**Exploring strategies of career planning and development in the**

**hospitality industry: A case study of managerial employees of**

**Maldives island resorts**

**Ahmed Faris**

**Thesis Title**        Exploring strategies of career planning and development in the hospitality industry:  A case study of managerial employees of Maldives island resorts.
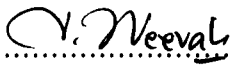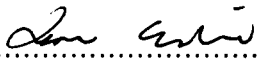
**Author**        Mr. Ahmed Faris

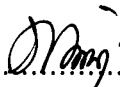**Major Program**    Hospitality and Tourism Management (International Program)

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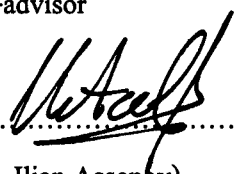.......................................................

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ชื่อวิทยานิพนธ์   การสำรวจกลยุทธ์เพื่อการวางแผนและพัฒนาอาชีพในอุตสาหกรรมการบริการ:
กรณีศึกษาของพนักงานระดับผู้จัดการรีสอร์ทในหมู่เกาะมัลดีฟ

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ปีการศึกษา       2553

## บทคัดย่อ

การท่องเที่ยวในหมู่เกาะมัลดีฟเริ่มขึ้นในปี ค.ศ. 1972 ด้วยการเปิดรีสอร์ทแห่งแรกในหมู่เกาะมัลดีฟ  ภายหลังจากการพัฒนาการท่องเที่ยวเป็นเวลา 38 ปี การท่องเที่ยวกลายเป็นอุตสาหกรรมที่สำคัญของประเทศในการเพิ่มผลิตภัณฑ์มวลรวมภายในประเทศถึง 27% และนำเงินตราต่างประเทศเข้าประเทศถึง 70% (MTAC, 2009) มีรีสอร์ทจำนวน 95 แห่ง และกำลังอยู่ในระหว่างการพัฒนาอีกกว่า 50 แห่ง  อย่างไรก็ตาม ประโยชน์ที่คนท้องถิ่นได้รับโดยตรงจากอุตสาหกรรมมีน้อยมากเนื่องจากคนท้องถิ่นไม่คิดว่าการทำงานในรีสอร์ทเป็นอาชีพที่น่าดี จึงพบว่ามากกว่า 50%ของคนทำงานในรีสอร์ทเป็นชาวต่างชาติ  แผนพัฒนาการท่องเที่ยวแห่งชาติ ฉบับที่ 3 (MTTMP) ได้กล่าวไว้ว่า ด้วยข้อจำกัดในเรื่องจำนวนแรงงานชาวมัลดีฟเวี่ยนและพื้นฐานการศึกษาของผู้จบการศึกษา รัฐบาลจะมุ่งฝึกอบรมชาวมัลดีฟเวี่ยนให้สามารถเข้าสู่ตำแหน่งงานที่ต้องการทักษะและมีค่าตอบแทนสูงในธุรกิจท่องเที่ยว

การศึกษาครั้งนี้จึงมีความมุ่งหวังที่จะสำรวจกลยุทธ์การวางแผนและพัฒนาอาชีพของพนักงานระดับผู้จัดการรีสอร์ทในหมู่เกาะมัลดีฟ และค้นหากลยุทธ์ที่จะช่วยให้การจ้างงานชาวมัลดีฟเวี่ยนในตำแหน่งผู้จัดการเพิ่มขึ้น วัตถุประสงค์ในการศึกษาคือ (1) พิจารณาสถานการณ์การจ้างงานในตำแหน่งผู้จัดการในปัจจุบัน คุณลักษณะและการโยกย้ายงานของพนักงานระดับผู้จัดการรีสอร์ทในหมู่เกาะมัลดีฟ  (2) วิเคราะห์กลยุทธ์การวางแผนและพัฒนาอาชีพและตรวจสอบผลกระทบของตัวแปรเชิงประชากรต่อการเลือกใช้กลยุทธ์การวางแผนและพัฒนาอาชีพของผู้จัดการรีสอร์ทในหมู่เกาะมัลดีฟ (3) ประเมินโอกาสและความท้าทายที่เป็นไปได้สำหรับการวางแผนและพัฒนาอาชีพของพนักงานระดับผู้จัดการรีสอร์ทในหมู่เกาะมัลดีฟ และ (4) แนะนำกลยุทธ์การวางแผนและพัฒนาอาชีพที่ช่วยให้ชาวมัลดีฟเวี่ยนสามารถเข้าสู่ตำแหน่งผู้จัดการในอุตสาหกรรมการบริการในหมู่เกาะมัลดีฟมากขึ้น

การศึกษาครั้งนี้มีการใช้วิธีวิจัยทั้งเชิงคุณภาพและเชิงปริมาณในการเก็บข้อมูล โดยใช้แบบสอบถามเก็บข้อมูลจากพนักงานที่ดำรงตำแหน่งผู้จัดการของรีสอร์ท ทั้งที่เป็นผู้จัดการระดับต้น ระดับกลางและระดับสูง มีผู้ตอบแบบสอบถามรวมทั้งสิ้น 371 ราย และใช้การสัมภาษณ์กับนายจ้างที่สำคัญและหน่วยงานภาครัฐที่มีบทบาทหรือมีความสนใจในงานวางแผนและพัฒนาอาชีพของพนักงานที่ทำงานรีสอร์ทในหมู่เกาะมัลดีฟ การวิเคราะห์ข้อมูลเชิงปริมาณ ใช้โปรแกรมสำเร็จรูปทางสถิติสำหรับสังคมศาสตร์ SPSS เวอร์ชั่น 15.0 และใช้เทคนิคการวิเคราะห์เนื้อหาในการประมวลและสรุปประเด็นจากข้อมูลที่ได้จากการสัมภาษณ์

ผลการศึกษาพบว่าจำนวนคนท้องถิ่นในตำแหน่งผู้จัดการมีน้อยกว่าชาวต่างประเทศในทุกระดับ ทั้งที่เป็นผู้จัดการระดับต้น ระดับกลางและระดับสูง เป็นผู้จัดการเพศหญิงน้อยมากนอกจากนี้ยังพบว่าผู้จัดการที่เป็นชาวต่างชาติมีพื้นฐานการศึกษาสูงกว่าคนท้องถิ่น ดังนั้นระดับการศึกษามีผลกระทบอย่างยิ่งต่อการพัฒนาอาชีพ และพบว่ามีการโยกย้ายสูงในเส้นทางสายอาชีพนี้ ส่วนใหญ่แล้วผู้จัดการเป็นผู้ริเริ่มวางแผนและพัฒนาอาชีพของตนเองและมีการโยกย้ายงานโดยใช้ตลาดแรงงานภายนอก กลยุทธ์ที่ใช้เป็นประจำมีคุณสมบัติหลัก 3 ประการ คือ "ความสามารถในการทำงาน" "ความสามารถที่จะมองเห็นได้" และ "ความยืดหยุ่น" สำหรับ "ความสามารถในการทำงาน"จะเกี่ยวข้องกับการศึกษาและการพัฒนาทักษะ "ความสามารถที่จะมองเห็นได้"เกี่ยวข้องกับการมีเครือข่าย และ "ความยืดหยุ่น"จะเกี่ยวข้องกับการเตรียมพร้อมสำหรับการโยกย้ายไปทำงานต่างประเทศเพื่อการพัฒนาอาชีพเมื่อมีโอกาสซึ่งอาจเกิดขึ้นจากภายในองค์กรหรือภายนอกองค์กร

การสัมภาษณ์หน่วยงานภาครัฐและนายจ้าง ชี้ให้เห็นโอกาสและความท้าทายในขอบเขตที่สำคัญ เช่น การพัฒนาทรัพยากรมนุษย์ ความเข้าใจของคนท้องถิ่นเกี่ยวกับการเลือกที่จะมีอาชีพในอุตสาหกรรมการบริการและการท่องเที่ยว ความพอใจของนายจ้างที่จะจ้างชาวต่างชาติในราคาถูก ความไม่สมดุลย์ระหว่างเพศ กฎหมายและกฎระเบียบ การเพิ่มขึ้นของบริษัท/แบรนด์ข้ามชาติ และความตระหนักถึงความเป็นสายอาชีพ

จากผลการศึกษาที่ได้ ผู้ที่ต้องการประสบความสำเร็จในอาชีพผู้จัดการควรจะต้องเพิ่มศักยภาพในการหางานทำได้ โดยเน้นการพัฒนาความสามารถในการทำงาน ความสามารถที่จะมองเห็นได้ และมีความยืดหยุ่น การศึกษาและการพัฒนาทักษะ เครือข่ายและมีช่องทางการติดต่อตลอดจนความยืดหยุ่นในการถือโอกาสเป็นสิ่งสำคัญที่ทำให้ประสบความสำเร็จในอาชีพหน่วยงานภาครัฐควรให้ความสำคัญกับแผนพัฒนาทรัพยากรมนุษย์ และให้สอดคล้องกับนโยบายการพัฒนาอุตสาหกรรม การมีส่วนร่วมจากภาคเอกชนมีความสำคัญอย่างมากในการกำหนด

นโยบายและร่วมมือกันทำงานเพื่อบรรลุเป้าหมายในการเพิ่มการจ้างงานสำหรับคนท้องถิ่นใน
ตำแหน่งผู้จัดการ นายจ้างควรปรับปรุงเงื่อนไขการทำงาน ส่งเสริมความเข้าใจ ลดการเลือกที่รัก
มักที่ชังและมีแผนแบบท้องถิ่นเพื่อให้คนท้องถิ่นมีความเท่าเทียมในการได้รับประโยชน์โดยตรง
จากอุตสาหกรรมสำคัญนี้

**คำสำคัญ**  การวางแผนและพัฒนาอาชีพ อุตสาหกรรมการบริการ หมู่เกาะมัลดีฟ

**Thesis Title**     Exploring strategies of career planning and development in the hospitality

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**Author**          Mr. Ahmed Faris.

**Major Program**   Hospitality and Tourism Management (International Program)

**Academic Year**   2010

# ABSTRACT

Tourism in Maldives began in 1972 with the opening of first ever resort in Maldives. After the development of 38 years the industry has become the most important industry to the country which contributes to 27% of GDP and 70% of foreign exchange earnings (MTAC, 2009). Ninety five resorts are in operation and 50 more resorts are already in the development pipeline. However the direct benefit to the local has been very minimum as the locals don't consider working in resorts as a promising career. Due to the fact almost 50% of the jobs are held by expatriates. Maldives Third Tourism Master Plan (MTTMP) states that, given the limited Maldivian work force and the educational background of school leavers, the government would pursue training of Maldivians for skilled and high paying jobs in tourism.

The aim of the research is to explore career planning and development strategies of managerial employees of Maldives resort islands and seek possible strategies to increase local employment at managerial positions. The objectives are: (1) to examine the current situation, characteristics and mobility of managerial employee's career in Maldives island resorts; (2) analyse the career planning and development strategies and investigate the impact of demographic variables on career planning and development strategies used by managerial employees of Maldives island resorts; (3) evaluate possible challenges and opportunities for career planning and development of managerial employees of Maldives island resorts; (4) suggest possible strategies for career planning and development to increase  managerial positions by locals in Maldives hospitality industry.

Both qualitative and quantitative methods were applied for data collections. A questionnaire was used collect data from managerial employees working at the island resorts. A total of 371 managers from low, mid and top level management positions participated in the

survey. Interviews were conducted with major employers and government organizations which were selected based on their influence/interest in career planning and development of employees working in Maldives resorts. SPSS (Statistical Package for the Social Sciences) version 15.0 computer software was used to analyse the quantitative data and content analysis was used to group and summarize major topics extracted from the interviews.

The research found that contribution of locals at the management positions is lower than the expatriates and this were common in all three management levels. Furthermore women's participation was extremely low. The research also found that expatriate managers were more educationally qualified than the locals. Careers in F&B department, finance and accounting was not favoured by the locals. Impact of educational qualification to career development was found to be predominantly important. Furthermore, high degree of mobility was evident in the career path. Mostly managers took initiative in their career development and most of the career moves were done by using external labour market. The strategies frequently used have three main attributes, which are "ability", "visibility", and "flexibility". Ability relates to education and skills development; visibility relates to networking while flexibility relates to being prepared to relocate or work overseas for career development by taking chance opportunities both internal and external to the company.

Interviews with government organizations and employers identified challenges and opportunities in important areas such as human resource development, perception of the locals about choosing the hospitality and tourism industry as a career, employers preference for cheap expatriates labor, gender imbalance, legislation and regulations, increase of international companies/brands and career orientation/awareness.

Based on the findings of the search individuals are suggested to increase the competitive employability by becoming able, visible, and flexible. Education and skills development, networking and having contacts as well as being flexible to take chance opportunities are important to a successful managerial career. Government organizations are suggested to enhance the HRD plans and integrate with the industry development policies. Participation of the private sector is very important in policy formulation and joint effort is required to meet the target of employing locals at the managerial positions. Employers should improve the working conditions,

enhance the perception, eliminate discrimination and have a localization plan so that locals can have a fair share of the direct benefits of this important industry.

**Key words:** Career planning and development, Hospitality industry, Maldives

# CONTENTS

# CONTENTS (CONTINUED)

## CONTENTS (CONTINUED)

# CONTENTS (CONTINUED)

# CONTENTS (CONTINUED)

# LIST OF TABLES

# LIST OF TABLES (CONTINUED)

# LIST OF FIGURES

## LIST OF ABBREVIATIONS AND SYMBOLS

| | |
|---|---|
| MTAC | Ministry of Tourism Arts and Culture |
| MoTCA | Ministry of Tourism and Civil aviation |
| GDP | Gross Domestic Product |
| MTTMP | Maldives Third Tourism Master Plan |
| STMP | Second Tourism Master Plan |
| TAFE | Training and Further Education |
| GM | General Manager |
| HOD | Head of Department |
| HRM | Human Resource Management |
| HRD | Human Resource Development |
| US | United States |
| UK | United Kingdom |
| MICE | Meeting Incentive Convention and Exhibition |
| CV | Curriculum Vitae |
| MCHE | Maldives College of Higher Education |
| FHTS | Faculty of Hospitality and Tourism Studies |
| FHMTS | Faculty of Hospitality Management and Tourism Studies |
| SPSS | Statistical Package for the Social Sciences |
| ANOVA | Analysis of Variance |
| LSD | Least Significant Difference |
| N | Number |
| F&B | Food and Beverage |
| MAB | Maldives Accreditation Board |
| G.C.E O/Levels | General Certificate of Education, Ordinary Level |
| MHYS | Ministry of Human Resource Youth and Sports |
| ILO | International Labour Organization |
| ISCO | International Standard Classification of Occupations |
| ESCAP | Economic and Social Commission for Asia and the Pacific |

# CHAPTER 1

# INTRODUCTION

## 1.1 Problem statement

Tourism in Maldives began in 1972 with the opening of first ever resort in Maldives at K. Vihamanaafushi (then Kurumba Village, now Kurumba Maldives). It was a humble beginning since the infrastructure was made by using locally available materials and services were provided by locals without any knowledge or experience of modern hospitality (Niyaz, 2002).

After 38 years of tourism development, Maldives provide the most exclusive products and services available for holiday makers with a choice 95 resort islands, 147 safari vessels, 14 hotels and 23 guest houses (MTAC, 2009). The demand for Maldives as a tourist destination has been very high. Due to this fact, additional 50 more resort islands are under the development pipeline which would be open with the next few years. Annual tourist arrival has gone beyond 600,000 which is double of the country's population.

The socio-economic development of Maldives seen today is due to this industry as it has become the number one industry for Maldives with fishing and construction as the second and third. It contributes to 27% of GDP and 70% of foreign exchange earnings (MTAC, 2009). Maldives' record in reducing poverty during the past three decades has been exceptional. In the 1970s, the Maldives was the poorest nation in South Asia. Today, the Maldives GDP per capita income is among the highest in the South Asian region, with US$ 2,293. Despite this fact almost 20% of the population is living below the poverty line.

Archer, Cooper, and Ruhanen (2005) argue that tourism seems to be more effective than other industries in generating employment and income in the less developed regions of a country where alternative opportunities for development are more limited. Therefore one of the ways to distribute the benefits of this industry to the local Maldivians is through employment. It is estimated that at present the tourism industry of Maldives provides 20,000 to 25,000 jobs, which include direct employment in resorts, safari vessels, hotels, and guest houses. In considering the future employment creation capacity, tourism is estimated to provide at least 10,000 new jobs over a three year period (MTTMP, 2007). Under government employment regulation, individual resort operations are required to employ a minimum of 50 percent local workforce where

available. However, some resorts do not reach this level of local employment on the basis that there is no locally available skilled labour. Therefore the participation of locals in terms of employment has been considerably very low which is below 50%. Furthermore, only 7% of the employees in tourist resorts are female of whom only 2% are Maldivians. Working in resorts are not considered as an attractive career among most locals since the availability of better jobs in other sectors and being away from family for a long time as well as working in a resort are sometimes not socially acceptable. Additionally availability of cheap labour from neighbouring counties has contributed for the high percent of expatriate employment.

