adaptability is critical for navigating the demanding conditions of the tourism and hospitality sectors. For example, the qualitative findings revealed that employees who actively sought training and mentorship were better able to adapt to transitions and challenges, ultimately improving their perceptions of decent work.

Organizations should invest in adaptability training programs, emphasizing skill development, networking opportunities, and technological upskilling. As noted in the qualitative findings, participants like R4 valued opportunities to engage in roles beyond their immediate job responsibilities, which enhanced their adaptability and perceptions of meaningful work. Tailored programs that empower employees to navigate industry-specific challenges, such as seasonality and technological changes, can significantly enhance their experiences of decent work.

#### *7.5.6 Decent work has a positive effect on career commitment.*

The quantitative study showed that decent work fosters career commitment by addressing employees' psychological and material needs ( $\beta = 0.207$ ,  $p < 0.001$ ). For Generation Y employees in China, fairness, security, and opportunities for personal development are critical dimensions of decent work. The qualitative findings also highlighted that employees are more likely to remain committed when they perceive their organizations as valuing their contributions and providing adequate support. For example, R7 noted how receiving recognition as the "best employee" instilled pride and strengthened his commitment to the industry.

This result supports Garcia-Rodriguez et al.'s (2021) argument that decent work is essential for sustainable employment, particularly in the tourism and hospitality sectors. Organizations should prioritize tangible improvements in working conditions, such as fair wages, healthcare, and training opportunities, as these directly influence employees' emotional attachment to their careers. Developing inclusive policies that address the unique needs of young, tech-savvy employees can further enhance commitment.

#### *7.5.7 Mediating Role of Career Adaptability*

The findings from our analysis reveal intriguing insights concerning the mediation effects of career adaptability on the relationship between career optimism and commitment, particularly for Generation Y employees in China. Specifically, the lack of mediation observed for H7a indicates that career adaptability is not a conduit for transforming optimism into commitment, as reflected in the statistical results ( $\beta = 0.002$ ,  $p = 0.831$ ). This suggests a complex interplay among these variables that merits further exploration.

The lack of mediation implies that career adaptability does not effectively channel the positive effects of career optimism into increased commitment levels among employees. One possible interpretation of this finding is that while optimistic employees may approach their careers with a positive outlook, this optimism does not translate into a commitment towards any single organization or career path. Instead, it appears that career adaptability might facilitate exploration and experimentation rather than fostering a deep emotional connection or commitment to a specific role or employer.

For Generation Y employees, this dynamic could be particularly relevant in the rapidly evolving tourism and hospitality sectors, where opportunities for career mobility are abundant. The findings suggest that these employees may prioritize adaptability as a means of navigating diverse opportunities rather than committing to a singular career trajectory. Consequently, organizations may need to consider how they can nurture a sense of commitment in their employees despite high adaptability, possibly by emphasizing long-term career pathways and fostering a cohesive organizational culture that promotes loyalty and engagement.

However, H7b confirms that adaptability mediates the optimism-decent work link ( $\beta = 0.056$ ,  $p < 0.01$ ). Optimistic employees leverage adaptability to actively shape their work experiences, aligning with Savickas' (2013) emphasis on proactive career construction. This finding underscores the idea that optimistic employees are more likely to utilize their adaptability to navigate their work environments strategically, enhancing their experiences and perceptions of decent work.

Career adaptability appears to empower optimistic individuals, allowing them to actively shape their workplace experiences in ways that align with their personal aspirations, leading to their improved perceptions of decent work. This aligns well with Savickas' (2013) theory of proactive career construction, emphasizing how adaptability enables individuals to take the initiative in crafting their work experiences.

Given these findings, it is crucial for organizations within the tourism and hospitality industry to recognize the distinct roles of optimism and adaptability. While fostering an

optimistic outlook is important, organizations should also provide opportunities for adaptability through support systems such as continuous training, mentorship, and flexible career pathways that enable employees to navigate their environments effectively.

By integrating career adaptability training with optimism-enhancing practices, organizations can help employees better harness their strengths in both career exploration and commitment-building. Specifically, crafting learning and development programs that emphasize both psychological resilience and practical adaptability strategies can enable employees to leverage their optimism to attain better job satisfaction and commitment levels.

## **7.7 Theoretical Implication**

Firstly, the findings of this study make significant contributions to the theoretical frameworks of Career Construction Theory (CCT) and Psychology of Working Theory (PWT), extending their applicability and relevance to the tourism and hospitality industry. By integrating these theories, the study provides a nuanced understanding of career development and work experiences in a dynamic and often challenging sector, offering new insights that enrich both theoretical perspectives.

Career Construction Theory (Savickas, 2005) emphasizes the role of individual agency in shaping career paths through adaptability, identity, and life themes. This study extends CCT by highlighting the critical importance of career adaptability in the tourism and hospitality industry, a sector characterized by frequent career transitions,

unpredictable work environments, and evolving job demands. The findings suggest that career adaptability is not merely a supplementary skill but a core competency for individuals navigating the complexities of this industry. This aligns with CCT's focus on adaptability as a mechanism for managing career transitions, but it also expands the theory by demonstrating how adaptability operates in a context where traditional career trajectories are often disrupted by external factors such as seasonality, technological change, and economic fluctuations.

Moreover, the study underscores the role of narrative identity in career construction, particularly for Generation Y employees, who often seek meaningful and purpose-driven work. By exploring how individuals construct their career stories in response to industry-specific challenges, the research contributes to CCT's emphasis on life themes and self-concept. It suggests that career narratives in the tourism and hospitality industry are often shaped by themes of resilience, flexibility, and the pursuit of work-life balance, offering a unique lens through which to understand career development in this sector. This expansion of CCT provides a foundation for future research to explore how narrative identity and adaptability interact in other high-turnover or precarious employment contexts.

Psychology of Working Theory (Duffy et al., 2016) focuses on the experiences of individuals in marginalized or precarious work environments, emphasizing the importance of decent work, work volition, and career adaptability. This study enhances PWT by providing empirical evidence of its applicability to the tourism and hospitality industry, a sector often associated with low wages, job insecurity, and challenging work

conditions. The findings validate PWT's assertion that access to decent work—defined by fair wages, safe working conditions, and opportunities for growth—is a critical determinant of employee well-being and career satisfaction. By identifying specific work conditions that contribute to decent work in this industry, the study offers a practical framework for operationalizing PWT's principles in a sector where such conditions are often lacking.

Another key theoretical contribution of this study is its integration of Career Construction Theory and Psychology of Working Theory, demonstrating how these frameworks can complement each other in understanding career development in the tourism and hospitality industry. While CCT provides a lens for understanding individual agency and narrative identity, PWT offers a broader contextual perspective, emphasizing the structural and systemic factors that shape work experiences. Together, these theories provide a holistic framework for examining how individuals navigate their careers in a sector characterized by both opportunities and challenges.

Secondly, the study contributes to the decent work framework by providing empirical evidence that supports its application in the tourism and hospitality sector. While the decent work framework has been widely discussed in broader labor studies, its relevance to specific industries, particularly those characterized by high turnover and precarious employment, has been underexplored. This research identifies specific work conditions—such as fair compensation, safe working environments, and access to social benefits—that significantly influence employee well-being and organizational commitment. These findings not only validate the applicability of the decent work

framework in this industry but also provide a foundation for future studies to examine how decent work principles can be operationalized in other sectors with similar labour dynamics.

Thirdly, the findings regarding the lack of impact of career adaptability on career commitment and the absence of a mediating role between career optimism and commitment reveal critical insights into career development in unstable industries, particularly tourism and hospitality. While career adaptability equips employees to navigate uncertainties and enhances their perceptions of decent work, it may also foster a more transient perspective towards employment rather than one grounded in loyalty. This suggests that individuals who prioritize adaptability can approach their work with an exploratory mindset, viewing their roles as temporary rather than permanent commitments, thus minimizing their emotional attachment to specific organizations in a rapidly changing employment landscape. By creating an environment that promotes a sense of belonging and encourages growth, employers can support employees in navigating their careers while simultaneously enhancing their commitment to the organization.

Fourthly, the study enriches our understanding of generational differences in the workplace, particularly focusing on Generation Y employees in the tourism and hospitality industry. By exploring the unique career aspirations and challenges faced by this cohort, the research offers valuable insights into how generational values and expectations shape career trajectories. This contributes to the broader discourse on generational theory, suggesting that generational characteristics are not merely cultural

constructs but have tangible implications for organizational practices. Future research could build on these findings to explore how generational differences intersect with other demographic factors, such as gender and socioeconomic background, to influence career outcomes.