Since the lower categories of jobs available in the industry are not attractive for locals, Maldives Third Tourism Master Plan (MTTMP) which covers the period of 2007-2011 have mentioned that the policy would be to attract locals for the higher levels of jobs. Furthermore, (MTTMP) states that, given the limited Maldivian work force and the educational background of school leavers, the government would pursue training of Maldivians for skilled and high paying jobs in tourism. In this regard, the focus will be on replacing expatriates with Maldivians in the middle to top level jobs in the tourism sector and leave the lower level jobs to expatriates.

Finding a solution for this issue has come to the attention of the government, as well as industry alike as never been before. It has been extremely important to find new methods and techniques to address the issue so that it would match with the current trends of the changing labour market.

Ladkin (2002) argues that career analysis has been a good technique to find supply side information that can be used for human resource planning as it illustrates to industry the stock and skill development of labour through the exploration of detailed individual and aggregate career histories. Furthermore, career analysis assumes that past labour market conditions can give valuable information on the current and future labour market. Based on the career analysis principle argued by Ladkin (2002), the characteristics of current employees who have been holding middle to top level jobs would reveal important information to develop policies and techniques to attract, train and develop Maldvians for the middle to top level jobs.

Furthermore, investigating the career planning and strategies used by successful individuals who are currently working at mid to top level managerial positions would give lot of important information for individuals who wants to embark on a career in hospitality industry of

Maldives. However, in the past no such research has been carried out in the Maldivian context, therefore, exploring the strategies used by successful individuals has been an important area for research to suggest future employees to progress in their career thereby increasing the number of locals in the mid to top level positions.

## 1.2 Literature review

### 1.2.1 The concept of career

A career is a series of jobs arranged over time (Riley & Ladkin, 1994). Careers are concerned with personal direction in our present working life, and the future. In the broadest sense they are the outcome of on one hand, structural opportunities made available to an individual; for example the size of the industry, organizational structure, and knowledge specificity, and on the other hand, human ability and ambition. In a sense, the structural opportunities in an industry provide the framework for any occupation, and individual ability and ambition determine how people make choices within the structural opportunities (Ladkin, 2002).

According to Noe, Hollenbeck, Gerhart and Wright (2003) traditionally careers have been described in various ways, such as a sequence of positions held within an occupation or in the context of mobility within an organization, and even as characteristics of the employee as an individual. Therefore, the following definitions acknowledge the career concept of Noe at el. (2003). Careers may be defined as a sequence of attitudes, activities or behaviours associated with work roles of individuals during the course of their lifetime (Arthur & Lawrence, 1984). A career is the pattern of work-related experiences that span the course of a person's life' (Greenhaus, 1987). According to Hall (1987) a career can be defined as "the sequence of individually perceived work-related experiences and attitudes that occur over the span of a person's work life". Furthermore, according to Robbins et al. (2000: 417) 'a career is a sequence of positions held by a person during his or her lifetime'

Career is a general course that a person chooses to pursue throughout his or her work life (Mondy, Noe & Premeaux, 2002). Hall and Moss (1998) describe career as the pattern or sequence of work roles of an individual which typically implies upward movement and advancement. According to Lau and Shaffer (1999) career success can be viewed as a means to fulfil a person's needs and desires through achievements, accomplishments and power

acquisition. Careers are a combination of human ability, ambition and the opportunities available to the individual (Ayres, 2006a). A more modern definition of a career is "a process of development of the employee along a path of experience and jobs in one or more organizations" (Baruch & Rosenstein, 1992 : 478). Whatever definition was given to career in the past, what is evident is that the nature of career and the strategies employed to make a successful career has been changing.

According to Ayres (2006a) traditionally, career paths emphasised upward movement in an organisation and the basis of much career theory centres on this concept of the bureaucratic career that involves the acceptance of qualifications, regular incremental advancement and a degree of certainty concerning prospects. However, Ayres (2006a) argues that recent trends have seen structures becoming increasingly flat in nature, and have seen organisations becoming more global. Other organisational trends are towards downsizing, restructuring, and reengineering. The result is that careers are becoming more difficult to define (Arthur, Inkson & Pringle, 1999; Robbins, Bergman, Stagg & Coulter, 2000)

### 1.2.2 The changing nature of career planning and development

Career planning is an ongoing process whereby an individual sets career goals and identifies the means to achieve them. The major focus on career planning should be on matching personal goals with opportunities that are realistically available. However, career development is a formal approach used by the organisation to help people acquire the skills and experiences needed to perform current and future jobs. Formal career development is important to maintain a motivated and committed workforce (Mondy, Noe & Premeaux, 2002).

The traditional career path is one in which employee progress vertically upward in the organisation from one specific job to the next. The assumption is that each preceding job is essential preparation for the next-higher-level job. Therefore an employee must move, step by step, from one job to the next to gain needed experience and preparation. One of the biggest advantages of the traditional career path is that it is straightforward. The path is clearly laid out, and the employee knows the specific sequences of jobs through which he or she must progress (Mondy, Noe & Premeaux, 2002). This view of career is supported by Sullivan (1999) mentioning that, traditionally, careers occurred within the context of one employer and career-related changes mainly concerned structured hierarchical moves within one company. The early

theories of career development such as Career stage theory (Super, 1957) and Career anchors (Schein, 1978) mainly focus on upward movement within one company.

However the old models of career in which an employee worked his/her way up the ladder in a single company is becoming somewhat rare. Some of the factors contributing to this situation include; (1) a massive reduction in management ranks due to mergers, downsizing, stagnation,  growth cycles, reengineering; (2) extinction of paternalism and job security; (3) erosion of employee loyalty; (4) a work environment where new skills must constantly be learned.

As a result, alternative concepts of a career are emerging under various labels: protean careers (Hall, 1996; Hall, 2002; Hall & Moss, 1998) because careers change shape to accommodate the individual's personal and work circumstances; and boundaryless careers (Arthur, 1994; Arthur & Rousseau, 1996; Robbins et al., 2003) because careers can no longer be defined within the one company. A protean career is a career that frequently changes based on the changes in the person's interests, abilities, and values and also in the work environment. Compared to the traditional career view, employees here take the major responsibilities for managing their career.

The concept known as the boundaryless career emphasises the individual's responsibility for planning, goal setting and education and training: '... careers are the responsibility of the individual, not the organisation' (Kanter, 1989, as cited in Sturges et al., 2000: 351). The new careers (Arthur et al., 1999) embrace the notion of the boundaryless career, as well as changing the psychological contract (Rousseau, 1995) that was traditionally implicit in employer and employee relationships regarding the expectations of both parties.  The subjective notion of the career reflects a dynamic unfolding process that emerges from the individual's perception (Parker, 2002). Therefore, Dessler (2003) defines career planning and development as the deliberate process through which a person becomes aware of personal career related attributes and the lifelong series of stages that contribute to his or her career fulfilment.

### 1.2.3 Educational qualification and career development in hospitality and tourism industry

Careers in tourism are relatively new phenomena. Although jobs in the tourism and hospitality industry have traditionally been plentiful, the concept of developing these jobs into careers, and even undertaking specific tourism studies to enhance this development, is a relatively new trend (Ayres, 2006a). However, Ladkin (2002) stressed the significant finding of the impact of education on individuals' working life. According to Ladkin (2002) as career analysis seeks to obtain information on a person's working life, one of the important variables that may influence career choice or opportunity has been educational attainment. For this reason, education has often been seen as the starting point for career development, and has been therefore fundamental to career analysis. Furthermore, there has been an assumed relationship between an individual's level of educational attainment and career progression. This relationship assumes that the higher the persons educational level, the further (and more rapidly) they will progress in the organizational structure. To test this assumption, any studies of career paths need to include an assessment of education qualifications (Ladkin, 2002). However, Harper, Brown & Irvine (2005) argues that, although there has been a wealth of research that has explored the career development of managers in the hospitality industry (Arnaldo, 1981; Guerrier, 1987; Guerrier and Lockwood, 1990; Ladkin and Riley, 1996; Ladkin, 2000), few studies have explored career development related specifically to variables such as educational background and the relative significance, if any, of formal qualifications. The limited amount of literature available has given significant insights about the impact of education and career development.

Nebel , Lee & Vidakovic (1995) studied about the career path of 114 general managers of US mid-range, upscale and luxury hotels, and the results revealed that the better qualified the individual was, the better chances that person had of becoming a GM in a Luxury hotel. The results showed that, while the percentage of GMs with bachelors degrees stayed about the same for all three hotel types, a much higher proportion of Up-scale and Luxury hotel GMs attended graduate school and completed masters degrees. Only 5.4% of Mid-range hotel GMs had masters degrees compared to 17.3% of Up-scale and 16% of Luxury hotel GMs. The percentage of GMs with bachelor's degrees and graduate work was: Mid-range 48.7%, Up-scale 75-O%, Luxury 68%. There was also a decided tendency toward more vocation-specific educational

backgrounds with moves up the quality scale. As the table below shows, 29% of Midrange GMs were hospitality majors in college; this jumps to 38.9% for Up-scale GMs and increases further to 52.6% for Luxury hotels. The percentage of 'other' college majors (i.e. neither hospitality nor business) falls commensurately from Mid-range (32.3%) to Upscale (27.8%) to Luxury (15.8%) GMs.

Table 1.1 US General Manager's educational qualifications

| Education / Major | All GMs | Mid-range | Up-scale | Luxury |
|---|---|---|---|---|
| **Education** | | | | |
| High school | 6.2% | 2.7% | 5.8% | 12.0% |
| Associate degree | 13.1% | 16.2% | 9.6% | 16.0% |
| Some college | 20.2% | 32.4% | 19.2% | 4.0% |
| Bachelors degree | 46.5% | 43.3% | 48.1% | 48.0% |
| Some graduate school | 5.2% | 0.0% | 9.6% | 4.0% |
| Masters degree | 14.0% | 5.4% | 17.3% | 16.0% |
| **College major** | | | | |
| Hospitality | 38.7% | 29.0% | 38.9% | 52.6% |
| Business | 34.7% | 38.7% | 33.3% | 31.6% |
| Other | 26.6% | 32.3% | 27.8% | 15.8% |

Source: Nebel et al. (1995:248)

Harper et al. (2005) compared the opinions, performance and career paths of qualified and unqualified general managers and examined the role of formal qualifications in the career development of contemporary hotel general managers in Scotland. The study revealed that formal qualifications do appear to play an important role in the career development of contemporary hotel general managers in Scotland. Over three-quarters of the General Managers (76 %) were qualified and the consensus was that formal qualifications were an integral aspect of a hotel manager's career development. It was proposed that formal qualifications do facilitate career moves between companies and allow qualified managers to "fast-track" to general management positions. Harper et al. (2005) concluded that those who were formally qualified achieved general management status two years and eight months earlier than their unqualified counterparts. Formal qualifications were perceived as a highly beneficial method of developing those functional

managerial skills required, particularly in areas such as sales and marketing and strategic management.

The findings of Ayres (2006b) studying the 12 senior managers and 11 middle managers of Australian tourism industry also suggested a close link between career development strategies and education. Those who reported carefully planning their career moves emphasised the strategic development of particular skills and qualifications as integral to their long term plans. Those who reported using a mix of both careful planning and opportunity to develop their careers suggested that opportunities had arisen as a direct result of their plans to advance their education and training.

Table 1.2 Australian Manager's educational qualifications

| Education | All Managers | Senior Managers | Middle Managers |
|---|---|---|---|
| PhD or Equivalent. | 3 | 3 | 0 |
| Masters degree | 5 | 3 | 2 |
| Bachelors degree | 10 | 4 | 6 |
| TAFE certificate | 4 | 1 | 3 |
| High school certificate | 1 | 1 | 0 |

Source: Ayres. (2006b:21)

Interestingly, the influence of education on career development has been changing. According to Ayres (2006b) participants commented on an overwhelming belief that, while education may not have been vital for those already in senior management, this perception was now no longer valid. For current tourism employees and those who envision a career in tourism, the role of tertiary qualifications and even post-graduate work has been increasing in importance. The results of this study indicated that higher education has been becoming increasingly important for employees in the tourism industry. However, the area of study was not tightly constrained. Participants in the study endorsed the value of higher education for employees, but suggested the acquisition of more generalised skills and knowledge, rather than a narrow specialisation.

Another study was conducted in Australia by McCabe (2008) which examined the career planning and development strategies of individuals in the Convention and Exhibition industry demonstrated that a large proportion of individuals had undertaken a range of education and training programs at various levels ranging from vocational programs studied and Training and Further Education Institutes (TAFE) to undergraduate and postgraduate degree courses. This study concluded that there was a strong correlation between educational attainment and career development.

The career analysis of Steele (2003) studied the career paths of low, mid, and high level managers in the hotel industry in Auckland, New Zealand. According to Steele (2003) Auckland's top hospitality professionals were increasingly better qualified and compare well to their Australian peers, but still lag behind U.S. and U.K. managers of equal status. Steele (2003) stressed that, although those who progressed to the top by working through the ranks (with or without a university education) are to be congratulated, formal qualifications has been essential for the continuing professionalization of the industry.

Ladkin (2000) tested the extent to which vocational education was evident in the careers of 60 hotel managers in the UK. The results, presented with regard to the effect of education on the length of a career, showed two important findings. First, vocational education clearly had an influence on career length compared to general non-vocational education. Thus, a vocational education relevant to the industry was a factor which influences career speed. Second, although it would appear logical to assume that managers with a managerial vocational education would advance more rapidly in their careers than those with lower vocational education, this was not borne out in this research. The contradicting finding of this research was that career advancement was enhanced by vocational education, but the different levels of vocational education appear to have no effect on the speed of career advancement. Ladkin (2000) warned that this sends messages to both educators and students that a faster career track cannot be guaranteed by undertaking the higher level of educational qualification and there would be other factors at work which may influence career speed. However, it would be expected that those entering the industry with higher qualifications would not start right at the bottom of the career ladder. Furthermore, it was concluded that clearly vocational education was dominant illustrating the prevalence of hotel and catering qualifications within the industry. Ladkin (2000) suggested that

people seeking a career in hospitality management would be advised to undertake a vocational course to enhance career development. This was in agreement with previous research that has measured the extent of vocational education (Arnold, 1981a; Ruddy, 1989).

Two years later after the above study of UK hotel managers, Ladkin (2002) conducted a similar research in Australia. The study investigated the role of vocational education in a person's career by starting with the assumption that a higher level of education would lead to more rapid career advancement. In other words, studying for a masters or degree in hospitality would mean that individuals advance to the position of hotel manager more rapidly than those with a lower educational qualification.

Table 1.3 Length of time to general manager by vocational education level

| Educational level | No of respondents | Mean LTGM | STD |
|---|---|---|---|
| Masters | 11 | 10.6 | 6.3 |
| Full time degree | 14 | 13.9 | 6.3 |
| Part time degree | 3 | 13.0 | 7.5 |
| Advanced diploma | 14 | 14.6 | 7.7 |
| Diploma | 24 | 11.7 | 6.9 |
| Certificate | 14 | 17.6 | 7.1 |
| Culinary course or apprenticeship | 1 | 12.0 | 0.0 |
| Other hotel and catering qualification | 5 | 20.4 | 5.5 |
| All vocational education | 84 | 14.3 | 7.0 |
| Non vocational education | 94 | 13.8 | 7.2 |

Source: Ladkin. (2002:384)

In this study of Ladkin (2002), the most rapid career advancement was found for those managers who have undertaken vocational education to master's level, followed by those who have a vocational diploma. The full and part time degree programmes result in a similar career length, as do those respondents who have a non-vocational rather than vocational level of education. The average length of time to the attainment of the general manager position in total for all of the vocational courses was 14.3 years, which was actually a longer time-frame than those with a general level of education (13.8 years). The findings suggest that those who have undertaken a master's level vocational course have experienced the most rapid career

advancement. This supports the notion that higher education leads to a more rapid career progression which was a contradicting result compared to the study of UK hotel managers.

Nebel, Braunlich, and Zhang (1994) studied the background knowledge of the demographics and education of successful F&B directors in American Luxury Hotels. The findings showed that on-the-job experience was indispensable for success in hotel food and beverage management. F&B directors reach their position by working their way up in the F&B field: the typical F&B director in this study had over four years of non-managerial F&B experience and almost seven years of managerial experience in hotel F&B operations prior to becoming F&B director. Even though most of the respondents in this study had some college education, with slightly more than half of the managers having college degrees, this educational background did not appear to "fast track" these managers into the F&B director's position. College education level and college major (including hospitality management) had no effect on the length of total managerial experience prior to their first appointment as F&B directors. Analysis of variance supported the assertion that a similar amount of on-the-job experience was a necessary part of the career path of F&B directors, no matter what background they may have. Nebel et al. (1994), concluded that neither nationality, college major, nor level of education have a significant effect on the length of preparation required to become F&B director.

Classroom training alone is insufficient to prepare leaders to handle the dynamics of unanticipated events in a constantly changing workplace. Tichy (2003) cited in Brownell (2004) was among those who argued for more action learning on the job training, explaining that formal training can influence no more than 20 percent of a leader's professional development. Bennis (1999) concludes that the concepts are essential, but afterward even the most senior managers have to invent it for themselves in the field.

The studies discussed above have presented interesting findings on the effect of education on career development, and it has been an area of further exploration. As Steele (2003) has mentioned, educational qualifications of hotel managers has been the subject of persistent debate, and vocational qualifications in particular have generated lively discussions as to their value compared to "working up through the ranks". Such discussions about the effect of education on career development are said to continue at least until the newly qualified have proved their worth. However, Ladkin (2002) stressed that, whilst it is still possible to succeed

without a vocational training, if competition for jobs increases, vocational education may become an expected career pre-requisite, and as a result a number of people entering the industry with vocational education have been increasing.

Although it was apparent that individuals can successfully achieve general manager positions without formal qualifications, results indicate that formal qualifications are now the starting point for many managers within the hospitality industry. They facilitate career moves between companies and allow qualified managers to progress more rapidly up the career ladder (Harper et al., 2005). Opportunities provided by the industry appear to have played a major role in career development of senior managers in tourism, while education has become increasingly important for those hoping to embark on a tourism career (Ayres, 2006a).

Educational attainment has been shown to be a major factor in career progression and job mobility in human capital theory (Becker, 1975). The value of educational attainment for career progress within the hospitality industry often has been asserted, particularly in educational textbooks (Chon & Sparrowe, 1995). A notable finding was that completion of a bachelor's degree, since the degree raises the rate of promotions by 76%-78% (Sparrowe & Popielarz, 1995). The positive effects of studying hospitality management on lateral moves should not be overlooked. An individual with a bachelor's degree and a major in the field is doubly advantaged in his or her career progress.

### 1.2.4 Career mobility

The nature of the hotel industry, with its fragmented small unit structure, suggests that career patterns are likely to involve mobility, and that both organizational needs and individual ambitions will produce a high rate of mobility (Ladkin & Riley, 1996). The generic literature identifies that in the development of a career there has been a focus on continuous personal development (Whymark and Ellis, 1999; Viney et al., 1997) with an individual's career development being seen as being more about building out from the core job, undertaking sideway moves, and lateral and cross functional movement. According to Ayres, (2006b) recent trends suggest that the traditional organisational career offering a *career for life* philosophy appears to have been replaced by a more flexible and uncertain career construct characterised by intra-

organisation, inter-organisation and even inter-industry career moves (Arthur, Inkson, & Pringle, 1999).

The results of a study by McCabe (2008) supported and further developed his 'butter fly effect' approach, which includes career aspects such as job, sector and time mobility (McCabe, 2004). The 'butterfly' movement is similar to a butterfly flitting between one flower and another, tasting the nectar (McCabe, 2004). As stated by McCabe and Savery (2007) tasting the nectar may be seen as the individual building up human capital, gathering expert knowledge and developing core competencies and professional expertise. This occurs through the horizontal, diagonal and vertical movement of individuals, as they move across firms and industry sectors in order to develop their career. In the course of 'fluttering' between sectors and job roles an individual is able to build up his/her human capital, develop professional and technical expertise and grow in competence and self-confidence (Van der Heijden, 2001, 2002; Jones, 1996).

As identified by Saxenian (1996) and Van der Heijden (2001) high levels of mobility and turnover are not always detrimental. Van der Heijden (2001) suggests that mobility can increase an individuals' employability as he/she builds up networks, gain experience and competence. It is seen as a way to build up professional knowledge and skills. Career mobility is a strong feature in the hotel manager occupation, which is one of the characteristics of a self-directed career (Ladkin, 2002).

### 1.2.4.1 Career moves

According to Josiam, Reynolds, Thozhur, Crutsinger, Baum and Devine (2008) an important change in career sequencing occurred in the early 1990s. Instead of individuals having a series of moves within a company, cross-company, boundaryless career moves generally became more commonplace (Arthur, 1994). McCabe (2001) emphasised the evidence of mobility within different sectors of tourism and hospitality. Multi-directional career systems have now therefore clearly emerged across industries, including hospitality. In these careers, loyalty and commitment to one or a few employers has given way to more short-term, mutually beneficial employer-employee relationships (Baruch 2004). Here, employees may expect to only stay with an employer for two or three years, reflecting the common time-frame of job moves for hotel managers (McCabe, 2001).

The research of hotel general mangers in Australia by Ladkin (2002) found that managers have held an average of 6.8 jobs, and they change jobs every 2–3 years. Ayres (2006b) explored the influence of mobility and mentoring of senior and middle managers in Australia. The study revealed that senior managers had averaged 4.9 career moves, representing a career move every 3 years. Middle managers averaged 3.9 career moves, representing a move almost every 4 years. The results of McCabe (2008) identified that the mean time that an individual employed in their current position was 2.8 and 3.3 years in previous jobs; the median length of time was 1.6 years in their current position and 2 years in their previous jobs. It would appear that individuals changed jobs approximately every two to three years. These findings support those found by McCabe and Weeks (1999). However, there was also evidence of some respondents who had remained with an employer for longer periods of time, for example, 7–26 years.

### 1.2.4.2 Career length and time mobility

Knowing an approximate time for how long it takes to reach a target job is important for individuals in the career planning (Ladkin & Juwaheer, 2000). Nebel et al. (1995) studying the career paths of hotel managers of mid-range, up-scale and luxury hotels of US revealed that they took 8.9 years, on average, to reach their first GM job, at which time they were 33.2 years old. Ladkin and Riley (1996) studied the duration of a career up to the point where the individual takes up his/her first appointment as hotel manager. In this study two measures were used to examine the length of time to first hotel manager appointment. These were standardized measures from the age of 18 and an unstandardised measure based on the age when the individual first entered the industry after education. The unstandardised measure eliminates education from the time frame. For the length of time to reach hotel manager by standardized measure, the mean = 11.19 years and mode 10 years; by unstandardised measure, the mean = 9.5 years and mode 8.5 years.

Furthermore, the research by Ladkin and Juwaheer (2000) with Mauritius hotel managers revealed that for the length of time taken to reach hotel manager by standardized measure, the mean was 13.1 years and the mode was 9 years; by the unstandardised measure, the mean was 16.1 years and the mode was 15 years. And also, the results of Ladkin (2002) with hotel general managers of Australia showed that for the standardised measure, on average  it

takes an individual 14.1 years to reach general manager, and for the un-standardised measure, 12.6 years.. Finally, Steele (2003) studying the career of low, mid and high level managers in the hotel industry of Auckland recognised that the average number of years from entry into the industry to first G.M. position was a little over 11, which differs significantly from studies in the U.S (13 years) and UK (9 years)

### 1.2.4.3 Functional mobility

According to Ladkin and Juwaheer (2000) a number of researchers have examined the pattern of job responsibility that managers have passed thorough from their first job in the industry to general management. For example, Kelliher and Johnson (1987) examined the role of personnel function, Plunket and Begrger (1984) explored the sales and marketing function, and the housekeeping function was examined by Rutherford and Schill (1984). These studies have aimed to show the relevance of specific functions to career development and illustrate how individuals are mobile and use different functions to develop their skills (Ladkin & Juwaheer, 2000).

The study of Nebel et al. (1995) US hotel managers revealed that nearly half (44.55%) of the GMs came up through the Food and Beverage department, about one-quarter (24.75%) through the Front Office department and nearly six per cent (5.95%) spent the bulk of their career in Housekeeping.

Table 1.4 Departments in which GMs had most years of experience.

| Department | All GMs | Mid-range | Upscale | Luxury |
|---|---|---|---|---|
| Rooms | 30.7% | 30.30% | 30.44% | 31.82% |
|     Front office | 24.75 | 30.30 | 19.57 | 27.27 |
|     Housekeeping | 5.95 | 0.0 | 10.87 | 4.55 |
| Food and beverage | 44.55 | 48.48 | 43.48 | 40.91 |
| Sales and marketing | 11.88 | 9.09 | 13.04 | 13.64 |
| Accounting and finance | 7.92 | 6.06 | 8.70 | 9.09 |
| Personnel | 1.98 | 0.0 | 2.17 | 4.55 |
| Engineering | 0.0 | 0.0 | 0.0 | 0.0 |
| Other | 2.97 | 6.06 | 2.17 | 0.0 |
| **Total** | **100%** | **100%** | **100%** | **100%** |

Source: Nebel et al. (1995:252)

Furthermore in the same study of Nebel et al. (1995), the GMs were asked whether managerial experience in one hotel department had been particularly important in qualifying them for their first GM job. The Food and Beverage department was mentioned most often by 37.3% of the managers, followed by Rooms, mentioned 30.6% of the time. Operational departments accounted for a total of 67.9% of the responses. Sales and marketing was mentioned by only 12% of the managers.

Table 1.5 Departmental experience considered important to qualify for first GM position.

| Department | Percent of responses |
|---|---|
| Rooms | 30.6% |
|     Front office | 17.3 |
|     Housekeeping | 13.3 |
| Food and beverage | 37.3 |
| Sales and marketing | 12.0 |
| Accounting and finance | 4.0 |
| Personnel | 1.3 |
| Engineering | 0.0 |
| Assistant GM/resident manager | 9.3 |
| Other | 5.3 |

Source: Nebel et al. (1995:256)

These three departments, taken together, account for three-quarters (75.25%) of the career paths of the GMs studied. The road to the GM's office was apparently through Food and Beverage, and Rooms (Front office & Housekeeping combined), which accounted for, respectively, nearly 45% and 31% of the career paths in this sample. The remaining career paths of any significance were through Sales and Marketing (11.88%) and Accounting and Finance (7.92%). There was little or no upward mobility to the GM position through either the Personnel or Engineering departments.

Similar correlation of the F&B role was found by Ladkin and Riley (1996) who stated that, with UK hotels, a number of the individuals had worked in the food and beverage sector en route to becoming general managers. In this research of Ladkin and Riley (1996) the low number of individuals who had spent any time in the function of housekeeping, accounting and marketing suggests that these functions are not salient career routes towards hotel management. The evidence here suggested that the food and beverage function dominates, and has been the most salient function, followed by the front office function. Therefore, F&B role was clearly important in the career paths of hotel managers in UK.

Another study which supports the F&B function was that of Ladkin and Juwaheer (2000) regarding hotel managers from Mauritius. The number of managers who worked

in the food and beverage function prior to becoming general managers was higher than other functions. By job six, 60 per cent of the managers were in the food and beverage function. The percentages in the food and beverage were consistently higher than for the other functions. Therefore, Ladkin and Juwaheer (2000) concluded that clearly the F&B role was an important stage in career development as few or no managers have worked in the sales and marketing, accounting and finance, or housekeeping roles before becoming a general manager. There were small number of managers who have worked in front office and HRM.

Table 1.6 Functional responsibilities for eight jobs.

|  | Job 1 | Job 2 | Job 3 | Job 4 | Job 5 | Job 6 | Job 7 | Job 8 |
|---|---|---|---|---|---|---|---|---|
| Overall hotel management | 100 | 62.5 | 18.8 | 21.4 | 23.1 | 10.0 | 12.5 | 12.5 |
| Food and beverage |  | 18.8 | 31.3 | 42.9 | 46.2 | 60.0 | 50.0 | 37.5 |
| Front office |  | 6.3 | 18.8 | 7.1 |  |  | 12.5 |  |
| Housekeeping |  |  |  | 7.1 |  |  |  |  |
| Accounting and finance |  |  |  |  |  |  |  |  |
| Sales and marketing |  |  |  |  | 7.7 |  |  | 12.5 |
| Human resource management |  | 6.3 | 6.3 | 7.1 | 7.7 | 10.0 |  |  |
| Other hotels |  |  | 6.3 |  |  | 10.0 | 12.5 | 12.5 |
| Other, not hotels |  | 6.3 | 18.8 | 14.3 | 15.4 | 10.0 | 12.5 | 25.0 |

Source: Ladkin and Juwaheer. (2000:123)

Note: all values are expressed as percentages

The apparent contribution of F&B role also was found by Ladkin (2002) in Australia. The number of respondents who had worked in the food and beverage sector prior to becoming a general manager was more than any other sector. Particularly in the early stages of a career, 40.9% of the individuals were in the food and beverage function. Ladkin (2002) mentioned that the low number of individuals who have spent any time in housekeeping, accounting, human resource management and marketing suggests these functions are not salient career routes to hotel management. Even though there were a higher proportion of individuals who have worked in the front office function, the percentages never rose above 22.2%. The study

confirms that experience in the food and beverage function has been one sure way of advancing to general management in hotels.

Table 1.7 Functional responsibilities in career paths.

| Function | Job no | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| Overall hotel management | 100 | 70.1 | 54.3 | 42.0 | 35.3 | 27.8 | 23.7 | 17.4 |
| Food and beverage | | 9.6 | 15.0 | 21.6 | 27.5 | 36.1 | 37.0 | 40.9 |
| Front office | | 4.0 | 8.7 | 14.8 | 14.4 | 12.5 | 22.2 | 16.7 |
| Housekeeping | | 1.7 | 0.6 | 0.6 | 2.0 | 0.7 | 0.7 | 1.5 |
| Accounting and finance | | 4.0 | 2.3 | 4.3 | 4.6 | 4.2 | 1.5 | 3.8 |
| Sales and marketing | | 1.1 | 3.5 | 4.3 | 2.6 | 0.7 | | 1.5 |
| Human resource | | 2.3 | 2.9 | 3.1 | 2.0 | 1.4 | | 0.8 |
| Other hotels | | 0.6 | 1.2 | 1.9 | 2.6 | 4.2 | 4.4 | 3.0 |
| Not hotels | | 6.8 | 11.6 | 7.4 | 9.2 | 12.5 | 10.4 | 14.4 |
| Sample size | 180 | 177 | 173 | 162 | 153 | 144 | 135 | 132 |

Source: Ladkin (2002:385)

Note: all values are expressed as percentages

The researches discussed above clearly suggest the importance of the F&B role in the career paths of hotel managers, and supports previous research findings which demonstrate the dominance of the food and beverage function in career paths (Ladkin & Riley, 1994, 1995; Nebel, Braunlich, & Zhang, 1994; Williams & Hunter, 1992; Ruddy 1989; Ladkin, 2000; Knutson and Patton, 1992; Gurrier, 1987; Gurrier and Lockwood, 1989).

### 1.2.4.4 Self initiated and company initiated mobility

Another aspect of mobility had been explored was if the career move was initiated by the individual, or by the company. According to Arthur and Rousseau (1996 : 6) one of the dimensions of the new boundaryless career "is independence from, rather than dependence on, traditional organisational career arrangements". Most of the researches have found that individuals take the initiative to move from one job to another. For an example, UK hotel managers (Ladkin & Riley, 1996) showed that the self-initiated job moves were 61.17% while

company-initiated job moves were 38.3%. This showed a clear indication of a self-directed career.

Figure 1.1 Source of job moves
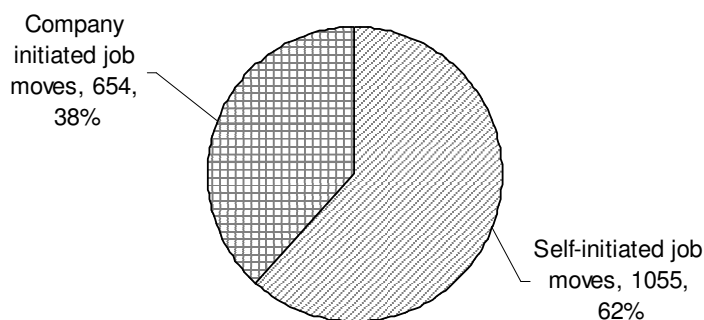


Source: Ladkin & Riley (1996 : 448)

Similarly the finding of Ladkin & Juwaheer, (2000) with the Mauritius hotel managers indicated a slight dominance of self-initiated moves as 53.5% of job moves were initiated by the managers while 46.5% were initiated by the company. Furthermore, (McCabe, 2008) indicated that individuals followed a self-directed career and were clearly responsible for any job moves. Eighty-seven percent of all the 489 reported job moves had been initiated by the individual with the remaining 13% by the individual's company. These results clearly demonstrate that it was individuals, not the company, who had initiated the job changes and who are controlling their own career. Another study with similar findings was that of Ladkin (2002), which found that the individual initiated the majority (59.8%) of job moves. This concludes that, clearly, the managers take control of their own job moves and careers.