Finally, the study addresses the intersection of technology and human resources, a rapidly evolving area of theoretical interest. By advocating for a balanced approach to technology integration, the research underscores the importance of equipping employees with the skills and support needed to thrive in a technology-driven work environment. This contributes to the growing body of literature on the human-technology interface, suggesting that technological advancements should be accompanied by investments in human capital development. The study also highlights the potential risks of job displacement and skill mismatches, providing a theoretical foundation for future research on how organizations can mitigate these challenges while maximizing the benefits of technological innovation.

## **7.8 Practical Implication**

### *7.8.1 Advice for Individual Career Management*

In light of the evolving landscape within the tourism and hospitality industry, Generation Y employees must take an active role in managing their careers to ensure both personal fulfillment and professional success. Individual career management involves a multi-faceted approach that prioritizes skill development, adaptability, and self-awareness.

First, individuals should engage in continuous learning and professional development to enhance their skill sets. This can include taking advantage of online courses, attending industry conferences, and pursuing certifications relevant to their roles. By staying updated on the latest trends and technologies, employees can position themselves as valuable assets within their organizations. Additionally, individuals should seek opportunities for mentorship, where experienced professionals can offer guidance, share insights, and help navigate career pathways. A strong mentor-mentee relationship can significantly influence career advancement and provide a supportive network for personal growth.

Furthermore, self-reflection plays a critical role in effective career management. Employees should assess their aspirations, strengths, and areas for improvement, aligning their career goals with their values and ideals of decent work. This self-awareness enables individuals to target organizations that share their commitment to fairness, inclusivity, and employee recognition. It is also essential for employees to communicate their career intentions and desires for growth during performance discussions, ensuring alignment with their supervisors and organizational objectives.

Adaptability is another crucial component of successful career management in an ever-changing industry. Generation Y employees should remain open to new experiences and roles, recognizing that diverse experiences can enhance their adaptability and resilience. Being willing to take on new challenges and responsibilities can lead to rapid

career progression and greater job satisfaction.

Moreover, individual employees should take initiative in advocating for their work environment. This could involve engaging in discussions around workplace practices that contribute to their well-being, seeking feedback on performance, and expressing the need for professional development resources. By actively participating in their career trajectories and taking advantage of available opportunities, Generation Y employees can foster their growth, enhance their job satisfaction, and ensure they are well-prepared to thrive in the competitive landscape of the tourism and hospitality sector.

Lastly, measuring personal progress and seeking periodic feedback will allow individuals to assess their career development effectively. Setting specific, measurable goals can help track achievements and identify areas for continued improvement. By aligning personal aspirations with organizational values and striving for continuous growth, Generation Y employees can not only enhance their own career satisfaction but also positively contribute to the culture and success of their workplace.

#### *7.8.2 Recommendations for Organizations*

The findings of this study have far-reaching practical implications for both organizations and policymakers in the tourism and hospitality industry, offering actionable recommendations to enhance employee well-being, organizational performance, and industry sustainability. Understanding the interplay between the adaptation processes of Generation Y employees and their perceptions of decent work

is crucial for effectively managing this workforce. The ILO's definition of decent work provides a useful framework for examining how the expectations of Generation Y employees align with organizational practices and how these, in turn, impact adaptation outcomes. Organizations in the tourism and hospitality sectors must recognize and address the aspirations of Generation Y employees regarding decent work. This involves developing practices that promote fairness, equality, and recognition within the workplace. Strategies such as transparent communication about compensation structures, performance evaluations, and career progression paths can help foster a sense of fairness and trust among employees.

As well, organizations should prioritize employee well-being by providing not only competitive salaries but also benefits that cater to the long-term needs of their workforce. This might include mental health resources, flexible work arrangements, and opportunities for meaningful engagement in the workplace. By addressing these factors, organizations can enhance the adaptive readiness of Generation Y employees and reduce turnover rates. Additionally, fostering a culture of mentorship can significantly enhance adaptability resources. This could involve creating formal mentorship programs that pair younger employees with experienced mentors who can provide guidance and support. Such initiatives not only enhance employees' skills but also promote social connections within the workplace, contributing to a positive organizational culture.

Organizations should prioritize the development and implementation of comprehensive

career development programs that focus on building career adaptability skills. This could include offering mentorship opportunities, structured training programs, and resources for continuous learning. By fostering adaptability, organizations can empower employees to navigate career transitions and challenges more effectively, ultimately reducing turnover and enhancing job satisfaction. By equipping employees with the necessary skills and knowledge, organizations can facilitate smoother transitions into new roles and ensure that employees are prepared to tackle the challenges of a rapidly changing industry.

While technology offers significant opportunities for enhancing productivity and employee engagement, organizations must approach its integration thoughtfully. This involves investing in training and support programs to help employees adapt to new technologies and mitigating potential job displacement concerns. By fostering a culture of continuous learning, organizations can ensure that employees remain competitive and capable of leveraging technological advancements to their advantage. It is also critical for organizations to embrace technology as a means of enhancing adaptability.

Providing employees with access to advanced tools and platforms can enable them to work more efficiently and effectively. Moreover, involving Generation Y employees in discussions about technological advancements can empower them and ensure that technological integration meets their needs.

Finally, measuring adaptation results is essential to understanding how well organizations are meeting the needs of Generation Y employees. Implementing regular

employee feedback mechanisms, such as surveys and performance assessments, can provide valuable insights into employee perceptions of decent work and overall job satisfaction. This data can guide organizational strategies and intersect with employee aspirations for ongoing development and improvement. Moreover, recognizing and celebrating individual and team achievements can enhance the perception of respect and recognition within organizations. Organizations should ensure that their values and mission align with the needs and aspirations of their employees. This includes fostering a sense of purpose, promoting ethical practices, and creating a work environment that is conducive to personal and professional growth. By aligning organizational values with employee expectations, organizations can enhance employee engagement and loyalty, ultimately driving long-term success.

The adaptation processes of Generation Y employees within the tourism and hospitality sectors are complex and multifaceted, characterized by a dynamic interplay between their adaptive readiness, adaptability resources, and the resulting perceptions of decent work. By understanding these dimensions through the lens of the Career Construction Model of Adaptation, organizations can better support their workforce in navigating the challenges of a constantly evolving industry. To foster an environment that aligns with the values and aspirations of Generation Y employees, it is imperative for organizations to prioritize decent work principles by ensuring fair compensation, promoting training and mentorship, and embracing technology. By doing so, organizations can not only enhance the adaptation experiences of Generation Y employees but also contribute to their overall job satisfaction, organizational commitment, and career development. As

the tourism and hospitality industry continues to evolve, organizations that invest in the adaptation processes of their workforce will be better positioned to thrive in an increasingly competitive landscape.

#### *7.8.3 Suggestions for Policymakers*

Policymakers play a crucial role in shaping the labor landscape of the tourism and hospitality sector. To foster an environment conducive to decent work, they must develop industry-specific policies that promote favorable working conditions, career development opportunities, and a balance between work and personal life. Such policies could include establishing minimum wage standards to ensure fair compensation for workers, facilitating social dialogue between employers and employees to enhance workplace relations, and investing in training programs tailored to the unique needs of the industry. By implementing these strategies, policymakers can contribute to the creation of a more equitable and sustainable labor market that benefits all stakeholders involved.

Another critical area for policymakers to focus on is the support of education and training initiatives. By equipping individuals with the necessary skills and knowledge to thrive in the tourism and hospitality sector, policymakers can significantly impact workforce preparedness. This could involve promoting vocational training programs that align with industry demands, offering scholarships to enhance access to education, and creating apprenticeship opportunities that provide hands-on experience. Investing in human capital development not only benefits individual workers but also ensures that

the industry has a skilled workforce ready to meet its evolving challenges and demands.

In addition to these efforts, policymakers must proactively address the challenges posed by technological disruption within the tourism and hospitality industry. This involves investing in research and development to better understand the implications of emerging technologies and their potential effects on employment. Promoting digital literacy among workers ensures that they are capable of adapting to new tools and processes, while providing support for displaced workers through retraining programs and social safety nets can help alleviate the adverse consequences of technological changes. By taking a proactive stance, policymakers can mitigate the negative effects of technological advancements while maximizing their benefits, thus fostering a resilient workforce.

Furthermore, promoting diversity and inclusion in the tourism and hospitality sector is essential for enhancing social equity and driving economic growth. Policymakers should enact anti-discrimination laws and promote equal opportunities to combat systemic inequalities. Initiatives that specifically address gender, age, and other forms of discrimination are vital to creating a more inclusive workforce. This can include establishing incentives for organizations that demonstrate a commitment to diversity and inclusion, as well as funding programs aimed at supporting underrepresented groups in the industry. By fostering a more diverse and inclusive environment, policymakers can not only enhance social equity but also create a more innovative and adaptable industry that can thrive in a competitive global market.

# **Chapter 8 Limitations and Conclusions**

## **8.1 Limitations**

While this study offers valuable insights into the career development of young tourism and hospitality employees from a vocational psychology perspective, several limitations need to be acknowledged. Recognising these limitations provides critical direction for future research and helps position this study within the broader academic discourse.

A primary limitation lies in the scope of the research, which focuses predominantly on individual career experiences and perceptions of decent work. Although some elements of the sociological context are incorporated, the study does not comprehensively examine the broader social, economic, and policy dimensions that shape decent work experiences. As a result, a fully holistic understanding of career development and decent work—one that integrates both psychological and sociological perspectives—is not achieved here. Future research could address this gap by combining vocational psychology with sociological frameworks to explore the interplay between individual agency and structural influences in career development.

This study focuses on specific variables —career optimism, career adaptability, and career commitment —as they relate to decent work. While this focus allows for a detailed examination of these constructs, it also means that other potentially important factors are not explored. The model suggests possible relationships among the studied variables, but further research is necessary to investigate additional constructs such as

social support, organisational culture, and work-life balance. Including these factors in future studies would offer a more comprehensive understanding of the antecedents and outcomes of decent work experiences.

In this research, decent work is primarily conceptualised as an outcome variable, reflecting the subjective experiences and perceptions of young tourism and hospitality employees. However, decent work may also function as a mediating or moderating variable in career development models. For instance, decent work could buffer against adverse psychological outcomes (e.g., relative deprivation) and reduce workplace deviance, or moderate the relationship between strategic human resource management and sustainable performance. Future studies should explore these alternative conceptualisations to reveal more complex and dynamic relationships involving decent work within organisational and career contexts.

By situating the study within the vocational psychology framework, the research emphasises individual-level experiences and perceptions. However, this approach may overlook broader sociological and contextual factors that influence decent work, such as industry practices, employment policies, pay equity, and workplace safety. Decent work is a multidimensional construct. Its manifestations can vary across industries and organisational settings. To address this, future research should incorporate a broader range of theoretical perspectives and empirical methods, enabling a more contextualised and comprehensive exploration of decent work in vocational psychology. In summary, while this study advances understanding of career development and decent work among Generation Y tourism and hospitality employees, its limitations highlight

significant opportunities for future research. Addressing these limitations will contribute to a more holistic, nuanced, and impactful body of knowledge in both vocational psychology and the broader field of decent work studies.

## 8.2 Conclusions

There has been broad discussion on the high turnover rate in the tourism and hospitality industry. It is essential to retain young talents for future development and, more importantly, promote resilience in this critical period. Therefore, studies need to discover effective strategies and examine their outcomes to achieve those objectives.

As suggested in prior studies, scholars can investigate the problems differently, for example, paying more attention to individual career development. Vocational psychology is an insightful discipline that offers specific solutions, but few studies have been conducted in the tourism and hospitality sectors with relevant theories. In this study, prevailing theories from vocational psychology are chosen to examine young tourism and hospitality employees on their career development and management, including their perception of decent work, career optimism, career adaptability, and career commitment.

The qualitative research aims to discover young tourism and hospitality employees' perceptions of decent work in the industry. Moreover, their experiences with different stages of their careers will facilitate learning how those career transitions change the perception. According to the findings, the measurements of decent work in tourism and hospitality will be created. The new variable will be tested with other critical constructs in the quantitative research. A proposed model is established under two theoretical

backgrounds: Career Construction Theory and Psychology of Working Theory.

The study is conducted in a mixed-method design, including a narrative approach to current employees' career stories and surveys among Generation Y employees in the field. The findings will extend the knowledge on applying vocational psychology to the area and provide insights into the scope of individual career development. The results of this study will also be valuable for tourism and hospitality institutions and organizations to understand the perception of young employees on decent work. Finally, the findings will provide insights on developing effective strategies for students and employees to pass through critical moments smoothly and increase their abilities to adapt to more challenges in the future.

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# Appendices

## Appendix 1 Interview Protocol

**Participants:** Current Generation Y employees in the tourism and hospitality industry (Born between 1980-1995/27-42 years old)

**Preparation for Interview:** Participants need to recall several significant experiences related to their careers in tourism and hospitality. The experiences can be one career transition, sudden layoff or role change.

### Interview Section 1: Narrative on the individual career-related experience

**Research Objective:** To explore Generation Y tourism and hospitality employees' experiences related to different types of events that happened in individual career paths (e.g., career transitions and sudden layoff) based on personal narratives shared in the qualitative study;

During the interview, I will ask the participants to share the stories they consider significant in their careers. After the sharing, I will ask probing questions throughout the interview to elicit more detailed responses from the participants like:

- What was this experience about? (Career transition, sudden layoff or role change)
- When did this experience happen?
- Whom was this experience related to? (Manager, supervisor, colleagues, family, friends)
- Why did you choose this experience as a significant event in your career? How would you describe the differences from other experiences?
- How did this experience make you feel about yourself and your careers in the industry?
- How did this experience influence your career development? (Individual choice, future planning, etc.)
- Your reflection on the experiences and lessons gained from the experiences

### Interview Section 2: Adaptation to the tourism and hospitality careers

**Research Objective:** To understand Generation Y tourism and hospitality employees' adaptation process of those career-related experiences from three dimensions of Career Construction Model of Adaptation (e.g., adaptive readiness, adaptability resources and adaptation results);

- Motivation/Reasons  
(Adaptive Readiness-Career Optimism)
  - Why do you choose to work in this industry?
  - What is your attitude to your career future in the industry?

- How do you plan your career future in the industry?
- Abilities/Skills  
(Adaptability Resources-Career Adaptability: Concern, Confidence, Curiosity, Control)
  - How do you evaluate your adaptability?
  - What are the main activities associated with the development of your adaptability?
  - Are there any occasions you think you deal with any conflicts or difficulties when you adapt to the changes in your careers?
  - What is essential for you to adapt to the changes in your careers?
- Satisfaction/Success  
(Adaptation Results-Career Commitment)
  - Will you work in the industry until your retirement?
  - What are the key reasons for you to continue working in the industry?
  - Do you have any suggestions for your friends who would like to join this industry?
  - Are you satisfied with your careers now?

### Interview Section 3: Decent Work

**Research Objective:** To identify the concept of decent work from a psychological viewpoint as learning from human experience, particularly Generation Y tourism and hospitality employees' career experiences, integrating prior research relevant to decent work in the tourism and hospitality field;

- Have you heard about "decent work"?
- How do you describe "decent work"?
- Can you give (an) example(s) of "decent work" from your perspective?

*Provide the definition of decent work below to the interviewees:*

*International Labour Organization (ILO) defines decent work as productive labour performed in circumstances of freedom, fairness, security, and dignity, with sufficient compensation and social protection (ILO, 1999).*

- Do you think works in the tourism and hospitality industry is decent? Please provide your evaluation of your works in tourism and hospitality industry based on the definition of ILO.
  - Industry-level (Climate, Value, Potential, Social Dialogue, Equality, etc.)
    - ◆ *References: García-Rodríguez et al., 2021; Duffy et al., 2016; ILO, UNWTO, UN*
  - Organizational-level (Workplace Quality, Supports, Benefits, etc.)
    - ◆ *References: Yang et al., 2021; Winchenbach et al., 2019; Robinson et al., 2019; Blustein et al., 2016; ILO, UNWTO, UN*

- Individual-level (Salary, Development, Recognition, Stability, Security, etc.)
  - ◆ *References: García-Rodríguez et al., 2021; Yang et al., 2021; Winchenbach et al., 2019; Robinson et al., 2019; Blustein et al., 2016; Savickas and Porfeli, 2012*
- Relationships (Networking, Family, Friends, Managers, etc.)
  - ◆ *References: García-Rodríguez et al., 2021; Blustein et al., 2016; Duffy et al., 2016*
- Skill (Technology, Qualification, etc.)
  - ◆ *References: Tuomi et al., 2020; ILO, UNWTO, UN*
- How do your careers in the industry make you feel about yourself and your work and life roles?
- Do you think your career in the industry plays a significant role in your life and your wellbeing? How and Why?