Figure 1.2 Locus of initiative: company and self-initiated job moves.
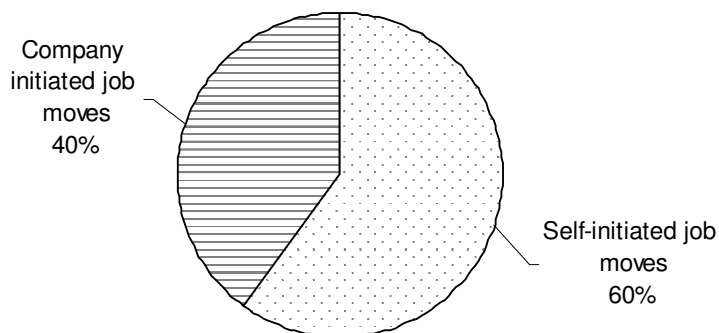


Source: Ladkin. (2002:386)

The main reason for such self-directed job moves was to take advantage of the opportunities. Ayres, (2006a) study found that all senior managers had discovered that in order to take advantage of opportunities, they were often required to change geographical location, change organisation and even leave the industry for a period of time. Furthermore, Ayres, (2006a) also suggested that individuals perhaps are not planning careers based on the theory of career anchors, as suggested by Schein (1978); rather, they were developing careers that spiral or cycle from opportunity to opportunity (Arthur, 1994)

**1.2.4.5 Career moves within and between companies**

Traditionally, careers occurred within the context of one employer and career-related changes mainly concerned structured hierarchical moves within one company (Sullivan, 1999). However, according to Ayres, (2006b) recent trends suggest that the traditional organisational career offering a career for life philosophy appears to have been replaced by a more flexible and uncertain career construct characterised by intra-organisation, inter-organisation and even inter-industry career moves (Arthur, Inkson, & Pringle, 1999). Several studies in hospitality have set out to test this notion of individuals developing their career within one organisation, intra-organisation, inter-organisation and even inter-industry. This goes to the heart of the debate on bureaucratic versus labour market-orientated careers because it measures the use of the labour market.

Ladkin and Riley, (1996) examined the extent of internal versus external mobility by UK hotel managers. The total number of job moves generated by the hotel managers was 1709. A breakdown of the total number of job moves made by the managers in terms of within-company and between-company moves showed that 1083 were within (internal) company moves and 626 were between (external) company moves (63.3% and 36.7% respectively). Although this finding mildly suggests support for a bureaucratic model, the sheer rate of mobility points in the opposite direction. According to Ladkin and Riley, (1996) one possible interpretation was that managers were aware of opportunities with their companies and took assertive action within the internal labour market.

Figure 1.3 Total number of job moves within/ between companies.



Between company moves, 37%

Within company moves, 63%
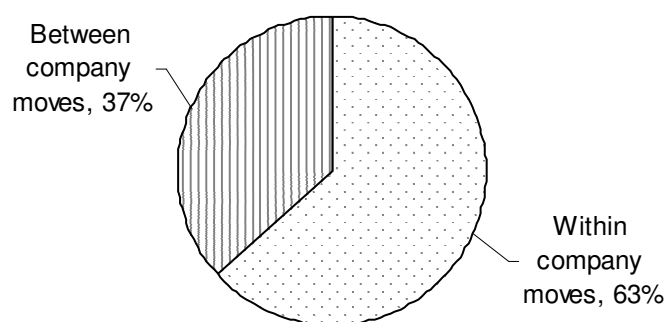
Source: Ladkin & Riley. (1996:447)

Furthermore, Ladkin & Juwaheer (2000) examined how Mauritius hotel managers make use of the labour market, specifically the extent of internal versus external mobility. The total number of job moves generated by the hotel managers was 88. Of these, 49 (55.6%) involved a change of company, and 39 (44.4%) took place within the same company. This indicated a slight dominance of external labour market moves, and indicated that the managers were prepared to look both within their existing companies and at other companies when seeking to advance their career. This finding contrasts with previous research by Ladkin and Riley (1996) where internal moves dominated.

Another study by Ladkin (2002) examined whether Australian hotel managers have moved between their jobs using predominately the external labour market (inter-organisation), or the internal labour market (intra-organisation), or a mixture of both. The results illustrated that the majority of the job moves involved use of the internal labour market which were moves within companies. Therefore, Australian hotel managers used company opportunities for skill development to a greater extent than changing companies to advance their careers. The managers who had worked predominately in chain hotels, who were following recognised career routes within the company, may explain this.

Figure 1.4 Use of labor markets: internal and external job moves.
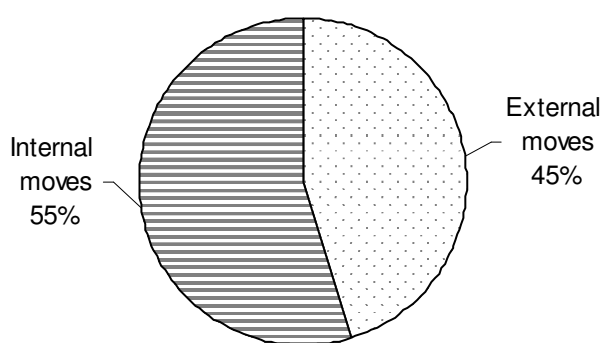


Source: Ladkin. (2002:385)

However, there was also evidence of extensive intra-sectorial, inter-sectorial and inter-industry mobility in more recent study of convention and exhibition industry of Australia by McCabe (2008). For example, in this study, intra-sectorial mobility where individuals employed in professional conference organisations indicated that they had previously worked in the 'venue' sector, 'other' MICE suppliers and 'purpose built convention and exhibition centres', whilst those in 'government' and 'convention and visitor bureaus' may have previously been employed in 'venues', 'other MICE organisations' and 'professional conference organisations'. Inter-sectorial movement was clearly apparent in the hotel and venue sector, demonstrated by the high number of individuals staying within the sector as they moved jobs.

There was also evidence of inter-industry mobility with over one third of all individuals indicating that, prior to their 4th job, they had been employed in 'other' areas outside the Convention and Exhibition industry. It was apparent that an individual may have entered the Convention and Exhibition industry after a number of jobs in an unrelated industry or as a young or new employee. In the development of a career he/she may have progressed his /her careers by moving inter-and intra-sectorally or inter-industry whilst at the same time undertaking related horizontal and vertical movement between job sectors and roles. For example, an individual employed as a general manager in a venue may have previously worked in sub sectors of the Convention and Exhibition industry such as, in function and banqueting operations, a conference and exhibition organiser within a professional conference organisation, a position in new business development for a MICE supplier, a conference and exhibition manager in a hotel and as a convention and exhibition marketing manager prior to gaining their current role as general manager. In addition, the initial job shift into the Convention and Exhibition sector may have been from another industry. As such, it would appear there was no clear career development path to a particular job within the industry (McCabe, 2008).

Even though, use of external labour market (vertical mobility) was not dominant in most of the studies discussed above (e.g. Ladkin and Riley, 1996; Ladkin & Juwaheer, 2000; Ladkin, 2002) there has been evidence of use of the external labour market for career development in recent studies; predominantly that of McCabe (2008). This supports the notion of Arthur et al. (1999) and Ayres (2006b) discussed above.

### 1.2.4.6 Geographic mobility

According to Ayres (2006b), the recipe for early career success in the tourism industry appears to be based on quickly securing the first job after graduation, and then being prepared to move rapidly between jobs when opportunities arise (Ayres, 2006). Career progress is likely to be enhanced by an individual's willingness to change employers, as well as being geographically mobile (McKercher et al., 1995). According to the new career concepts, less attention should be paid to the 'old fashioned' understanding of the perfect career, which has been defined by traditions and institutions. Rather, careers should be personally tailored to overcome organisational, occupational and geographical restrictions and boundaries (Ayres, 2006b). With

this notion of geographical mobility, previous researches in hospitality have shown that individuals were also willing to be geographically mobile or relocate themselves to advance their career.

The research of Ladkin & Juwaheer (2000) with the Mauritius hotel managers revealed that of the 105 jobs held by the managers, 43 (41%) were undertaken abroad including Europe, the Middle East, North America and Asia. Ladkin & Juwaheer (2000) concluded that there had been wide recognition that working abroad or being geographically mobile was an important factor in career development. And also Ladkin (2002) with Australian hotel managers states that, in relation to career mobility in the labour market, 46.7% of the managers had at some stage worked abroad. Ladkin (2002) concluded that the external labour market was not confined to Australia alone, but also extending overseas. This resonates with previous research (Ladkin & Juwaheer, 2000). Furthermore, Ayres's (2006b) study found that senior managers had reported a need to change geographical location, change organisation or even leave the industry for a period of time if they were to avail themselves of opportunities on offer.

Additionally McCabe (2008) explored geographic mobility as a means of developing a career. It was found that forty-five percent of individuals indicated that they had relocated to another city or state in Australia in the process of undertaking a job move whilst over one-third (34%) of individuals had worked in another country in the course of their career in the Convention and Exhibition industry or within other industry sectors. International experience had been gained primarily in Europe and the UK, though there was evidence of individuals working in a number of other countries and regions; particularly in the Asia Pacific region. Therefore McCabe (2008) concluded that it would seem from these findings that individuals within the Convention and Exhibition industry in Australia follow a self-directed career and use career mobility as a strategy to assist in their career planning and development.

These findings have suggested that remaining geographically, organisationally, and industrially mobile will assist the development of a career in tourism. From this discussion, it can be concluded that the careers have been influenced by their ability to remain flexible in moves within organisations, between organisation and also in respect to the industry in which they are employed.

### 1.2.5 Mentoring

Mentoring has been the subject of much research in the career literature with many studies linking career outcomes and mentoring (Murphy & Ensher, 2001; Nankivell & Shoolbred, 1997; Raabe & Beehr, 2003; Scandura, 1992) specifically linking mentorship to career mobility. This positive relationship between the challenges of the new career and mentorship are understandable. Higgins (2001) advocates networking in the form of mentoring as a key resource for handling the new career agenda.

According to Kram (1983) a mentor is a relatively higher-ranking, senior organisational member who is committed to providing upward mobility and support to an employee's professional career. A mentor also acts as a friend or counsellor, supports the employee to feel more confident and capable and is a powerful intervention that assists members in all stages of their career (Sampson & Daft, 2003). Mentoring practices appear to have matured and become increasingly sophisticated. Initially, organisational mentoring programs were unstructured and the informal relationships were based more on luck than strategic design. Recently, however, mentoring has become more overt and structured and is now recognised as a significant tool for management (Nankivell & Shoolbred, 1997). The benefits that employees in mentoring relationships receive are more in the way of promotions, salary increases and a higher level of job satisfaction than those not in mentoring relationships. (Kram, 1983; Murphy & Ensher, 2001) also underpin the development of this management tool. In addition, the development of more diverse mentoring programs has added to their support.

Mentoring relationships can take many different forms. The first is the relationship that provides support of the mentee's career development. The second type of relationship is psychosocial and refers to the type of support that demotes a friendship or counselling role to help cope with difficult situations as they occur in the workplace. The final type of mentoring relationship is in the form of a role model where the mentee attempts to emulate the behaviour of the mentor (Scandura, 1992). The three benefits to organisations of mentoring programs include increased job satisfaction, organisational commitment, and staff retention or reduced staff turnover (Raabe & Beehr, 2003).

A study by Murphy and Ensher (2001) found that involving oneself in a mentoring relationship has been an effective way of workers taking an increased responsibility for their own

career. Ayres (2006b) found mentoring to be a clear management and motivational tool to those in evolving careers and assisted in the transfer of career responsibility to the individual. Furthermore, the study of Bailey, Susan and Hubbard (2004) which consisted of male and female professionals with various management positions in lodging organizations of Alabama, Georgia, Florida, and Louisiana in the US showed the importance of mentoring in career advancement. The selected strategies affecting career advancement evaluated in the study included mentoring, networking, and quality of work life factors. The managers responding to the survey overwhelmingly reported that they believed mentoring helped them obtain their current management positions.

Additionally Ayres (2006b) found that not having access to either a formal or informal mentor was reported as the most common barrier to career development. Therefore Ayres (2006b) suggested that those currently employed by the industry and those wishing to embark on a career in tourism need to know that, due to the diversity and dynamic nature of tourism careers, embracing mentorship programs is clearly a useful career management strategy.

It is important to note that not all research portrays mentoring in a positive light. Mentoring was found to be of little importance in a study of general managers in North American luxury hotels conducted by Brownell (2004), which was conducted to determine the skills and personal characteristics these executives perceived to be most essential to their success and career development. Managers in that study rated mentoring near the bottom of the list of behaviours contributing to their career success.

In addition, a key career development strategy that was not valued in the study of McCabe, (2008) was the use of coach/mentor as a means to improve career management. A number of authors have argued the value of mentoring as a source of career support and development (Linehan and Walsh, 1999; Broadbridge, 1999; Poole et al., 1995). However, results from study by McCabe, (2008) within the Convention and Exhibition industry indicated that both males and females saw the career development strategy of 'having a mentor' as relatively unimportant and as such this finding does not support the traditional view. McCabe, (2008) indicated that the reason for this result may be due to the fact that the opportunity of a mentor may not be available within the sector, or that individuals have the benefits of a mentor informally through their personal contacts and networks.

### 1.2.6 Personal career planning and development strategies

The literature on career strategies found its origin back in the 1950s, with the studies of Dalton in 1951 (Counsell & Popova, 2000). Dalton (1951) showed that United States (U.S.) managers have engaged in several strategic career behaviours, such as joining social groups that could improve their career prospects. However, interest in career strategies had been more recognised in the last 20 years, where Gould and Penley (1984) were the pioneers on this topic. They also had defined career strategies as behaviours that could be utilised by individuals to decrease the time required and uncertainty environment to meet their career goals. The suggestion for the setting of career strategies draws on the study of Gould and Penley (1984) which proposed that individuals who made greater use of career strategies were advancing their careers more than these who were not.

An understanding of the strategies used in order to develop a successful career can help individuals to choose the best way to achieve promotion to the top of a company's hierarchy (Aryee et al., 1994). Within a specific professional environment, it is useful for career development to identify the specific individual or environmental characteristics and requirements that lead different people to career success in different industries or organizational structures (Reklitis and Trivelas, 2002). The practical meaning of this knowledge or information is important for both companies and individuals as it enables companies to have the ability to plan more effectively the systems of staff training and development, and individuals can develop career strategies that will offer them greater career success in terms of job position, satisfaction and salary (Ellis and Heneman, 1990). Previously, careers had been the responsibility of both the organisation and the individual, but now careers appear to be owned and controlled by the individual (Arthur & Rousseau, 1996b).

The employment environment is in a state of transition; there is a clear indication that individuals must accept responsibility for the planning and decision-making relating to their individual career goals (Ayres, 2006b). As career is a dynamic process in which individuals gather information on their own likes, dislikes, strengths, weaknesses, and on the world of work; develop realistic career goals; develop and implement strategies to achieve these goals; and obtain feedback to promote career decision making (Greenhaus and Callanan, 1994).

Career strategies are central in career development and refer to an individual's activities aimed at achieving his or her career goals (Gould & Penley, 1984). Adopting suitable career strategies can have a positive effect on that individual's rate of progression within an organization as well as on pay levels (Ladkin, 2008). Therefore, career development strategies used by successful individuals in the hospitality and tourism industry would be of prominent importance for anyone who wants to embark on a successful career in this volatile industry. Several previous researches have tested the dominance of particular strategies mostly by presenting a list of possible strategies.

For an example, Ladkin & Riley (1996) with hotel managers in UK found that in descending order of importance, the following strategies were used by more than 70% of managers.

- Always being prepared to relocate;
- Trusting my employers that if I do a good job I will get promoted;
- Not waiting to be told about promotion prospects;
- Keeping informed of opportunities in the company through colleagues and internal bulletins;
- Moving around to gain knowledge and experience;
- Having clear long-term career goals;
- Always putting my career first.

However, the following two were the less dominant personal strategies which were used by less than 20% of UK hotel managers.

- Regular circulation of my CV using my family contacts in the industry;
- Always going for a higher salary.

By referring to the personal career development strategies used by the managers, Ladkin & Riley (1996) concluded that the hotel managers are very ambitious, have long-term objectives and are prepared to work within organizations to develop their careers.

In another study by Ladkin and Juwaheer (2000) the most dominant personal career strategies found with Mauritius hotel managers were.

- Moving around to gain knowledge and experience.

- Continuing to take courses and improve my education and skills

- Being prepared to work abroad

- Taking opportunities offered by company training schemes

- Having clear long-term career goals.

- Learning a foreign language

- Always putting my career first

- Being prepared to re-locate.