**Closing Questions:**

- Anything to add to help me understand your career-related experiences?
- Any questions about the research?

## **Appendix 2 Participant Information Sheet**

### **Participant Information Sheet**

(June 2022)

### **The Effects of Career Optimism and Career Adaptability on Career**

### **Commitment and Decent Work in Tourism and Hospitality:**

### **A Study of Generation Y**

#### **Introduction**

I am a PhD candidate (Student ID: 2003 ) studying in School of Hotel and Tourism Management, The Hong Kong Polytechnic University. I would like to invite you to take part in a research project. Before you decide you need to understand why the research is being done and what it will involve for you. Please take the time to read the following information carefully. Talk to others about the study if you wish.

#### **What is the purpose of the study?**

This study seeks to explore how young tourism and hospitality employees manage their careers and understand their perceptions of decent work.

#### **Why have I been invited to take part in the study?**

Because you are one of the candidates who meet the requirement of my research, and I would like to invite you to know your views.

#### **Do I have to take part?**

Participation is voluntary. You do not have to take part. You should read this information sheet and if you have any questions you should ask. You can stop your participation in the study at any time and request for data collected on you to be withdrawn at any time without giving a reason.

#### **What will happen to me if I take part?**

If you decide to take part in, you will be given this information sheet to keep and will be asked to sign a consent form. I will then conduct a face to face or online interview using an audio recording. The procedure takes approximately half an hour to forty minutes.

#### **What are the possible disadvantages or risks of taking part?**

The information we will get from the study will help the researcher understand young employees' adaptation processes through various career-related experiences and shed light on Generation Y tourism and hospitality employees' self-directed career management. Furthermore, I will provide you with a summary of a final report describing the main finding.

#### **What are the possible benefits of taking part?**

It is unlikely that you will not benefit directly but it is hoped that the finding will help us to make the working environment better in the industry.

**What if there is a problem?**

If you wish to make a complaint about the conduct of the study you can contact Dr. Catherine Cheung using the details below for further advice and information: catherine.cheung@

**Will my taking part in the study be kept confidential?**

Yes. All of the information you give will be anonymised so that those reading reports from the research will not know who has contributed to it.

Data will be stored securely. All project data (e.g. consent forms) will be held for at least 6 years and all research data for at least 10 years in accordance with University policy and that personal data is held and processed in the strictest confidence.

In reporting on the research findings, I will not reveal the names of any participants of the organization where you work.

**Contact details of researcher and, where appropriate supervisor?**

If you have any questions or require more information about this study, please contact me using the following contact details:

**WANG Danni**

danni-danny.wang@

**Who has reviewed the project?**

The study has been reviewed and received a favourable opinion from the Ethics Committee.

**Thank you for taking the time to read this Information Sheet**

## **Appendix 3 Consent Form**

### **Consent Form**

**Study Title: The Effects of Career Optimism and Career Adaptability on Career Commitment and Decent Work in Tourism and Hospitality: A Study of Generation Y**

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- I have read and understood the Information Sheet provided. I have been given a full explanation by the investigators of the nature, purpose, location and likely duration of the study, and of what I will be expected to do.
- I have been advised about any disadvantages/risks/discomfort/possible ill-effects\* on my health and well-being which may result. I have been given the opportunity to ask questions on all aspects of the study and have understood the advice and information given as a result.
- I agree to comply with the requirements of the study as outlined to me to the best of my abilities.
- I agree for my data and samples to be used for this study.
- I give consent to be audio recorded.
- I understand that all project data will be held for at least 6 years and all research data for at least 10 years in accordance with University policy and that my personal data is held and processed in the strictest confidence.
- I agree for the researchers to contact me about future studies.
- I understand that all data collected during the study, may be looked at for monitoring and auditing purposes by authorised individuals from University of Surrey, from regulatory authorities, where it is relevant to my taking part in this research. I give permission for these individuals to have access to my records.
- I understand that I am free to withdraw from the study at any time without needing to justify my decision, without prejudice and without my legal rights and employment being affected.
- I understand that I can request for my data to be withdrawn within one week after the interview day and that following my request all data already collected from me will be destroyed.
- If I withdraw I also allow the researchers to use my personal data, in addition to anonymous data, already collected as outlined in the participant information sheet and this consent form.
- I confirm that I have read and understood the above and freely consent to participating in this study. I have been given adequate time to consider my participation.

Name of participant (BLOCK CAPITALS) .....

Signed .....

Date .....

## Appendix 4 Questionnaire for Pilot Study

English	Chinese
<p><b>Decent work in tourism and hospitality</b></p> <p>1. My salary is adequate, considering my educational level.</p> <p>2. My salary is adequate, considering my professional experience.</p> <p>3. My salary is within the average of what is paid for similar jobs in other industries.</p> <p>4. My salary is adequate, considering my workload.</p> <p>5. My salary is adequate considering my interests and hobbies.</p> <p>6. My salary matches the culture and image promoted by the company.</p> <p>7. My salary is appropriately paid according to my contract.</p> <p>8. My salary is appropriately paid according to national labour law.</p> <p>9. My benefits is appropriately paid according to my contract.</p> <p>10. My benefits is appropriately paid according to national labour law.</p> <p>11. I have enough working hours to perform and finish my job well.</p> <p>12. My work experience is well used in my jobs in tourism and hospitality.</p> <p>13. My work in tourism and hospitality is in line with my educational and professional qualifications.</p> <p>14. I have sufficient training to perform my job.</p> <p>15. I have sufficient support from my peers and managers to perform my job.</p> <p>16. Detailed instructions and job descriptions for my jobs are provided.</p> <p>17. My work is done in a healthy and risk-free environment.</p>	<p>旅游和酒店行业的体面工作</p> <p>这一部分针对您对于旅游和酒店行业的职业生涯的自我评价，在每个项目后面适当的数字上打勾√ 来表明你同意或不同意的程度。1 代表最不同意，7 代表最同意。</p> <p>1. 我的薪水匹配我的教育程度。</p> <p>2. 我的薪水匹配我的工作经验。</p> <p>3. 我的薪水处于其他行业同等工作的平均薪资水平内。</p> <p>4. 我的薪水匹配我的工作量。</p> <p>5. 鉴于我的兴趣爱好，我的薪水是足够的。</p> <p>6. 我的薪水符合公司倡导的文化和形象。</p>

<p>18. The physical effort required to carry out my work is reasonable.</p> <p>19. Training programmes are developed to increase safety and improve the working environment of employees.</p> <p>20. My health is not affected by my work.</p> <p>21. I get good healthcare benefits and plans from my job.</p> <p>22. I feel physically safe interacting with people at work.</p> <p>23. At work, I feel safe from emotional or verbal abuse.</p> <p>24. Healthcare is provided for all employees, no matter part-time or full-time, in the tourism and hospitality industry.</p> <p>25. Claims for work injury expenses from all employees are allowed in the tourism and hospitality industry.</p> <p>26. Healthcare required by national labour law is provided in the tourism and hospitality industry.</p> <p>27. Social dialogue and collective bargaining are promoted in the tourism and hospitality industry.</p> <p>28. Labour rights are defended and negotiated on the basis of the common interests of all employees in the tourism and hospitality industry.</p> <p>29. Organizational policies and programs in the tourism and hospitality industry are developed to reduce inequality.</p> <p>30. Employees in the tourism and hospitality industry are protected from risk and volatility with social services, such as health insurance and housing support.</p> <p>31. I am given the opportunity to participate in continuous training programmes to improve my work.</p> <p>32. Employee training is encouraged to broaden our knowledge and develop our talents in the tourism and hospitality industry.</p>	<p>7. 我的薪水是依据合同合理支付的。</p> <p>8. 我的薪水是依据国家劳动法合理支付的。</p> <p>9. 我的福利是依据合同合理保障的。</p> <p>10. 我的福利是依据国家劳动法合理保障的。</p> <p>11. 我有充足的时间把工作完成好。</p> <p>12. 在旅游和酒店行业, 我的工作经验可以很好地运用到工作中。</p> <p>13. 我在旅游和酒店方面的工作与我的学历和专业资质相符合。</p> <p>14. 我受过充分的培训去完成我的工作。</p> <p>15. 我从同事和经理那里得到了足够的支持来完成我的工作。</p> <p>16. 我的工作有详细的指令和工作描述。</p> <p>17. 我的工作是在健康和无风险的环境中完成的。</p> <p>18. 完成我的工作所需的精力是合理的。</p> <p>19. 公司开展的培训项目可以加强员工的安全及改善工作环境。</p>
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<p>33. Training is offered to increase my chances of career advancement.</p> <p>34. Specific training related to my work in the tourism and hospitality industry is offered to improve my performance.</p> <p>35. New employees are appropriately trained to adapt to their work in the tourism and hospitality industry.</p> <p>36. Employees are given the support to take part in external training, i.e. outside the company.</p> <p>37. Systematic plans of training are provided for all employees in the tourism and hospitality industry.</p> <p>38. I feel stable and promising with my career in the tourism and hospitality industry.</p> <p>39. I have a good prospect for my career in the tourism and hospitality industry.</p> <p>40. Training is optional on personal interests and requests.</p> <p>41. I benefit from the contents learnt from the training.</p> <p>42. The contents of the training are not limited to the tourism and hospitality industry.</p> <p>43. I feel confident in my skills and knowledge with the training.</p> <p>44. I have free time during the week to rest and do non-work activities (leisure, culture, etc.).</p> <p>45. My work-life balance is positive.</p> <p>46. I am well-informed about my working schedule.</p> <p>47. It is easy for me to reconcile my family and personal life with my job in the tourism and hospitality industry.</p> <p>48. I am free to combine work and study.</p> <p>49. I have flexibility about my working conditions when I need them</p>	<p>20. 我的工作不会影响健康。</p> <p>21. 我的工作提供足够的医疗福利计划。</p> <p>22. 我觉得在工作中与人互动是安全的。</p> <p>23. 在工作中，我不会受到辱骂和精神虐待。</p> <p>24. 在旅游和酒店行业，包含兼职全职在内的所有员工都能获得医疗保障。</p> <p>25. 在旅游和酒店行业，所有员工都可以报销工伤费用。</p> <p>26. 旅游和酒店行业提供中国国家劳动法要求的医疗保健服务。</p> <p>27. 旅游和酒店行业促进社会对话和集体谈判，以保障员工权利。</p> <p>28. 劳动权利的捍卫和协商是基于行业内所有员工的共同利益。</p> <p>29. 旅游业和酒店业的组织政策和项目是为了减少不平等而制定的。</p> <p>30. 旅游业和酒店业的雇员受到医疗保险和住房支助等社会服务的保护，免受风险和不确定性的影响。</p>
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<p>(schedules, shifts, etc.).</p> <p>50. I have the freedom to make any comments on my jobs.</p> <p>51. I have the freedom to choose my working mode.</p> <p>52. I am free to adjust my workload under permission.</p> <p>53. I have the freedom to express myself to my working peers.</p> <p>54. I feel open to sharing my opinions with my management.</p> <p>55. Equal opportunities and treatment in employment are guaranteed in the tourism and hospitality industry.</p> <p>56. There is no discrimination at work depending on whether you are a man or a woman in the tourism and hospitality industry.</p> <p>57. There is equal opportunity for promotion and career advancement in the tourism and hospitality industry, regardless of gender.</p> <p>58. There is equal opportunity for promotion and career advancement in the tourism and hospitality industry, regardless of age.</p> <p>59. There is no discrimination based on personal characteristics.</p> <p>60. There is equal opportunity for benefits, whether part-timer or full-time in the tourism and hospitality industry.</p> <p>61. I have sufficient support from new technology to perform my job better.</p> <p>62. I do not feel threatened by technology.</p> <p>63. I can learn new technology from my job in the tourism and hospitality industry.</p> <p>64. Technology increases my work efficiency.</p> <p>65. I interact well with technology in the tourism and hospitality industry.</p> <p>66. I am inspired to learn more about technology.</p> <p>67. The values of my career in the tourism and hospitality industry match</p>	<p>31. 我有机会参加持续的培训计划, 以改善我的工作。</p> <p>32. 在旅游和酒店行业, 为了拓展知识培养人才, 鼓励开展员工培训。</p> <p>33. 公司提供培训, 以增加我职业发展的机会。</p> <p>34. 为提高我的工作绩效, 公司提供了与旅游和酒店行业相关的具体培训。</p> <p>35. 旅游酒店行业会为新员工提供适当的培训帮助他们尽快适应工作。</p> <p>36. 旅游酒店行业的公司会支持员工参加外部培训, 即非公司组织的培训。</p> <p>37. 在旅游和酒店行业, 所有员工都有系统的培训计划。</p> <p>38. 我在旅游和酒店行业的职业生涯是稳定和有前途的。</p> <p>39. 我在旅游和酒店行业的职业前景很好。</p> <p>40. 旅游酒店行业的培训可根据个人兴趣和需求选择。</p> <p>41. 旅游酒店行业培训的内容让我受益匪浅。</p>
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my life values.

68. The values of the tourism and hospitality industry align with my life values.

69. I feel respected while doing my job in the tourism and hospitality industry.

70. My family and friends value my career in the tourism and hospitality industry.

71. I feel proud of my career in the tourism and hospitality industry.

72. I feel sense of achievement based on my job performance.

73. My career in the tourism and hospitality industry plays an important part of my life.

42. 旅游酒店行业培训的内容并不局限于旅游和酒店行业。

43. 通过旅游酒店行业培训，我对自己的技能和知识充满信心。

44. 我周中有空闲时间休息并从事一些与工作无关的活动（休闲、文化等）。

45. 我的工作和生活是达到平衡的。

46. 我对我的工作日程了如指掌。

47. 我很容易协调家庭和个人生活与我在旅游酒店的工作。

48. 我可以自由地把工作和学习结合起来。

49. 当我需要的时候，我可以灵活安排我的工作情况(时间表，班次等)。

50. 我可以自由地对我的工作发表任何意见。

51. 我可以自由地选择工作方式。

52. 在允许的情况下，我可以自由调整我的工作量。

53. 我可以自由地向同事表达自己想法。

	<p>54. 我愿意与管理层分享我的意见。</p> <p>55. 旅游和酒店行业保障了平等的就业机会和待遇。</p> <p>56. 在旅游和酒店行业，不会因你是男性还是女性而受到歧视。</p> <p>57. 在旅游和酒店行业，无论性别，都有平等的晋升和职业发展机会。</p> <p>58. 在旅游和酒店行业，无论年龄大小，都有平等的晋升和职业发展机会。</p> <p>59. 工作中不存在基于针对个人特征的歧视。</p> <p>60. 在旅游和酒店行业，无论是兼职还是全职，都有平等的机会获得福利。</p> <p>61. 科技发展给了我足够的支持，让我能更好地完成工作。</p> <p>62. 我不觉得科技对我的工作构成威胁。</p> <p>63. 我可以从旅游和酒店行业的工作中学到新的科技技术。</p> <p>64. 科技提高了我的工作效率。</p>
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	<p>65. 在旅游和酒店行业工作中，我与科技互动良好。</p> <p>66. 我通过我的工作受到启发，想要更多地学习科技技术。</p> <p>67. 在旅游和酒店行业工作的职业价值观与我的人生价值观相匹配。</p> <p>68. 旅游和酒店行业所体现的价值观与我的人生价值观一致。</p> <p>69. 我在旅游酒店行业的工作中感到被尊重。。</p> <p>70. 我的家人和朋友很重视我在旅游和酒店行业的工作。</p> <p>71. 我对在旅游酒店行业工作感到自豪。</p> <p>72. 我对我的工作表现（酒店旅游行业）感到很有成就感。</p> <p>73. 我在旅游和酒店行业的工作在我的生活中扮演着重要的角色。</p>
<p><b>Career Optimism</b></p> <p>1. I get excited when I think about my career in the tourism and hospitality industry.</p> <p>2. Thinking about my career in the tourism and hospitality industry inspires me.</p> <p>3. It is easy for me to set career goals related to my future in the tourism and hospitality industry.</p> <p>4. It is easy to relate my abilities to a specific career plan in the tourism and</p>	<p><b>职业乐观</b></p> <p>这一部分针对您对于旅游和酒店行业的职业生涯的乐观度，在每个项目后面适当的数字上打勾√ 来表明你同意或不同意的程度。1 代表最不同意， 7 代表最同意。</p>