In another study by Ladkin (2002) in Australia, managers were asked to identify those personal strategies that they had used to advance their career. Listed in descending order of importance the strategies that had been used by more than 50% of the managers were as follows:

- Always being prepared to relocate

- Moving around to gain knowledge and experience

- Having long term career goals

- Using contacts in the industry to get on

- Always taking opportunities offered by company training schemes

- Keeping informed and making the most of company Opportunities

The top strategy was used by 73.3% of the sample. The bottom three strategies were used by less than 15% of the managers, and are as follows:

- Playing internal politics to help me get noticed

- Always going for a higher salary

- Using my family contacts in the industry to get on

In the above study of Ladkin (2002), the career strategy which has been used by nearly three quarters of the managers was 'always being prepared to relocate', followed closely by the notion that you have to move around to gain knowledge and experience. This provides further evidence for the high degree of mobility in the careers. The managers also have long term career goals, demonstrating evidence of career planning. The managers were also prepared to work within their existing organisations for career development, shown by willingness to train and make the most of company opportunities. Managers consider both their existing organisations and other companies as the mechanism for skill development. The strategies used by less than

15% of the managers showed that they were not politically or money motivated, and they do not actively search the external labour market. Going against conventional wisdom, they do not feel that learning a foreign language was important for career advancement (Ladkin, 2002).

The research of Greek hotel General Managers by Akrivos et al. (2007) presented a list of 33 potential personal career strategies. The research findings were in the areas of career strategies used by the hotel managers in four categories, starting with the most frequently used. The rating scale was from one to five, with one being the least important strategy and five the most important. They were grouped into four categories, the dominant strategies, the less dominant strategies, those of limited use and the least used. This categorization was undertaken in order to show the most important strategies for the industry and to define those which are less important for those who want to develop their career in the hotel industry. The practical implication from this categorization was that professionals can see those that have been most used, and what they could avoid. The dominant strategies used by Greek hotel General Managers were:

- Keeping informed of the opportunities in the company.
- Always trying to improve my communication skills and abilities.
- Acting with enthusiasm and smile.
- Being flexible and able to adapt to any changes.
- Aiming to establish good interpersonal relations with hotel owners and tour operators.
- Paying attention to my personal image by caring about my presentation and speech.
- Handling diversity effectively.

Akrivos et al. (2007) stressed that the implications for the industry of the dominant strategies illustrate which ones are seen as important for people who want to become hotel managers. Additionally, hotels which are offering training programs could include modules that would support the development of these strategies. Furthermore, hotel recruiters could use these results as criteria for selecting the right people for the managerial positions (Akrivos et al. 2007).

One of the recent studies in this area was of McCabe (2008) in Australia, exploring strategies for career planning and development of managers in the conventions and exhibition. In

order to identify and understand the personal career strategies used in the development of a career, managers were asked to reflect on their career to date and to indicate strategies that they had used in seeking to advance their career. Twenty three strategies were presented as a checklist with managers being invited to identify those they had used to advance their career. It was evident from the results that there are three key personal career planning strategies used by individuals 'using their contacts in industry to get on and networking' (rank 1), 'keeping informed of opportunities in the organisation through colleagues and internal bulletins' (rank 2) and 'regular scanning of job advertisements newspapers and the internet'(rank 3). Other important strategies identified included the need to recognise chance opportunities in the market (rank 4), to have trust in your employer that promotion will occur if the job is well done (rank 5), to take advantage of any training schemes in the organisation (rank 6) and to recognise the need to move jobs in order to gain knowledge and experience and develop human capital (rank 7). Managers also recognised the need to continue to build their human capital through taking courses to improve their education and skills (joint rank 8) and of the need to make financial sacrifices in order to learn (joint rank 8). Having short and long term career goals (rank 10) were also seen to be important. However, managers did not see the need to learn a foreign language (rank 22 and one of the least reported), to play internal politics in the organisation in order to get noticed (rank 21) or the need to emulate a successful role model (rank 19) as important career strategies. It was also apparent that the career planning and development strategies of 'having a mentor' (rank 15), 'being prepared to work overseas' (rank 14) and 'always putting my career first (rank 16) were not seen as being relatively important.

The same study McCabe (2008) sought to determine if differences existed in the personal career planning and development strategies of men and women. The results demonstrated that there were no significant differences at an acceptable level though the findings provided some interesting insights. The primary personal career planning and development strategy used by both men and women was 'using their contacts in industry to get on and networking' (rank 1 by both groups). For men this was followed by the variable 'recognizing chance opportunities in the market' whilst women used 'keeping informed of opportunities in the organisation, through colleagues and internal bulletins' as their second most used personal career strategy. Differences that were apparent in the career planning strategies of men and women were

that men recognised the importance of the need to continue to take courses to improve their education and skills (joint rank 3), whilst women saw this as a lower priority (rank 10). The demographic analysis of educational qualifications identified that women were found to be better educated than men, so McCabe (2008) indicated this may have been the reason for the lower ranking importance of this strategy by women. Men were also more prepared to move around to gain knowledge and experience (joint rank 3) and to work overseas in order to advance their career (rank 9). In contrast women seem to trust their employer that if they did a good job they would be promoted (rank 4).

Furthermore, another aspect investigated in the above study (McCabe, 2008)  was whether an individual's age impacted upon his/her use of certain career planning and development strategies. A discriminate analysis was undertaken of four age groups (21–30 early stage of career, 31–40 mid career, 41–50 late career, 51–56+ decline/disengagement) and the 23 career planning and development variants. The results indicated that there was a significant relationship between four career planning strategies and particular age groups. Individuals aged 31–40 (mid career group) were the most likely group to 'ask for a promotion' and were also most likely to be prepared 'to relocate' more than the other age groups. McCabe (2008) indicated that there was also evidence of a trend of some significance occurring between age and the career planning strategy 'regular scanning of the newspapers and the internet' and 'being prepared to work overseas'. In this instance the late career group (those age 41–50) indicated that they were the more likely to regularly scan the job advertisements in the newspaper and on the internet'. Whilst individuals' in the age group 31–40 (mid career) were also more likely to be prepared to work overseas than those in the other age groups.

Table 1.8 Personal career strategies

| Statement | Sum total | Rank overall | Rank male | Rank female |
|---|---|---|---|---|
| Using industry contacts to get on/ networking. | 75 | 1 | 1 | 1 |
| Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 66 | 2 | 3 | 2 |
| Regular scanning job adverts/newspapers/internet | 65 | 3 | 3 | 3 |
| Recognising chance opportunities in market | 64 | 4 | 2 | 4 |
| Trusting my employers that if I do a good job I will get promoted. | 59 | 5 | 7 | 4 |
| Always taking opportunities offered by organisation training schemes. | 57 | 6 | 7 | 6 |
| Moving around to gain knowledge and experience | 55 | 7 | 3 | 7 |
| Continuing to take courses and improve my education and skills. | 48 | 8 | 3 | 10 |
| Being prepared to make financial sacrifices to learn | 48 | 9 | 9 | 8 |
| Having short and long term career goals | 45 | 10 | 9 | 9 |
| Keeping up a record of useful contacts | 39 | 11 | 12 | 11 |
| Always/sometimes being prepared to relocate | 38 | 12 | 12 | 12 |
| Asking directly for a promotion. | 36 | 13 | 14 | 13 |
| Being prepared to work overseas. | 34 | 14 | 9 | 14 |
| Having a mentor. | 28 | 15 | 15 | 15 |
| Always putting my career first. | 20 | 16 | 16 | 16 |
| Always going for a higher salary. | 20 | 17 | 16 | 16 |
| Regular circulation of my CV. | 19 | 18 | 16 | 19 |
| Using my college education in all my jobs. | 18 | 19 | 16 | 20 |
| Emulating a successful role model. | 18 | 20 | 20 | 16 |
| Playing internal politics to help me get noticed. | 11 | 21 | 21 | 21 |
| Learning a foreign language. | 7 | 22 | 23 | 22 |
| Other | 6 | 23 | 22 | 23 |

Source: McCabe. (2008:227)

Finally McCabe (2008) concluded that in the planning and development of a career, individuals in the Convention and Exhibition industry in Australia follow a self-directed career and use career mobility (through job and sector, time and geographic mobility) as one of their strategies. They also use a range of other personal career planning and development strategies- particularly networking and using industry contacts. An individual's age, but not their gender, may influence the use of certain strategies.

**1.3 Aim and objectives of the study**

Aim:

To explore career planning and development strategies of managerial employees of Maldives resort islands and seek possible strategies to increase local employment at managerial positions.

Objectives:

1. Examine the current situation, characteristics and mobility of managerial employee's career in Maldives island resorts.

2. Analyse the career planning and development strategies and investigate the impact of demographic variables on career planning and development strategies used by managerial employees of Maldives island resorts.

3. Evaluate possible challenges and opportunities for career planning and development of managerial employees of Maldives island resorts.

4. Suggest possible strategies for career planning and development to increase managerial positions by locals in Maldives hospitality industry.

**1.4 Hypotheses**

The hypotheses of this research are:

- Hypothesis$_1$: There are differences in the frequency of personal career planning and development strategies used between local and foreign managers.

- Hypothesis$_2$:  There are differences in the frequency of personal career planning and development strategies used between men and women.

- Hypothesis$_3$: There are differences in the frequency of personal career planning and development strategies used among foreign managers of different age groups.

- Hypothesis$_4$: There are differences in the frequency of personal career planning and development strategies used among local managers of different age groups.

- Hypothesis$_5$: There are differences in the frequency of personal career planning and development strategies used among management level of local managers.

- Hypothesis$_6$: There are differences in the frequency of personal career planning and development strategies used among management level of foreign managers.

- Hypothesis$_7$: There are differences in the frequency of personal career planning and development strategies used among managers with different educational qualifications.

- Hypothesis$_8$: There are differences in the frequency of personal career planning and development strategies used between managers with hospitality and tourism and non-hospitality and tourism major.

- Hypothesis$_9$: There are differences in the frequency of personal career planning and development strategies used between managers from back of the house and front of the house departments.

- Hypothesis$_{10}$: There are differences in the frequency of personal career planning and development strategies used between married and single managers.

**1.5 Significance of the study**

- The research will give information of current managerial employment situation in Maldives resorts with particular attention to mid to top level jobs.

- Characteristics of job opportunities offered in this segment.

- Identify the gap between local and expatriate employment in the managerial jobs.

- Give an outline of how the people in the managerial level jobs have progressed in their career.

- Identify challenges faced in getting locals for these jobs.

- Offer information to students on entry areas to industry which will give more chances for career growth.

- Propose suggestions to individuals, government and employers to advance career in managerial position in Maldives hospitality industry.

**1.6 Scope of the study**

This research was focused on career planning and development strategies used by managerial employees in Maldives hospitality industry with particular attention to the existing 95 resorts to achieve the aim and objectives of this research. Furthermore relevant government organisations and major employers were interviewed to identify the challenges and opportunities. Data collection of both questionnaires and interviews were conducted during December 2009 – February 2010.

**1.7 Definition of key terms**

**Career:** the pattern or sequence of work roles of an individual which typically implies upward movement and advancement in one or more organisations.

**Career mobility:** the movement of individuals for the purpose of career development in a single organization or many organizations.

**Career moves:** The actual number of career moves made by an individual, which can be within or between companies.

**Source of career moves:** The one who took the initiative for the career move(s), in which the initiator can be the company and/or the individual.

**Career planning and development strategies:** Tactics and activities utilized by an individual aimed at achieving his/her career goals.

**Career length and time mobility:** The actual number of years the individual took to reach his/her current position.

# CHAPTER 2

# METHODOLOGY

## 2.1 Population, sampling and sampling method

### 2.1.1 Population

The population for this research include: 1) low to top level mangers working in Maldives resort islands and, 2) relevant government organisations and major employers of Maldives resort industry. Both quantitative and qualitative methods were used in this research. Quantitative method was applied to the first group while qualitative method was applied to the second group.

In order to estimate the population for low to top level managers the author made the following assumption as the exact numbers of employees directly employed in the Maldives resorts are unknown. However, Ministry of Tourism, Arts and Culture (MTAC) estimates that Maldives resorts needs employees with staff to bed ratio of 1:1. Furthermore, during October 2009 MTAC reported that as at end of September 2009 there were 19,528 beds in 95 resorts. Given the above staff to bed ration of 1:1 and 19,528 beds in the resorts, it's estimated that the number of employees directly employed in the resorts would be 19,528. Additionally MTAC estimates around 20% of the employees would be in the supervisory to top management positions. Therefore, the population of this research is estimated to be 3906 employees which are 20% of 19,528 employees.

### 2.1.2 Sample size and selection

#### Group 1: Managers (quantitative method)

Given the limited time frame and scope of this study it would be almost impossible to cover the whole population since the resorts are geographically dispersed individual islands throughout the Maldives.

Therefore, Yamane (1973) formula has been used to calculate the sample size.

$$n = \frac{N}{(1 + Ne^2)}$$

where,

n is size of sample,

N is population size, and

$e^2$ is probability of error.

So, the sample size for the study has been calculated according to the formula as follows:

$$n = \frac{3906}{(1 + 3906(0.05)^2)}$$

$$= 363$$

With N = 3906, e = 5% (at 95% confidence level), hence the sample size is 363 respondents.

Census was used as a sampling method. Questionnaire was sent to the all 95 resorts of the Maldives. Following strategy was used to have a representative sample among all the resorts and among all three levels of management positions. A total of 1045 questionnaires were requested to fill, which were 95 questionnaires for the top level managers (GM), 380 for the mid level managers (Department Heads) and 570 for the low level managers (Supervisors). A total of 371 managers agreed to participate in the survey with a response rate of 35.5%. This includes 46 top managers, 141 mid managers, 148 low managers.

Table 2.1 Summary of questionnaires distributed and returned

| | Top Managers (GMs) | Mid Managers (Department Heads) | Low Managers (Supervisors) | Total |
|---|---|---|---|---|
| No of questionnaires to each resort | 1 | 4 | 6 | **11** |
| No of questionnaires distributed to all 95 resort | 1 x 95 = 95 | 4 x 95 = 380 | 6 x 95 = 570 | **1045** |
| No of managers participated | 46 | 141 | 184 | **371** |

**Group 2: Government organisations and major employers (qualitative method)**

Relevant government organisations and employers were selected based on their influence/interest in career planning and development of employees working in Maldives resorts.

This includes policy level officials from relevant government and private sector organizations such as:

- Ministry of Tourism Arts and Culture,

- Ministry of Human Resource Youth and Sports,

- National Career Guidance Centre,

- Maldives College of Higher Education and two major

  employers;

- Villa Hotels (a local company) and

- Adaaran Resorts (an international company).

## 2.2 Research instrument

### Group 1: Managers

A structured questionnaire was adopted as an instrument for the managers. Questionnaire was designed based on the concept of life and work history analysis which has been researched in the context of hospitality and tourism related careers by Ladkin (1999).

Ladkin (1999) mentions that the collection of work history data has its origins in the life history approach, the developments and use of which have been well documented. According to Ladkin (2002) the literature identifies there are two main ways of collecting work history data, either longitudinally over time, or through the use of memory recall. The merits and difficulties of each of these are described fully by Dex (1991), and a discussion of collecting work history data using the memory recall method is described by Ladkin (1999).

Ladkin (2002) argues that any exploration into the merits of using the longitudinal method of data collection versus the memory recall method reveals the latter as being the most cost-effective and often most practical and more widely used approach. Collecting work history data can then be undertaken through the use of either questionnaires or interviews, depending on the specific aims of the study.

Therefore for the purpose of this research memory recall method has been adopted and questionnaire was designed on the principles of work biography or in other words life and work history analysis, in order to provide a detailed career history of the respondents. The questionnaire was designed in order to facilitate memory recall. The main criteria for the design of the questionnaire are that questions need to start with the most recent job first, and work backwards over time, and questions should be specific rather than general to prompt accurate memories.

As suggested by Ladkin (1999) the questionnaire focused on the present and previous seven jobs of each respondent, and asked each person to recall a range of information about the jobs and what happened in job moves. Apparently some people would have had more than eight jobs and some fewer. However, previous research (Riley & Turam, 1989; Ladkin & Riley, 1996) found that eight was the number that would encompass most of the main stages in a career in all but the very experienced and well travelled hoteliers.

The questionnaire asked respondents to record details of a various elements of their career histories. These were educational attainment, the level of each job, the functional area of each job, the extent of job moves throughout their careers and whether these were between or within companies etc. Furthermore, demographic information as well as information about the current employer and income also has been asked.

The last section of the questionnaire asks the respondents how often they have used the personal career planning and development strategies to advance their career. This list of personal career planning and development strategies have been used in previous researches such as Ladkin (2002); McCabe (2008); Ladkin and Riley (1996); Ladkin and Juwaheer (2000); Akrivos , Ladkin and Reklitis (2007). Furthermore, for the purpose of this research an additional strategy have been added to investigate its contribution to career development. That is "Using social media (such as Blogs, Facebook, Twitter) to make your self more visible and to network." The notion is that social media has become a promising tool for the young generation and as reported on HR Leader Magazine (2009), Michael Specht, founder of HR technology consulting firm Inspecht has suggested that prospective graduates should be making the most of social media to get ahead of the pack when it comes to snapping up the pick of graduate places (See appendix A).

**Group 2: Government organisations and major employers**

Structured interviews were conducted to find out the challenges and opportunities to increase local employment in managerial positions of Maldives resorts (See appendix B)

## 2.3 Data collection

Primary data was collected by using the research instrument (questionnaire) discussed above. To reach anticipated the sample size, mainly three strategy will be used the researcher.