<p>hospitality industry.</p> <p>5. I understand my work-related interests.</p> <p>6. I am eager to pursue my career dreams in the tourism and hospitality industry.</p> <p>7. It is easy to discover the right career path in the tourism and hospitality industry.</p> <p>8. Planning my career path in the tourism and hospitality industry is a natural activity.</p> <p>9. I will definitely make the right decisions on my career in the tourism and hospitality industry.</p> <p>10. I know the career in the tourism and hospitality industry is best for me.</p> <p>11. I can secure employment in the tourism and hospitality industry.</p> <p>12. I can advance in the tourism and hospitality industry</p>	<p>1. 当想到我在旅游和酒店行业的职业生涯时，我感到很兴奋。</p> <p>2. 想到在旅游和酒店行业的职业生涯，会使我受到鼓舞。</p> <p>3. 我很容易设定未来在旅游和酒店行业相关的职业目标。</p> <p>4. 我很容易将自己的能力与旅游和酒店业的职业规划联系起来。</p> <p>5. 我有与工作有关的兴趣。</p> <p>6. 我渴望在旅游和酒店行业追求我的职业梦想。</p> <p>7. 我在旅游和酒店行业很容易找到正确的职业道路。</p> <p>8. 规划我在旅游和酒店行业的职业道路是一项自然而然的活动。</p> <p>9. 我将会在旅游和酒店行业的职业生涯中做出正确的决定。</p> <p>10. 我知道旅游和酒店业的工作是适合我的。</p> <p>11. 我能够在旅游和酒店业获得工作。</p> <p>12. 我能够在旅游和酒店行业晋升。</p>
<p><b>Career Adaptability</b></p> <p>1. Thinking about what my future will be like</p>	<p><b>职业适应力</b></p>

<p>2. Realizing that today's choices shape my future</p> <p>3. Preparing for the future</p> <p>4. Becoming aware of the educational and career choices that I must make</p> <p>5. Planning how to achieve my goals</p> <p>6. Concerned about my career</p> <p>7. Keeping upbeat</p> <p>8. Making decisions by myself</p> <p>9. Taking responsibility for my actions</p> <p>10. Sticking up for my beliefs</p> <p>11. Counting on myself</p> <p>12. Doing what's right for me</p> <p>13. Exploring my surroundings</p> <p>14. Looking for opportunities to grow as a person</p> <p>15. Investigating options before making a choice</p> <p>16. Observing different ways of doing things</p> <p>17. Probing deeply into questions I have</p> <p>18. Becoming curious about new opportunities</p> <p>19. Performing tasks efficiently</p> <p>20. Taking care to do things well</p> <p>21. Learning new skills</p> <p>22. Working up to my ability</p> <p>23. Overcoming obstacles</p> <p>24. Solving problems</p> <p>25. Playing my part on a team</p> <p>26. Getting along with all kinds of people</p> <p>27. Compromising with other people</p>	<p>这一部分针对您对于旅游和酒店行业的职业生涯适应度，在每个项目后面适当的数字上打勾√ 来表明你同意或不同意的程度。1 代表最不同意，7 代表最同意。</p> <ol style="list-style-type: none"> <li>1. 我有能力思考我的未来会是什么样的。</li> <li>2. 我能意识到现在的选择会塑造我的未来。</li> <li>3. 我有为未来做准备的能力。</li> <li>4. 我能够觉察到我必须要做出教育和职业相关的选择。</li> <li>5. 我能够计划如何实现我的目标。</li> <li>6. 我有能力关注我的职业生涯。</li> <li>7. 我能够保持乐观。</li> <li>8. 我可以靠自己做决定。</li> <li>9. 我能够为我的行为负责。</li> <li>10. 我执着于我的信念。</li> </ol>
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28. Learning to be a good listener

29. Sharing with others

30. Hiding my true feelings for the good of the group

11. 我依靠我自己。
12. 我有能力做自己认为正确的事情。
13. 我有探索周围环境的能力。
14. 我能够寻找机会得到成长。
15. 我能在做出选择前了解各种选择。
16. 我能观察到做事情的不同方式。
17. 我有深入探索问题的能力。
18. 我会对新的机会感到好奇。
19. 我有能力有效地完成任务。
20. 我有责任心把事情做好。
21. 我有能力学习新技能。
22. 我能够逐步发展我的能力。
23. 我能够克服困难。

	<p>24. 我有解决问题的能力。</p> <p>25. 我能够在团队中发挥我的作用</p> <p>26. 我能够和各种各样的人相处</p> <p>27. 我能够向他人妥协</p> <p>28. 我能够学习做一个好的倾听者</p> <p>29. 我能够与他人分享</p> <p>30. 我能够为了团体的利益隐藏我的真实感受</p>
<p><b>Career Commitment</b></p> <p>1. I really feel as if this industry's problems are my own.</p> <p>2. I feel a strong sense of belonging to this industry.</p> <p>3. I feel like part of the family at this industry.</p> <p>4. Too much of my life would be disrupted if I decided I wanted to leave this industry now.</p> <p>5. I feel that I have too few options to consider leaving this industry.</p> <p>6. Right now, staying this industry is a matter of necessity.</p> <p>7. I would not leave this industry because I have a sense of obligation to it.</p> <p>8. I would feel guilty if I left this industry.</p> <p>9. I have no intention to leave this industry.</p> <p>10. If I could get another job that is different from this one and paid the</p>	<p><b>职业忠诚</b></p> <p>这一部分针对您对于旅游和酒店行业的职业忠诚度，在每个项目后面适当的数字上打勾√ 来表明你同意或不同意的程度。1 代表最不同意，7 代表最同意。</p> <p>1. 我将旅游酒店行业的问题视为自己的问题来对待。。</p> <p>2. 我对旅游酒店行业有强烈的归属感。</p>

<p>same amount, I would probably take it.</p> <p>11. If I could do it all over again, I would still choose to work in this profession.</p> <p>12. I am not disappointed that I ever entered this profession.</p>	<p>3. 我觉得自己是行业的一份子。</p> <p>4. 如果我现在决定离开旅游酒店行业, 我的生活会受到很大影响。</p> <p>5. 我觉得如果我离开旅游酒店行业, 我的选择太少。</p> <p>6. 目前, 留在行业工作是必要的。</p> <p>7. 出于对旅游酒店的责任感, 我不会离开。</p> <p>8. 如果我离开旅游酒店行业, 我会感到内疚。</p> <p>9. 我不打算离开旅游酒店行业。</p> <p>10. 如果我能找到不同于这份工作并且薪水相同的另一份工作, 我可能会接受它。</p> <p>11. 如果我可以重新来过, 我仍然会选择在旅游酒店行业工作。</p> <p>12. 我对自己进入旅游酒店行业并不感到失望。</p>
<p><b>Demographic Question</b></p> <p>1. Gender</p> <p>1) Male</p> <p>2) Female</p>	<p><b>个人情况</b></p> <p>1. 性别</p> <p>1) 男</p> <p>2) 女</p>

2. Marital Condition	2. 婚姻状况:
1) Single	1) 单身
2) Married	2) 已婚
3) Others	3) 其他
3. Education	3. 教育状况
1) Secondary/High School	1) 中学/高中
2) Vocational School	2) 技校/职业学院
3) Diploma	3) 大专
4) Degree	4) 本科
5) Master	5) 硕士
6) Doctoral	6) 博士
7) Others, please indicate_____	7) 其他, 请说明 _____
4. Length of work experience in the tourism and hospitality industry	4. 在旅游酒店业工作的时间:
1) Less than one year	1) 小于 1 年
2) 1-3 years	2) 1-3 年
3) 4-6 years	3) 4-6 年
4) 7-9 years	4) 7-9 年
5) More than 10 years	5) 大于 10 年
5. Position: _____	5. 职务: _____
6. Contract	6. 工作合同:
1) Full-time	1) 全职员工
2) Part-time	2) 兼职员工
3) Others, please indicate_____	3) 其他(请说明 _____)
7. Salary after tax (RMB)	7. 税后月收入 (人民币)
1) Less than 3000	1) 3000 以下
2) 3001 – 5000	2) 3001 – 5000

- 3) 5001 – 7000
- 4) 7001 – 9000
- 5) 9001 – 12000
- 6) 12001 – 15000
- 7) More than 15000

8. Location of workplace: -----

- 3) 5001 – 7000
- 4) 7001 – 9000
- 5) 9001 – 12000
- 6) 12001 – 15000
- 7) 15000 以上

8. 工作所在地: -----

## Appendix 5 Questionnaire for Main Study

English	Chinese
<p><b>Decent work in tourism and hospitality</b></p> <p>1. My salary is adequate, considering my educational level.</p> <p>2. My salary is adequate, considering my professional experience.</p> <p>3. My salary is within the average of what is paid for similar jobs in other industries.</p> <p>4. My salary is adequate, considering my workload.</p> <p>5. My salary is adequate considering my interests and hobbies.</p> <p>6. My salary matches the culture and image promoted by the company.</p> <p>7. My salary is appropriately paid according to my contract.</p> <p>8. My salary is appropriately paid according to national labour law.</p> <p>9. My benefits is appropriately paid according to my contract.</p> <p>10. My benefits is appropriately paid according to national labour law.</p> <p>11. I have sufficient training to perform my job.</p> <p>12. Detailed instructions and job descriptions for my jobs are provided.</p> <p>13. I am given the opportunity to participate in continuous training programmes to improve my work.</p> <p>14. Employee training is encouraged to broaden our knowledge and develop our talents in the tourism and hospitality industry.</p> <p>15. Training is offered to increase my chances of career advancement.</p> <p>16. Specific training related to my work in the tourism and hospitality industry is offered to improve my performance.</p>	<p>旅游和酒店行业的体面工作</p> <p>这一部分针对您对于旅游和酒店行业的职业生涯的自我评价，在每个项目后面适当的数字上打勾√ 来表明你同意或不同意的程度。1 代表最不同意，7 代表最同意。</p> <p>1. 我的薪水匹配我的教育程度。</p> <p>2. 我的薪水匹配我的工作经验。</p> <p>3. 我的薪水处于其他行业同等工作的平均薪资水平内。</p> <p>4. 我的薪水匹配我的工作量。</p> <p>5. 鉴于我的兴趣爱好，我的薪水是足够的。</p> <p>6. 我的薪水符合公司倡导的文化和形象。</p>

<p>17. New employees are appropriately trained to adapt to their work in the tourism and hospitality industry.</p> <p>18. My work-life balance is positive.</p> <p>19. It is easy for me to reconcile my family and personal life with my job in the tourism and hospitality industry.</p> <p>20. I am free to combine work and study.</p> <p>21. I have flexibility about my working conditions when I need them (schedules, shifts, etc.).</p> <p>22. I have the freedom to make any comments on my jobs.</p> <p>23. I have the freedom to choose my working mode.</p> <p>24. I am free to adjust my workload under permission.</p> <p>25. I have the freedom to express myself to my working peers.</p> <p>26. I feel open to sharing my opinions with my management.</p> <p>27. Equal opportunities and treatment in employment are guaranteed in the tourism and hospitality industry.</p> <p>28. There is no discrimination at work depending on whether you are a man or a woman in the tourism and hospitality industry.</p> <p>29. There is equal opportunity for promotion and career advancement in the tourism and hospitality industry, regardless of gender.</p> <p>30. There is equal opportunity for promotion and career advancement in the tourism and hospitality industry, regardless of age.</p> <p>31. There is no discrimination based on personal characteristics.</p> <p>32. There is equal opportunity for benefits, whether part-timer or full-time in the tourism and hospitality industry.</p> <p>33. I have sufficient support from new technology to perform my job better.</p>	<p>7. 我的薪水是依据合同合理支付的。</p> <p>8. 我的薪水是依据国家劳动法合理支付的。</p> <p>9. 我的福利是依据合同合理保障的。</p> <p>10. 我的福利是依据国家劳动法合理保障的。</p> <p>11. 我受过充分的培训去完成我的工作。</p> <p>12. 我的工作有详细的指令和工作描述。</p> <p>13. 我有机会参加持续的培训计划，以改善我的工作。</p> <p>14. 在旅游和酒店行业，为了拓展知识培养人才，鼓励开展员工培训。</p> <p>15. 公司提供培训，以增加我职业发展的机会。</p> <p>16. 为提高我的工作绩效，公司提供了与旅游和酒店行业相关的具体培训。</p> <p>17. 旅游酒店行业会为新员工提供适当的培训帮助他们尽快适应工作。</p> <p>18. 我的工作和生活是达到平衡的。</p>
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<p>34. I do not feel threatened by technology.</p> <p>35. I can learn new technology from my job in the tourism and hospitality industry.</p> <p>36. Technology increases my work efficiency.</p> <p>37. I interact well with technology in the tourism and hospitality industry.</p> <p>38. I am inspired to learn more about technology.</p> <p>39. I feel proud of my career in the tourism and hospitality industry.</p> <p>40. I feel sense of achievement based on my job performance.</p> <p>41. My career in the tourism and hospitality industry plays an important part of my life.</p>	<p>19. 我很容易协调家庭和个人生活与我在旅游酒店的工作。</p> <p>20. 我可以自由地把工作和学习结合起来。</p> <p>21. 当我需要的时候, 我可以灵活安排我的工作情况(时间表, 班次等)。</p> <p>22. 我可以自由地对我的工作发表任何意见。</p> <p>23. 我可以自由地选择工作方式。</p> <p>24. 在允许的情况下, 我可以自由调整我的工作量。</p> <p>25. 我可以自由地向同事表达自己想法。</p> <p>26. 我愿意与管理层分享我的意见。</p> <p>27. 旅游和酒店行业保障了平等的就业机会和待遇。</p> <p>28. 在旅游和酒店行业, 不会因你是男性还是女性而受到歧视。</p> <p>29. 在旅游和酒店行业, 无论性别, 都有平等的晋升和职业发展机会。</p> <p>30. 在旅游和酒店行业, 无论年龄大小, 都有平等的晋升和职业发展机会。</p>
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	<p>31. 工作中不存在基于针对个人特征的歧视。</p> <p>32. 在旅游和酒店行业，无论是兼职还是全职，都有平等的机会获得福利。</p> <p>33. 科技发展给了我足够的支持，让我能更好地完成工作。</p> <p>34. 我不觉得科技对我的工作构成威胁。</p> <p>35. 我可以从旅游和酒店行业的工作中学到新的科技技术。</p> <p>36. 科技提高了我的工作效率。</p> <p>37. 在旅游和酒店行业工作中，我与科技互动良好。</p> <p>38. 我通过我的工作受到启发，想要更多地学习科技技术。</p> <p>39. 我对在旅游酒店行业工作感到自豪。</p> <p>40. 我对我的工作表现（酒店旅游行业）感到很有成就感。</p> <p>41. 我在旅游和酒店行业的工作在我的生活中扮演着重要的角色。</p>
<p><b>Career Optimism</b></p> <p>1. I get excited when I think about my career in the tourism and hospitality</p>	<p>职业乐观</p>