- The questionnaire was emailed to the HR department of all the resorts asking them to request employees to fill the questionnaire. An updated list of email addresses of the resorts (mainly HR Department) was obtained from Ministry of Tourism Arts and Culture.

- Alternatively questionnaire was distributed to the resort head offices located in Male' (the capital) requesting them forward it to the resorts.

- Furthermore researcher travelled to the atolls where most of the resorts are located and requested the employees to fill the questionnaire as well as collected already completed questionnaire.

Structured interviews were conducted with policy level officials from relevant Government organisations and major employers face to face with the researcher by arranging appointments with them.

## 2.4 Data analysis

For the statistical analysis, SPSS (Statistical Package for the Social Sciences) version 15.0 computer software was used. Descriptive statistics such as frequencies, percentages and averages was used to analyze the demographic variables of the respondents. Independent sample t-test and one way ANOVA were used to examine the effect of manager's demographic variables on how often they had used the career planning and development strategies.

For data analysis, mean was based on the interval level which was calculated by:

$$\text{The interval level} = \frac{Maximum - Minimum}{N}$$

$$= \frac{5-1}{5}$$

$$= 0.80$$

Therefore the interval level is translated as below

| How often Managers used the strategy | Range |
|---|---|
| Never | 1.00 - 1.80 |
| Rarely | 1.81 - 2.60 |
| Occasionally | 2.61 - 3.40 |
| Very frequently | 3.41 - 4.20 |
| Always | 4.21 - 5.00 |

For the interviews, content analysis was used to group and summarize major topics extracted from the interviews.

# CHAPTER 3

# RESULTS

This chapter presents the results obtained from this research in order to achieve the objectives of the research which are as follows.

1. Examine the current situation, characteristics and mobility of managerial employee's career in Maldives island resorts.

2. Analyse the career planning and development strategies and investigate the impact of demographic variables on career planning and development strategies used by managerial employees of Maldives island resorts.

3. Evaluate possible challenges and opportunities for career planning and development of managerial employees of Maldives island resorts.

4. Suggest possible strategies for career planning and development to increase managerial positions by locals in Maldives hospitality industry.

## 3.1 Questionnaire with resort managers

The sample size for the questionnaire was 363 respondents. A total of 1045 questionnaires were requested to fill. To have a representative sample among all the resorts and among the three levels of management positions, 1 questionnaire was allocated for the top managers, 4 questionnaires to mid managers and 6 questionnaires to low managers of all the 95 resort islands. Therefore the anticipated numbers of questionnaires were 95 questionnaires for the top level managers (GM), 380 for the mid managers (Department Heads) and 570 for the low managers (Supervisors). A total of 371 managers agreed to participate in the survey with a response rate of 35.5%. This includes 46 top managers, 141 mid managers, 148 low managers.

### 3.1.1 Demographic profile of managers

#### 3.1.1.1 Gender, age and marital status

The demographic profile of managers (gender, age and marital status are shown in Table 3.1. With regard to gender, the contributions of women are extremely low. Among the total respondents of 371, only 29 (8%) are women. Furthermore, there were 23 (13%) women among low management; 6 (4%) at mid management. Additionally, it's worth noting there are no women at top management level.

With regard to age (Table 3.1), most of the respondents were in the age group of 21-40 years (77.6%). Most of the low managers (64.1%) were young (ie: age 21-30), while most of the mid managers (59.6%) were in the age group of 31-40. Similar pattern was evident as most of the top managers (71.7%) were 41 and above. More than half of the respondents (55%) were single. Furthermore, most of the low managers (70%) were single, while over half of the mid managers (56%) were married. Among the top managers, majority (72%) were married.

Table 3.1 Gender, age and marital status

| | Management level | | | | | | Total | |
| | Top | | Mid | | Low | | | |
| | N | % | N | % | N | % | N | % |
|---|---|---|---|---|---|---|---|---|
| **Gender** | | | | | | | | |
| Male | 46 | 100 | 135 | 96 | 161 | 88 | **342** | **92** |
| Female | - | - | 6 | 4 | 23 | 13 | **29** | **8** |
| **Total** | **46** | **100** | **141** | **100** | **184** | **100** | **371** | **100** |
| **Age** | | | | | | | | |
| 21-30 years | - | - | 13 | 9.2 | 118 | 64.1 | **131** | **35.3** |
| 31-40 years | 13 | 28.3 | 84 | 59.6 | 60 | 32.6 | **157** | **42.3** |
| 41 and above | 33 | 71.7 | 44 | 31.2 | 6 | 3.3 | **83** | **22.4** |
| **Total** | **46** | **100** | **141** | **100** | **184** | **100** | **371** | **100** |
| **Marital status** | | | | | | | | |
| Married | 33 | 72 | 79 | 56 | 55 | 30 | **167** | **45** |
| Single | 13 | 28 | 62 | 44 | 129 | 70 | **204** | **55** |
| **Total** | **46** | **100** | **141** | **100** | **184** | **100** | **371** | **100** |

**3.1.1.2 Nationality and breakdown by region**

The nationality and breakdown by region of the whole sample and at three management positions are shown in Table 3.2. Furthermore, foreigners were grouped in to major regions. Among the whole sample, foreigners contribute to 61%. Similar pattern were evident as 63% of low managers, 61% of mid managers and 59% of top managers were foreigners. Majority of the top managers were from Europe (37%), mid and low managers were from Asia (39.5% and 61.7% respectively). The total sample shows that nearly half (48.2%) were from Asia.

Table 3.2 Nationality and breakdown by region

| | Management level | | | | | | Total | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | Top | | Mid | | Low | | | |
| | N | % | N | % | N | % | N | % |
| **Nationality** | | | | | | | | |
| Locals | 19 | 41 | 55 | 39 | 69 | 38 | **143** | **39** |
| Foreigners | 27 | 59 | 86 | 61 | 115 | 63 | **228** | **61** |
| **Total** | **46** | **100** | **141** | **100** | **184** | **100** | **371** | **100** |
| **Foreigners by region** | | | | | | | | |
| Europe | 10 | 37.0 | 28 | 32.6 | 22 | 19.1 | **60** | **26.3** |
| Asia | 5 | 18.5 | 34 | 39.5 | 71 | 61.7 | **110** | **48.2** |
| Australia & New Zealand | 7 | 25.9 | 16 | 18.6 | 15 | 13.0 | **38** | **16.7** |
| Other | 5 | 18.5 | 8 | 9.3 | 7 | 6.1 | **20** | **8.8** |
| **Total** | **27** | **100** | **86** | **100** | **115** | **100** | **228** | **100** |

**3.1.1.3 Comparison of locals and foreigners by department**

The information presented in Table 3.2 showed that contribution of foreigners was more in the whole sample as well as in three different management levels. Therefore, further analyses were done to see if there were any statistically significant difference in the contribution of locals and foreigners in different departments. This excludes the 46 top managers. As shown in Table 3.3, among the 124 locals, majority of them were working at Front Office (23%), Human Resource (19%), Housekeeping (17%). Among the functional departments (Front Office, F&B Service, Food Production and Housekeeping) the departments which were not popular for locals were F&B Service and Food Production. The Chi-square test revealed that these differences were statistically significant ($p \leq 0.05$).

Table 3.3 Comparison of locals and foreigners by department (excludes 46 top managers)

| | Locals | | Foreigners | | Total | | Chi-square test | |
|---|---|---|---|---|---|---|---|---|
| **Department** | **N** | **%** | **N** | **%** | **N** | **%** | **Chi-sq** | **p-value** |
| Front Office | 29 | 23.4 | 39 | 19.4 | **68** | **21** | 1.471 | 0.225 |
| F&B Service | 16 | 12.9 | 43 | 21.4 | **59** | **18** | 12.356 | 0.000** |
| Food Production | 9 | 7.3 | 38 | 18.9 | **47** | **14** | 17.894 | 0.000** |
| Housekeeping | 21 | 16.9 | 31 | 15.4 | **52** | **16** | 1.923 | 0.166 |
| Human Resource | 24 | 19.4 | 13 | 6.5 | **37** | **11** | 3.270 | 0.71 |
| Finance & Accounting | - | - | 12 | 6.0 | **12** | **4** | - | - |
| Sales & Marketing | 8 | 6.5 | 14 | 7.0 | **22** | **7** | 1.636 | 0.201 |
| Maintenance | 10 | 8.1 | 10 | 5.0 | **20** | **6** | 0.00 | 1.000 |
| Other | 7 | 5.6 | 1 | 0.5 | **8** | **2** | 4.500 | 0.034** |
| **Total** | **124** | **100** | **201** | **100** | **325** | **100** | **-** | **-** |

Note: * Indicates statistically significant differences between groups at $p \leq 0.05$

** Indicates statistically significant differences between groups at $p \leq 0.01$

### 3.1.1.4 Educational qualification and major

With regard to educational qualification (Table: 3.4), majority of the respondents had educational qualification of Diploma and below. However, different educational qualifications were evident in different management levels. A great portion of low managers had Diploma and below (87%) and none of them had Master degree. Additionally over half (53.9%) of mid managers also had Diploma and below, how ever they were more educated than low managers. Furthermore, over half of top managers (58.7%) had Master degree indicating evidence of higher educational qualification as management levels went up. The most common major was Hospitality.

Table 3.4 Educational qualification and major within top, mid & low level managers

| | Management level | | | | | | Total | |
| | Top | | Mid | | Low | | | |
| | N | % | N | % | N | % | N | % |
|---|---|---|---|---|---|---|---|---|
| **Education Qualification** | | | | | | | | |
| Diploma and below | 12 | 26.1 | 76 | 53.9 | 160 | 87.0 | **248** | **66.8** |
| Undergraduate | 7 | 15.2 | 50 | 35.5 | 24 | 13.0 | **81** | **21.8** |
| Masters | 27 | 58.7 | 15 | 10.6 | 0 | 0 | **42** | **11.3** |
| **Total** | **46** | **100** | **141** | **100** | **184** | **100** | **371** | **100** |
| **Educational Major** | | | | | | | | |
| Hospitality | 27 | 58.7 | 81 | 57.4 | 94 | 51.1 | **202** | **54.4** |
| Hospitality & Tourism | 2 | 4.3 | 8 | 5.7 | 29 | 15.8 | **39** | **10.5** |
| Tourism | 6 | 13.0 | 4 | 2.8 | 9 | 4.9 | **19** | **5.1** |
| Business | 8 | 17.4 | 24 | 17 | 17 | 9.2 | **49** | **13.2** |
| Others | 3 | 6.5 | 24 | 17 | 35 | 19.0 | **62** | **16.7** |
| **Total** | **46** | **100** | **141** | **100** | **184** | **100** | **371** | **100** |

**3.1.1.5 Educational major by front of the house and back of the house departments**

The information presented in Table 3.5 shows the dominant educational major with regard to managers of front of the house and back of the house departments. (This excludes the 46 top level managers). The most common educational major in the whole sample were Hospitality (54%). Similarly majority (60%) of the managers working in front of the house departments had hospitality as an educational major. Although it was below half (46%), hospitality as an educational major was evident among the managers working at back of the house departments as well. It's interesting to note that only tourism as an educational major was extremely low in the whole sample as well as both back of the house and front of the house departments.

Table 3.5 Educational major by managers of front of the house and back of the house departments

| Education - Major | Back of house | | Front of house | | Total | |
|---|---|---|---|---|---|---|
| | N | % | N | % | N | % |
| Hospitality | 67 | 46 | 108 | 60 | 175 | 54 |
| Hospitality & Tourism | 7 | 5 | 30 | 17 | 37 | 11 |
| Tourism | 1 | 1 | 12 | 7 | 13 | 4 |
| Business | 35 | 24 | 6 | 3 | 41 | 13 |
| Others | 36 | 25 | 23 | 13 | 59 | 18 |
| **Total** | **146** | **100** | **179** | **100** | **325** | **100** |

**3.1.1.6 Educational qualification comparison of local and foreign managers**

Comparisons of educational qualifications of local and foreign managers are shown in Table 3.6. Among the 143 locals a great portion of them (83%) had Diploma and below. However foreign managers were more educated as 67% of them had the same qualification (Diploma and below). By using Chi-square test, further analyses were done to see if there were any statistically significant differences in educational qualification between local and foreign managers. Statistically significant differences ($p \leq 0.01$) were found between local and foreign managers with regard to Undergraduate and Master degree education. In both cases foreign managers were more qualified than local managers.

Table 3.6 Educational qualification comparison of local and foreign managers

| Educational qualification | Locals | | Foreigners | | Total | | Chi-square test | |
|---|---|---|---|---|---|---|---|---|
| | N | % | N | % | N | % | Chi-sq | p-value |
| Diploma and below | 119 | 83 | 129 | 57 | **248** | **67** | 0.403 | 0.525 |
| Undergraduate | 15 | 10 | 66 | 29 | **81** | **22** | 32.111 | 0.000** |
| Masters | 9 | 6 | 33 | 14 | **42** | **11** | 13.714 | 0.000** |
| **Total** | **143** | **100** | **228** | **100** | **371** | **100** | | |

Note : ** Indicates statistically significant differences between groups at $p \leq 0.01$

**3.1.2 Income of managers**

The income of managers, both basic salary and total income is shown in Table 3.7. The most common basic salary for low managers (66%) was US$ 301-500, mid managers US$ 501-700 and top managers above US$ 1700. This research found that basic salary was top up with additional monetary benefits (probably service charge). Most of the low managers (70%) received US$ 701 -900, and top managers (67%) received a total income of above US$ 2100. Furthermore, over half of mid managers (57%) received a total income of above US$ 1701.

**3.1.2.1 Monthly basic salary and total income**

Table 3.7 Monthly basic salary and total income

| | Management level | | | | | | Total | |
| | Top | | Mid | | Low | | | |
| | N | % | N | % | N | % | N | % |
|---|---|---|---|---|---|---|---|---|
| **Monthly basic salary** | | | | | | | | |
| **US$** | | | | | | | | |
| below 300 | - | - | 1 | 1 | 10 | 5 | 11 | 3 |
| 301-500 | - | - | 25 | 18 | 122 | 66 | 147 | 40 |
| 501-700 | - | - | 6 | 43 | 47 | 26 | 53 | 14 |
| 701-900 | 1 | 2 | 9 | 6 | 4 | 2 | 14 | 4 |
| 901-1100 | - | - | 12 | 9 | - | - | 12 | 3 |
| 1001-1300 | 1 | 2 | 3 | 2 | - | - | 4 | 1 |
| 1301-1500 | 1 | - | 30 | 21 | 1 | 1 | 31 | 8 |
| 1501-1700 | 19 | 41 | 26 | 18 | - | - | 45 | 12 |
| above 1700 | 25 | 54 | 29 | 21 | - | - | 54 | 15 |
| **Monthly total income** | | | | | | | | |
| **US$** | | | | | | | | |
| below 700 | - | - | 5 | 4 | 21 | 11 | 26 | 7 |
| 701 -900 | - | - | 22 | 16 | 112 | 70 | 134 | 36 |
| 901 – 1100 | - | - | 8 | 6 | 44 | 24 | 52 | 14 |
| 1101 – 1300 | - | - | 6 | 4 | 6 | 3 | 12 | 3 |
| 1031 1500 | - | - | 11 | 8 | - | - | 11 | 3 |
| 1501 – 1700 | - | - | 10 | 7 | 1 | 1 | 11 | 3 |
| 1701 - 1900 | - | - | 19 | 14 | - | - | 19 | 5 |
| 1901 – 2100 | 15 | 33 | 32 | 23 | - | - | 47 | 12 |
| Above 2100 | 31 | 67 | 28 | 20 | - | - | 59 | 16 |

### 3.1.3 Employer profile

Table 3.8 Employer profile

| | Management level | | | | | | Total | |
| | Top | | Mid | | Low | | | |
| | N | % | N | % | N | % | N | % |
|---|---|---|---|---|---|---|---|---|
| **Resort operated by** | | | | | | | | |
| Local company | 8 | 17 | 14 | 10 | 20 | 11 | 42 | 11 |
| Local hotel chain | 9 | 20 | 47 | 33 | 61 | 33 | 117 | 32 |
| International hotel chain | 29 | 63 | 80 | 57 | 103 | 56 | 212 | 57 |
| **Resort star rating** | | | | | | | | |
| 3 star | - | - | 2 | 1 | - | - | 2 | 1 |
| 4 star | 4 | 9 | 5 | 4 | 20 | 11 | 29 | 8 |
| 5 star | 42 | 91 | 134 | 95 | 164 | 89 | 340 | 91 |
| **Number of beds** | | | | | | | | |
| Below 50 | - | - | 5 | 4 | 1 | 1 | 6 | 2 |
| 51 – 100 | 2 | 4 | 9 | 6 | 5 | 3 | 16 | 4 |
| 101-150 | 5 | 11 | 12 | 9 | 17 | 9 | 34 | 9 |
| 151-200 | 12 | 26 | 23 | 16 | 60 | 33 | 95 | 26 |
| 201-250 | 21 | 46 | 57 | 40 | 77 | 42 | 155 | 42 |
| Above 250 | 6 | 13 | 35 | 25 | 24 | 13 | 65 | 18 |

Majority of the respondents (57%) were working at resorts operated by International hotel chains. Similar pattern was found at the three management levels. Additionally majority of the respondents were working at five star resorts (91%). Nearly 1/3 (60%) of the respondents were working at resorts with a bed capacity of 200 and above.