<p>industry.</p> <p>2. Thinking about my career in the tourism and hospitality industry inspires me.</p> <p>3. It is easy for me to set career goals related to my future in the tourism and hospitality industry.</p> <p>4. It is easy to relate my abilities to a specific career plan in the tourism and hospitality industry.</p> <p>5. I understand my work-related interests.</p> <p>6. I am eager to pursue my career dreams in the tourism and hospitality industry.</p> <p>7. It is easy to discover the right career path in the tourism and hospitality industry.</p> <p>8. Planning my career path in the tourism and hospitality industry is a natural activity.</p> <p>9. I will definitely make the right decisions on my career in the tourism and hospitality industry.</p> <p>10. I know the career in the tourism and hospitality industry is best for me.</p> <p>11. I can secure employment in the tourism and hospitality industry.</p> <p>12. I can advance in the tourism and hospitality industry</p>	<p>这一部分针对您对于旅游和酒店行业的职业生涯的乐观度，在每个项目后面适当的数字上打勾√ 来表明你同意或不同意的程度。1 代表最不同意， 7 代表最同意。</p> <ol style="list-style-type: none"> <li>1. 当想到我在旅游和酒店行业的职业生涯时，我感到很兴奋。</li> <li>2. 想到在旅游和酒店行业的职业生涯，会使我受到鼓舞。</li> <li>3. 我很容易设定未来在旅游和酒店行业相关的职业目标。</li> <li>4. 我很容易将自己的能力与旅游和酒店业的职业规划联系起来。</li> <li>5. 我有与工作有关的兴趣。</li> <li>6. 我渴望在旅游和酒店行业追求我的职业梦想。</li> <li>7. 我在旅游和酒店行业很容易找到正确的职业道路。</li> <li>8. 规划我在旅游和酒店行业的职业道路是一项自然而然的活动。</li> <li>9. 我将会在旅游和酒店行业的职业生涯中做出正确的决定。</li> <li>10. 我知道旅游和酒店业的工作是适合我的。</li> </ol>
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	<p>11. 我能够在旅游和酒店业获得工作。</p> <p>12. 我能够在旅游和酒店行业晋升。</p>
<p><b>Career Adaptability</b></p> <p>1. Thinking about what my future will be like  2. Realizing that today's choices shape my future  3. Preparing for the future  4. Becoming aware of the educational and career choices that I must make  5. Planning how to achieve my goals  6. Concerned about my career  7. Keeping upbeat  8. Making decisions by myself  9. Taking responsibility for my actions  10. Sticking up for my beliefs  11. Counting on myself  12. Doing what's right for me  13. Exploring my surroundings  14. Looking for opportunities to grow as a person  15. Investigating options before making a choice  16. Observing different ways of doing things  17. Probing deeply into questions I have  18. Becoming curious about new opportunities  19. Performing tasks efficiently  20. Taking care to do things well  21. Learning new skills</p>	<p><b>职业适应力</b></p> <p>这一部分针对您对于旅游和酒店行业的职业生涯适应度，在每个项目后面适当的数字上打勾√ 来表明你同意或不同意的程度。1 代表最不同意，7 代表最同意。</p> <p>1. 我有能力思考我的未来会是什么样的。  2. 我能意识到现在的选择会塑造我的未来。  3. 我有为未来做准备的能力。  4. 我能够觉察到我必须做出教育和职业相关的选择。  5. 我能够计划如何实现我的目标。  6. 我有能力关注我的职业生涯。  7. 我能够保持乐观。</p>

22. Working up to my ability	8. 我可以靠自己做决定。
23. Overcoming obstacles	9. 我能够为我的行为负责。
24. Solving problems	10. 我执着于我的信念。
25. Playing my part on a team	11. 我依靠我自己。
26. Getting along with all kinds of people	12. 我有能力做自己认为正确的事情。
27. Compromising with other people	13. 我有探索周围环境的能力。
28. Learning to be a good listener	14. 我能够寻找机会得到成长。
29. Sharing with others	15. 我能在做出选择前了解各种选择。
30. Hiding my true feelings for the good of the group	16. 我能观察到做事情的不同方式。
	17. 我有深入探索问题的能力。
	18. 我会对新的机会感到好奇。
	19. 我有能力有效地完成任务。
	20. 我有责任心把事情做好。

	<p>21. 我有能力学习新技能。</p> <p>22. 我能够逐步发展我的能力。</p> <p>23. 我能够克服困难。</p> <p>24. 我有解决问题的能力。</p> <p>25. 我能够在团队中发挥我的作用</p> <p>26. 我能够和各种各样的人相处</p> <p>27. 我能够向他人妥协</p> <p>28. 我能够学习做一个好的倾听者</p> <p>29. 我能够与他人分享</p> <p>30. 我能够为了团体的利益隐藏我的真实感受</p>
<p><b>Career Commitment</b></p> <p>1. I really feel as if this industry's problems are my own.</p> <p>2. I feel a strong sense of belonging to this industry.</p> <p>3. I feel like part of the family at this industry.</p> <p>4. Too much of my life would be disrupted if I decided I wanted to leave this industry now.</p>	<p><b>职业忠诚</b></p> <p>这一部分针对您对于旅游和酒店行业的职业忠诚度，在每个项目后面适当的数字上打勾√ 来表明你同意或不同意的程度。1 代表最不同意，7 代表最同意。</p>

<p>5. I feel that I have too few options to consider leaving this industry.</p> <p>6. Right now, staying this industry is a matter of necessity.</p> <p>7. I would not leave this industry because I have a sense of obligation to it.</p> <p>8. I would feel guilty if I left this industry.</p> <p>9. I have no intention to leave this industry.</p> <p>10. If I could get another job that is different from this one and paid the same amount, I would probably take it.</p> <p>11. If I could do it all over again, I would still choose to work in this profession.</p> <p>12. I am not disappointed that I ever entered this profession.</p>	<p>表最同意。</p> <p>1. 我将旅游酒店行业的问题视为自己的问题来对待。。</p> <p>2. 我对旅游酒店行业有强烈的归属感。</p> <p>3. 我觉得自己是行业的一份子。</p> <p>4. 如果我现在决定离开旅游酒店行业，我的生活会受到很大影响。</p> <p>5. 我觉得如果我离开旅游酒店行业，我的选择太少。</p> <p>6. 目前，留在行业工作是必要的。</p> <p>7. 出于对旅游酒店的责任感，我不会离开。</p> <p>8. 如果我离开旅游酒店行业，我会感到内疚。</p> <p>9. 我不打算离开旅游酒店行业。</p> <p>10. 如果我能找到不同于这份工作并且薪水相同的另一份工作，我可能会接受它。</p> <p>11. 如果我可以重新来过，我仍然会选择在旅游酒店行业工作。</p>
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	12. 我对自己进入旅游酒店行业并不感到失望。
<b>Demographic Question</b>	<b>个人情况</b>
1. Gender	1. 性别
1) Male	1) 男
2) Female	2) 女
2. Year of Birth	2. 出生年份
1) 1980-1982	1) 1980-1982
2) 1983 - 1985	2) 1983 - 1985
3) 1986 - 1988	3) 1986 - 1988
4) 1989 - 1991	4) 1989 - 1991
5) 1992-1994	5) 1992-1994
3. Marital Condition	3. 婚姻状况:
1) Single	1) 单身
2) Married	2) 已婚
3) Others	3) 其他
4. Number of children in the family	4. 是否有孩子
1) Two or above	1) 两个及以上
2) One	2) 一个
3) None	3) 无
5. Education	5. 教育状况
1) Secondary/High School	1) 中学/高中

<p>2) Vocational School          3) Diploma          4) Degree          5) Master          6) Doctoral          7) Others, please indicate _____</p> <p>6. Have you studied Tourism and Hospitality major?          1) Vocational School          2) Diploma          3) Degree          4) Postgraduate          5) Not from this major</p> <p>7. Length of work experience in the tourism and hospitality industry (including internship)          1) Less than one year          2) 1-3 years          3) 4-6 years          4) 7-9 years          5) More than 10 years</p> <p>8. Current Industry          1) Tourism          2) Hospitality          3) F&amp;B</p>	<p>2) 技校/职业学院          3) 大专          4) 本科          5) 硕士          6) 博士          7) 其他, 请说明 _____</p> <p>6. 是否曾学习过旅游酒店管理专业?          1) 技校          2) 大专          3) 本科          4) 研究生          5) 非此专业</p> <p>7. 在旅游酒店业工作的时间 (包含实习):          1) 小于 1 年          2) 1-3 年          3) 4-6 年          4) 7-9 年          5) 大于 10 年</p> <p>8. 所属行业:          1) 旅游业相关          2) 酒店业相关          3) 餐饮业相关          4) 航空业相关</p>
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4) Airline 5) Others: _____	5) 其他: _____ 9. 职务: _____
9. Position: _____  10. Contract 1) Full-time 2) Part-time 3) Others, please indicate _____	10. 工作合同: 1) 全职员工 2) 兼职员工 3) 其他(请说明 _____)
11. Salary after tax (RMB) 1) Less than 1500 2) 1,501-2,500 3) 2,501-4,000 4) 4,001-5,000 5) 5,001-8,000 6) 8,001-10, 000 7) 10,001-15, 000 8) 15,001-20, 000 9) 20,001 or above	11. 税后月收入 (人民币) 1) 1,500 or 以下 2) 1,501-2,500 3) 2,501-4,000 4) 4,001-5,000 5) 5,001-8,000 6) 8,001-10, 000 7) 10,001-15, 000 8) 15,001-20, 000 9) 20,001 or 以上
8. Location of workplace: _____	12. 工作所在地: _____