### 3.1.4 Career mobility of managers

#### 3.1.4.1 Time mobility (How many years does it take to be a GM, HOD or a Supervisor?

The information presented in Table 3.9 shows the time mobility of managers, or in other words how many years did it take to be a top, mid and low manager. To become a GM (top manager) it took 9 – 17 years and the average was 12.3 years. To become a HOD (mid manager) it took 4 – 9 years and the average was 6.68 years; while to become a Supervisor (low manager) it took 4 – 10 years and the average was 6.45 years.

Table 3.9 Number of years to current position

|  | N | No of years to current position | | |
|---|---|---|---|---|
|  |  | Minimum | Maximum | Mean |
| Top Managers (GM) | 46 | 9.00 | 17.00 | 12.30 |
| Mid Managers (Department Heads) | 141 | 4.00 | 9.00 | 6.68 |
| Low Managers (Supervisors) | 184 | 4.00 | 10.00 | 6.45 |

#### 3.1.4.2 Does higher educational qualification lead to faster career path?

Further analyses were done to find out if educational qualification had an impact on the time mobility of managers. Or in other words, does higher educational qualification lead to faster career path? The top managers with educational qualification of Diploma and below on average took 15.33 years to reach their current position. Average number of years they took to reach the current positions declined as they had higher educational qualification. Similar findings were found with mid managers and low managers (Table 3.10). Therefore this research found that higher educational qualification lead to faster career attainment.

Table 3.10 Impact of educational qualification to time mobility

| | N | No of years to current position | | |
| | | Minimum | Maximum | Mean |
|---|---|---|---|---|
| **Top Managers (GM)** | | | | |
| Masters | 27 | 9.00 | 12.00 | 10.67 |
| Undergraduate | 7 | 12.00 | 16.00 | 13.43 |
| Diploma and below | 12 | 14.00 | 17.00 | 15.33 |
| **Mid Managers (Department Heads)** | | | | |
| Masters | 15 | 4.00 | 6.00 | 5.13 |
| Undergraduate | 50 | 5.00 | 8.00 | 6.22 |
| Diploma and below | 76 | 6.00 | 9.00 | 7.30 |
| **Low Managers (Supervisors)** | | | | |
| Masters | - | - | - | - |
| Undergraduate | 24 | 4.00 | 6.00 | 4.88 |
| Diploma and below | 160 | 4.00 | 10.00 | 6.69 |

### 3.1.4.3 Career moves and source of career moves

### a) Career moves and source of career moves by all managers

Career moves and who initiated the career moves (source of career moves) are presented in Table 3.11. All managers made at least 1 career move and the maximum number of career move were 7. Furthermore, with regard to who initiated the career moves (source of career moves); over half (60%) of the career moves were initiated by the employee. This show mainly individuals are taking control of their career, not the organisation.

Table 3.11 Career moves and source of career moves by all managers.

| All managers (N= 371) | Min | Max | Total | |
| | | | N | % |
|---|---|---|---|---|
| Career moves by employee | 0 | 5 | 689 | 59.97 |
| Career moves by employer | 0 | 4 | 460 | 40.03 |
| **Total number of career moves made** | **1** | **7** | **1149** | **100** |

**b) Career moves and source of career moves by different levels of managers**

                        Further analyses were done by using the data of high, mid and low managers separately. (Table: 3.12 – 3.14). Top managers took 3-7 career moves, mid managers 2 - 5 moves and low managers 1-4 moves. In all three management levels, majority of the career moves were taken by the individual, not the employer. (ie: Top managers 61.89%, Mid managers 61.89%, Low managers 57.64%). Therefore, with this analysis even it was found that in most cases it's the individuals who were in charge of the career moves, not the employer.

Table 3.12 Career moves and source of career moves by top level managers.

| Top level managers (N=46) | Min | Max | Total | |
|---|---|---|---|---|
| | | | N | % |
| Career moves by employee | 2 | 5 | 151 | 61.89 |
| Career moves by employer | 1 | 3 | 93 | 38.11 |
| **Total number of career moves made** | **3** | **7** | **244** | **100** |

Table 3.13 Career moves and source of career moves by mid level managers.

| Mid level managers (N=141) | Min | Max | Total | |
|---|---|---|---|---|
| | | | N | % |
| Career moves by employee | 1 | 3 | 289 | 61.10 |
| Career moves by employer | 1 | 2 | 184 | 38.90 |
| **Total number of career moves made** | **2** | **5** | **473** | **100** |

Table 3.14 Career moves and source of career moves by low level managers.

| Low level managers (N=184) | Min | Max | Total | |
|---|---|---|---|---|
| | | | N | % |
| Career moves by employee | 0 | 2 | 249 | 57.64 |
| Career moves by employer | 0 | 4 | 183 | 42.36 |
| **Total number of career moves made** | **1** | **4** | **432** | **100** |

### 3.1.4.4 Career moves within/ between companies

The information presented in table 3.15 shows if the career moves were made with the company or between the companies. This was done to analyse the extent of internal labour market or external labour market which the managers utilised in their career moves. Research found that mostly managers used external labour market (ie: they moved between companies). The same patterns were evident with the three different management levels.

Table 3.15 Career moves within/ between companies.

|  | All managers | | Low level managers | | Mid level managers | | Top level managers | |
|---|---|---|---|---|---|---|---|---|
|  | N | % | N | % | N | % | N | % |
| Career moves within company | **501** | **44** | 197 | 46 | 196 | 41 | 108 | 44 |
| Career moves between company | **648** | **56** | 235 | 54 | 277 | 59 | 136 | 56 |
| **Total career moves** | **1149** | **100** | **432** | **100** | **473** | **100** | **244** | **100** |

### 3.1.5 Personal career planning & development strategies

### 3.1.5.1 Mean ranking of the frequency of personal career planning & development strategies used by all respondents

Mean ranking was done to rank the personal career planning and development strategies depending on the frequency the strategies were used by all respondents (Table 3.16). Mean of the frequency the strategies were used were interpreted as "always", "very frequently", "occasionally", "rarely" and "never" by using the interval levels (discussed in Chapter 2, Methodology). Using organizations training schemes and continuing to take courses were the only two strategies "always" used by all managers. Ten strategies were "very frequently" used by all managers, while 5 strategies were "occasionally" used, 3 strategies "rarely used" and 4 strategies "never used" by all managers. The "always" and "very frequently" strategies are worth noting as those were the important strategies used by already successful individuals in the hospitality industry.

Table: 3.16 Mean ranking of the frequency of personal career planning & development strategies used by all respondents

| | Mean | S D | Rank | How often used |
|---|---|---|---|---|
| Always taking opportunities offered by organization training schemes. | 4.26 | 1.164 | 1 | Always |
| Continuing to take courses and improve my education and skills. | 4.24 | 1.160 | 2 | Always |
| Being prepared to make financial sacrifices to learn. | 4.20 | 1.097 | 3 | V. frequently |
| Keeping up a record of useful contacts. | 4.11 | .774 | 4 | V. frequently |
| Having short and long term career goals. | 4.04 | .747 | 5 | V. frequently |
| Using industry contacts to get on/ networking. | 3.85 | .850 | 6 | V. frequently |
| Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.76 | .708 | 7 | V. frequently |
| Moving around to gain knowledge and experience. | 3.70 | .978 | 8 | V. frequently |
| Recognising chance opportunities in market | 3.60 | .987 | 9 | V. frequently |
| Always/sometimes being prepared to relocate. | 3.59 | .834 | 10 | V. frequently |
| Being prepared to work overseas. | 3.51 | 1.156 | 11 | V. frequently |
| Always putting my career first. | 3.41 | .802 | 12 | V. frequently |
| Regular circulation of my CV. | 3.18 | .723 | 13 | Occasionally |
| Regular scanning job adverts/newspapers/internet | 3.03 | .872 | 14 | Occasionally |
| Following a successful role model. | 2.99 | .744 | 15 | Occasionally |
| Learning a foreign language. | 2.85 | .918 | 16 | Occasionally |
| Always going for a higher salary. | 2.70 | .681 | 17 | Occasionally |
| Trusting my employers that if I do a good job I will get promoted. | 2.48 | .887 | 18 | Rarely |
| Having a mentor. | 2.39 | .861 | 19 | Rarely |
| Using social media to make yourself more visible and to network | 2.04 | .842 | 20 | Rarely |
| Using my college education in all my | 1.71 | .985 | 21 | Never |
| Asking directly for a promotion. | 1.60 | .513 | 22 | Never |
| Using my family contacts in the industry | 1.34 | .522 | 23 | Never |
| Playing internal politics to help me get noticed. | 1.03 | .162 | 24 | Never |

**3.1.5.2 Mean ranking of the frequency of personal career planning &
development strategies used by local managers only**

The mean ranking in Table 3.17 shows the frequency of personal career
planning & development strategies by local managers only. Interestingly no strategies were
"always" used by local managers. Among the 24 strategies, "keeping up a record of useful
contacts", "having short and long term career goals", "keeping informed of opportunities in
organisation", "being prepared to make financial sacrifices to learn", "continuing to take
courses", "taking opportunities offered by organization training schemes", "using industry
contacts", "always putting my career first" and "moving around to gain knowledge and
experience" were the "very frequently" used strategies by local managers. Furthermore, 8
strategies were "occasionally" used, 4 strategies "rarely" used and 3 strategies "never" used by
local managers.

Table: 3.17 Mean ranking of the frequency of personal career planning & development strategies
used by local managers only.

| Strategy | Mean | S D | Rank | How often used |
|----------|------|-----|------|----------------|
| Keeping up a record of useful contacts. | 4.00 | .814 | 1 | V. frequently |
| Having short and long term career goals. | 3.86 | .728 | 2 | V. frequently |
| Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.73 | .743 | 3 | V. frequently |
| Being prepared to make financial sacrifices to learn. | 3.70 | 1.353 | 4 | V. frequently |
| Continuing to take courses and improve my education and skills. | 3.69 | 1.483 | 5 | V. frequently |
| Always taking opportunities offered by organization training schemes. | 3.67 | 1.476 | 6 | V. frequently |
| Using industry contacts to get on/ networking. | 3.66 | .949 | 7 | V. frequently |
| Always putting my career first. | 3.66 | .721 | 8 | V. frequently |
| Moving around to gain knowledge and experience. | 3.57 | 1.010 | 9 | V. frequently |
| Recognising chance opportunities in market | 3.36 | 1.052 | 10 | Occasionally |
| Always/sometimes being prepared to relocate. | 3.31 | .849 | 11 | Occasionally |

Table: 3.17 Mean ranking of the frequency of personal career planning & development strategies used by local managers only (Continued)

| Strategy | Mean | S D | Rank | How often used |
|---|---|---|---|---|
| Regular scanning job adverts/newspapers/internet | 3.10 | .925 | 12 | Occasionally |
| Regular circulation of my CV. | 3.01 | .800 | 13 | Occasionally |
| Following a successful role model. | 2.89 | .770 | 14 | Occasionally |
| Being prepared to work overseas. | 2.81 | 1.294 | 15 | Occasionally |
| Trusting my employers that if I do a good job I will get promoted. | 2.62 | 1.068 | 16 | Occasionally |
| Always going for a higher salary. | 2.61 | .741 | 17 | Occasionally |
| Learning a foreign language. | 2.35 | .936 | 18 | Rarely |
| Using my college education in all my | 2.14 | 1.225 | 19 | Rarely |
| Having a mentor. | 2.09 | .855 | 20 | Rarely |
| Using social media to make yourself more visible and to network | 2.08 | .848 | 21 | Rarely |
| Asking directly for a promotion. | 1.64 | .511 | 22 | Never |
| Using my family contacts in the industry | 1.31 | .549 | 23 | Never |
| Playing internal politics to help me get noticed. | 1.03 | .184 | 24 | Never |

**3.1.5.3 Mean ranking of frequency of personal career planning & development strategies used by foreign managers only**

The mean ranking presented in Table 3.18 shows that 3 strategies; "taking opportunities offered by organization training schemes", "continuing to take courses" and "being prepared to make financial sacrifices to learn" were "always" used by foreign managers. Eight strategies; "keeping up a record of useful contacts", "having short and long term career goals", "using industry contacts", "being prepared to work overseas", "keeping informed of opportunities in organisation", "moving around to gain knowledge and experience", "always/sometimes being prepared to relocate", "recognising chance opportunities in market" were "very frequently" used by the foreign managers. Eight strategies were "occasionally" used while only one strategy rarely used and four strategies never used.

Table: 3.18 Mean ranking of frequency of personal career planning & development strategies used by foreign managers only

| Personal career planning & development strategies | Mean | S D | Rank | How often used |
|---|---|---|---|---|
| Always taking opportunities offered by organization training schemes. | 4.63 | .699 | 1 | Always |
| Continuing to take courses and improve my education and skills. | 4.58 | .715 | 2 | Always |
| Being prepared to make financial sacrifices to learn. | 4.51 | .748 | 3 | Always |
| Keeping up a record of useful contacts. | 4.19 | .741 | 4 | V. frequently |
| Having short and long term career goals. | 4.14 | .740 | 5 | V. frequently |
| Using industry contacts to get on/ networking. | 3.96 | .762 | 6 | V. frequently |
| Being prepared to work overseas. | 3.96 | .790 | 7 | V. frequently |
| Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.78 | .676 | 8 | V. frequently |
| Moving around to gain knowledge and experience. | 3.78 | .952 | 9 | V. frequently |
| Always/sometimes being prepared to relocate. | 3.77 | .774 | 10 | V. frequently |
| Recognising chance opportunities in market | 3.75 | .898 | 11 | V. frequently |
| Regular circulation of my CV. | 3.29 | .648 | 12 | Occasionally |
| Always putting my career first. | 3.25 | .811 | 13 | Occasionally |
| Learning a foreign language. | 3.16 | .754 | 14 | Occasionally |
| Following a successful role model. | 3.06 | .722 | 15 | Occasionally |
| Regular scanning job adverts/newspapers/internet | 2.99 | .837 | 16 | Occasionally |
| Always going for a higher salary. | 2.76 | .634 | 17 | Occasionally |
| Having a mentor. | 2.57 | .812 | 18 | Occasionally |
| Trusting my employers that if I do a good job I will get promoted. | 2.40 | .742 | 19 | Occasionally |
| Using social media to make yourself more visible and to network | 2.01 | .840 | 20 | Rarely |
| Asking directly for a promotion. | 1.57 | .514 | 21 | Never |
| Using my college education in all my | 1.43 | .670 | 22 | Never |
| Using my family contacts in the industry | 1.35 | .505 | 23 | Never |
| Playing internal politics to help me get noticed. | 1.02 | .147 | 24 | Never |

**3.1.5.4 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between local and foreign managers**

Independent sample t-test was done to investigate if there were statistically significant differences on how often personal career planning & development strategies used between local and foreign managers. Statistically significant differences were found in 17 strategies. Local managers used strategies such as "trusting my employers that if I do a good job I will get promoted", "always putting my career first" and "using my college education in all my jobs" more often than foreign managers.

Strategies which the foreign managers used more often than locals were, "using industry contacts", "recognising chance opportunities in market", "taking opportunities offered by organisation training schemes", "continuing to take courses", "prepared to make financial sacrifices to learn", "having career goals", "keeping useful contacts", "being prepared to relocate", "being prepared to work overseas", "having a mentor", "going for a higher salary", "circulation of CV", "following a successful role model" and "learning a foreign language".

Based on the findings, the hypothesis$_1$ of this research "there are differences in the frequency of personal career planning and development strategies used between local and foreign mangers" was accepted.

Table: 3.19 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between local and foreign managers.

| Personal career planning & development strategies | Mean by nationality | | t-test | |
|---|---|---|---|---|
| | Local | Foreign | t-stat | p-value |
| 1. Using industry contacts to get on/ networking. | 3.66 | 3.96 | -3.196 | 0.002** |
| 2. Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.73 | 3.78 | -.556 | 0.579 |
| 3. Regular scanning job adverts/newspapers/internet | 3.10 | 2.99 | 1.241 | 0.216 |
| 4. Recognising chance opportunities in market | 3.36 | 3.75 | -3.776 | 0.000** |
| 5. Trusting my employers that if I do a good job I will get promoted. | 2.62 | 2.40 | 2.147 | 0.033* |

Table: 3.19 Independent sample t-test for differences in the frequency of personal career planning

& development strategies used between local and foreign managers (Continued)

| Personal career planning & development strategies | Mean by nationality | | t-test | |
|---|---|---|---|---|
| | Local | Foreign | t-stat | p-value |
| 6. Always taking opportunities offered by organisation training schemes. | 3.67 | 4.63 | -7.282 | 0.000** |
| 7. Moving around to gain knowledge and experience. | 3.57 | 3.78 | -1.951 | 0.052 |
| 8. Continuing to take courses and improve my education and skills. | 3.69 | 4.58 | -6.662 | 0.000** |
| 9. Being prepared to make financial sacrifices to learn. | 3.70 | 4.51 | -6.588 | 0.000** |
| 10. Having short and long term career goals. | 3.86 | 4.14 | -3.629 | 0.000** |
| 11. Keeping up a record of useful contacts. | 4.00 | 4.19 | -2.250 | 0.025* |
| 12. Always/sometimes being prepared to relocate. | 3.31 | 3.77 | -5.412 | 0.000** |
| 13. Asking directly for a promotion. | 1.64 | 1.57 | 1.210 | 0.227 |
| 14. Being prepared to work overseas. | 2.81 | 3.96 | -9.524 | 0.000** |
| 15. Having a mentor. | 2.09 | 2.57 | -5.470 | 0.000** |
| 16. Always putting my career first. | 3.66 | 3.25 | 4.942 | 0.000** |
| 17. Always going for a higher salary. | 2.61 | 2.76 | -2.067 | 0.040* |
| 18. Regular circulation of my CV. | 3.01 | 3.29 | -3.785 | 0.000** |
| 19. Using my college education in all my jobs. | 2.14 | 1.43 | 6.319 | 0.000** |
| 20. Following a successful role model. | 2.89 | 3.06 | -2.138 | 0.033* |
| 21. Playing internal politics to help me get noticed. | 1.03 | 1.02 | .746 | 0.456 |
| 22. Learning a foreign language. | 2.35 | 3.16 | -8.750 | 0.000** |
| 23. Using my family contacts in the industry | 1.31 | 1.35 | -.649 | 0.517 |
| 24. Using social media (such as blogs, FaceBook, Twitter etc) to make yourself more visible and to network | 2.08 | 2.01 | .758 | 0.449 |

Note :   * Indicates statistically significant differences between groups at $p \leq 0.05$

    ** Indicates statistically significant differences between groups at $p \leq 0.01$

**3.1.5.5 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between male and female managers**

Independent sample t-test was done to investigate if there were statistically significant differences on how often personal career planning & development strategies used between male and female managers. At this point it's worth noting that in this research female respondents were extremely low compared to male respondents (i.e. Male: 92%, Female 8%).

Statistical differences were found in 15 strategies. Strategies which the male managers used more often than female managers were; "using industry contacts", "regular scanning job adverts", "recognising chance opportunities in market", "moving around", "having career goals" , "keeping up a record of useful contacts", "being prepared to relocate", "prepared to work overseas", "circulation of CV" and "using family contacts". Female managers used strategies such as; "trusting employers for promotions", "always putting career first", "going for a higher salary", "playing internal politics" and "using social media".

Based on the findings, the hypothesis$_2$ of this research "there are differences in the frequency of personal career planning and development strategies used between men and women" was accepted.

Table: 3.20 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between male and female managers.

| Personal career planning & development strategies | Mean by gender | | t-test | |
|---|---|---|---|---|
| | Male | Female | t-stat | p-value |
| 1. Using industry contacts to get on/ networking. | 3.91 | 3.14 | 4.830 | 0.000** |
| 2. Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.76 | 3.72 | .266 | 0.791 |
| 3. Regular scanning job adverts/newspapers/internet | 3.13 | 1.90 | 7.882 | 0.000** |
| 4. Recognising chance opportunities in market | 3.72 | 2.21 | 8.770 | 0.000** |
| 5. Trusting my employers that if I do a good job I will get promoted. | 2.41 | 3.28 | -5.200 | 0.000** |
| 6. Always taking opportunities offered by organisation training schemes. | 4.26 | 4.31 | -.235 | 0.814 |
| 7. Moving around to gain knowledge and experience. | 3.88 | 1.52 | 16.429 | 0.000** |
| 8. Continuing to take courses and improve my education and skills. | 4.24 | 4.21 | .136 | 0.892 |
| 9. Being prepared to make financial sacrifices to learn. | 4.22 | 3.97 | 1.197 | 0.232 |
| 10. Having short and long term career goals. | 4.06 | 3.76 | 2.900 | 0.006** |
| 11. Keeping up a record of useful contacts. | 4.18 | 3.38 | 3.892 | 0.001** |
| 12. Always/sometimes being prepared to relocate. | 3.69 | 2.41 | 6.620 | 0.000** |
| 13. Asking directly for a promotion. | 1.59 | 1.69 | -1.111 | 0.275 |
| 14. Being prepared to work overseas. | 3.57 | 2.90 | 2.092 | 0.045* |
| 15. Having a mentor. | 2.39 | 2.38 | .057 | 0.954 |
| 16. Always putting my career first. | 3.39 | 3.72 | -2.192 | 0.029* |
| 17. Always going for a higher salary. | 2.68 | 3.03 | -2.752 | 0.006** |
| 18. Regular circulation of my CV. | 3.22 | 2.76 | 3.338 | 0.001** |
| 19. Using my college education in all my jobs. | 1.70 | 1.79 | -.494 | 0.621 |
| 20. Following a successful role model. | 3.01 | 2.76 | 1.763 | 0.079 |
| 21. Playing internal politics to help me get noticed. | 1.01 | 1.21 | -2.542 | 0.017* |

Table: 3.20 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between male and female managers. (Continued)

| Personal career planning & development strategies | Mean by gender | | t-test | |
|---|---|---|---|---|
| 22. Learning a foreign language. | 2.87 | 2.59 | 1.042 | 0.306 |
| 23. Using my family contacts in the industry | 1.35 | 1.17 | 2.320 | 0.026* |
| 24. Using social media (such as blogs, FaceBook, Twitter etc) to make yourself more visible and to network | 1.99 | 2.55 | -3.492 | 0.001** |

Note:    * Indicates statistically significant differences between groups at $p \leq 0.05$

   ** Indicates statistically significant differences between groups at $p \leq 0.01$

### 3.1.5.6 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among foreign managers of different age groups

Results of One-Way ANOVA test (table 3.21) revealed that there were statistically significant differences between foreign managers of different age groups on how often they used 19 strategies. Foreign managers with age group of 21-30 used strategies more often such as "regular scanning of job adverts", "trusting employer", "putting career first", "going for higher salary", "using college education" and "using social media". However, foreign managers within the age group of 31-40 more often used strategies such as "industry contacts", "keeping informed of opportunities in organisation", "using organisations training schemes", "moving around", "make financial sacrifices to learn", "career goals", "record of useful contacts", "working overseas", "having a mentor" and circulation of CV". Furthermore, foreign managers with the age of 41 and above more often used "chance opportunities in market", "putting career first", "following a successful role model" and "using my family contacts".

With the LSD post hoc test shown in table 3.23, it was found that foreign managers of age 31-40 used industry contacts more often than managers of more than 41 years old. Organization opportunities were used by foreign managers of age 21-30 than foreign managers of 31-40 years. Foreign managers of age 31-40 were more prepared to make financial sacrifice than that of age 21-30 years. Career goals were more often used by foreign managers of age 31-40 than managers of 21-30. A record of useful contacts was more often used by foreign

managers of 31-40 than managers of 41 years and above. The managers of age group 31-40 were more prepared to work over seas compared to the younger managers of 21-30 years. Other strategies of lower mean ranking is not discussed but it's also presented in the table 3.23.

Based on the findings, the hypothesis$_3$ of this research "there are differences in the frequency of personal career planning and development strategies used among foreign managers of different age groups" was accepted.

Table: 3.21 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among foreign managers of different age groups.

| Personal career planning & development strategies | Mean by age | | | ANOVA | |
|---|---|---|---|---|---|
| | 21-30 | 31-40 | 41 + | F-stat | p-value |
| 1. Using industry contacts to get on/ networking. | 3.71 b | 4.03 a | 3.73 b | 6.040 | .003** |
| 2. Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.55 b | 3.90 a | 3.82 a | 9.654 | .000** |
| 3. Regular scanning job adverts/newspapers/internet | 3.29 a | 2.73 b | 3.19 a | 17.890 | .000** |
| 4. Recognising chance opportunities in market | 3.30 b | 3.69 a | 3.90 a | 11.535 | .000** |
| 5. Trusting my employers that if I do a good job I will get promoted. | 2.65 a | 2.31 bc | 2.54 ac | 5.482 | .005** |
| 6. Always taking opportunities offered by organisation training schemes. | 3.95 b | 4.44 a | 4.42 a | 7.679 | .001** |
| 7. Moving around to gain knowledge and experience. | 3.30 b | 3.94 a | 3.87 a | 18.762 | .000** |
| 8. Continuing to take courses and improve my education and skills. | 4.08 | 4.35 | 4.27 | 2.066 | .128 |
| 9. Being prepared to make financial sacrifices to learn. | 4.02 b | 4.43 a | 4.05 b | 6.378 | .002** |
| 10. Having short and long term career goals. | 3.70 b | 4.24 a | 4.18 a | 22.591 | .000** |
| 11. Keeping up a record of useful contacts. | 3.84 b | 4.39 a | 4.02 b | 20.646 | .000** |

Table: 3.21 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for

differences in the frequency of personal career planning & development strategies

used among foreign managers of different age groups. (Continued)

| Personal career planning & development strategies | Mean by age | | | ANOVA | |
|---|---|---|---|---|---|
| | 21-30 | 31-40 | 41 + | F-stat | p-value |
| 12. Always/sometimes being prepared to relocate. | 3.60 | 3.64 | 3.51 | .668 | .513 |
| 13. Asking directly for a promotion. | 1.63 | 1.54 | 1.66 | 2.044 | .131 |
| 14. Being prepared to work overseas. | 3.15 b | 3.72 a | 3.71 a | 10.913 | .000** |
| 15. Having a mentor. | 2.24 b | 2.56 a | 2.29 b | 5.666 | .004** |
| 16. Always putting my career first. | 3.53 a | 3.28 b | 3.51 a | 3.752 | .024* |
| 17. Always going for a higher salary. | 3.02 a | 2.54 b | 2.52 b | 23.914 | .000** |
| 18. Regular circulation of my CV. | 3.10 b | 3.31 a | 3.08 b | 3.974 | .020* |
| 19. Using my college education in all my jobs. | 1.93 a | 1.55 b | 1.64 b | 5.624 | .004** |
| 20. Following a successful role model. | 2.73 b | 3.03 b | 3.34 a | 19.316 | .000** |
| 21. Playing internal politics to help me get noticed. | 1.05 | 1.01 | 1.02 | 1.527 | .218 |
| 22. Learning a foreign language. | 2.75 | 2.89 | 2.94 | 1.324 | .267 |
| 23. Using my family contacts in the industry | 1.26 bc | 1.34 ac | 1.46 a | 3.717 | .025* |
| 24. Using social media (such as blogs, FaceBook, Twitter etc) to make yourself more visible and to network | 2.68 a | 1.68 b | 1.69 b | 86.685 | .000** |

Note:   * Indicates statistically significant differences between groups at $p \leq 0.05$

      ** Indicates statistically significant differences between groups at $p \leq 0.01$

**3.1.5.7 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among local managers of different age groups.**

Results of One-Way ANOVA test with LSD post hoc for differences in how often personal career planning & development strategies used among local managers of different age groups are shown in table 3.22. It was found that 13 strategies had statistically significant differences. Local managers within the age of 21-30 more often used strategies such as "scanning job adverts", "trusting employer", "going for higher salary", "using social media" while local managers with age of 31-40 used "industry contacts", "opportunities in organisation", "moving around for knowledge and experience", "record of useful contacts", "being prepared to relocate" and "learning a foreign language". However local managers of above 41 years used strategies like "Recognising chance opportunities in market", "taking opportunities offered by organisation training" and "prepared to work overseas". However, the older (41 years and old) managers recognises chance opportunities in the market as well as use opportunities offered by organisation's training schemes than others.

With the LSD pot hoc test (table 3.22) it was found that industry contacts as well as organisation's opportunities were more often used by local managers of 31-40 years of age. Mid age local managers (31-40 years) tend to keep a record of useful contacts, move around to gain knowledge and experience are more prepared to relocate than other managers. Other strategies of lower mean ranking are not discussed but it's presented in table 3.24.

Based on the findings, the hypothesis$_4$ of this research "there are differences in the frequency of personal career planning and development strategies used among local managers of different age groups" was accepted.

Table: 3.22 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among local managers of different age groups.

| Personal career planning & development strategies | Mean by age | | | ANOVA | |
|---|---|---|---|---|---|
| | 21-30 | 31-40 | 41 + | F-stat | p-value |
| 1. Using industry contacts to get on/ networking. | 3.63 ac | 3.94 a | 3.32 bc | 4.483 | 0.013* |
| 2. Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.57 bc | 3.96 a | 3.68 ac | 4.035 | 0.020* |
| 3. Regular scanning job adverts/newspapers/internet | 3.40 a | 2.78 bc | 3.06 ac | 6.705 | 0.002** |
| 4. Recognising chance opportunities in market | 3.07 bc | 3.45 ac | 3.76 a | 5.331 | 0.006** |
| 5. Trusting my employers that if I do a good job I will get promoted. | 2.83 a | 2.29 bc | 2.71 ac | 3.858 | 0.023* |
| 6. Always taking opportunities offered by organisation training schemes. | 3.32 bc | 3.84 ac | 4.06 a | 3.314 | 0.039* |
| 7. Moving around to gain knowledge and experience. | 3.18 b | 4.10 a | 3.50 b | 13.203 | 0.000** |
| 8. Continuing to take courses and improve my education and skills. | 3.53 | 3.84 | 3.76 | .614 | 0.543 |
| 9. Being prepared to make financial sacrifices to learn. | 3.55 | 3.94 | 3.62 | 1.197 | 0.305 |
| 10. Having short and long term career goals. | 3.70 | 4.00 | 3.94 | 2.627 | 0.076 |
| 11. Keeping up a record of useful contacts. | 3.83 b | 4.35 a | 3.79 b | 7.417 | 0.001** |
| 12. Always/sometimes being prepared to relocate. | 3.18 b | 3.63 a | 3.06 b | 6.096 | 0.003** |
| 13. Asking directly for a promotion. | 1.68 | 1.59 | 1.62 | .459 | 0.633 |
| 14. Being prepared to work overseas. | 2.37 b | 3.10 a | 3.18 a | 6.614 | 0.002** |
| 15. Having a mentor. | 2.20 | 2.14 | 1.82 | 2.282 | 0.106 |
| 16. Always putting my career first. | 3.58 | 3.84 | 3.56 | 2.177 | 0.117 |
| 17. Always going for a higher salary. | 2.93 a | 2.43 b | 2.29 b | 11.819 | 0.000** |
| 18. Regular circulation of my CV. | 2.95 | 3.18 | 2.85 | 2.003 | 0.139 |
| 19. Using my college education in all my jobs. | 2.37 | 1.94 | 2.03 | 1.848 | 0.161 |

Table: 3.22 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for

differences in the frequency of personal career planning & development strategies

used among local managers of different age groups. (Continued)

| Personal career planning & development strategies | Mean by age | | | ANOVA | |
|---|---|---|---|---|---|
| | 21-30 | 31-40 | 41 + | F-stat | p-value |
| 20. Following a successful role model. | 2.73 | 2.96 | 3.06 | 2.297 | 0.104 |
| 21. Playing internal politics to help me get noticed. | 1.07 | 1.00 | 1.03 | 1.804 | 0.168 |
| 22. Learning a foreign language. | 2.12 bc | 2.41 ac | 2.68 a | 4.205 | 0.017* |
| 23. Using my family contacts in the industry | 1.23 | 1.35 | 1.41 | 1.279 | 0.282 |
| 24. Using social media (such as blogs, FaceBook, Twitter etc) to make yourself more visible and to network | 2.62 a | 1.80 b | 1.53 b | 31.267 | 0.000** |

Note : * Indicates statistically significant differences between groups at $p \leq 0.05$

** Indicates statistically significant differences between groups at $p \leq 0.01$

**3.1.5.8 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among local managers of different management levels**

The results of One-Way ANOVA shown in table 3.23 confirm that 15 strategies were statistically different among local managers of different management levels. Low level managers used strategies more often such as "regular scanning job adverts", "going for higher salary", and "using college education" while mid managers used more often strategies such as "industry contacts", "opportunities offered by organisation training schemes", "moving around", "continuing to take courses", "make financial sacrifice to learn", "career goals", "record of useful contacts" and "social media". However, top level managers used strategies like; "being prepared to work overseas", "learning a foreign language" and "family contacts in the industry".

With the results of LSD post hoc test presented in table 3.23, it was found that local low and mid level managers used industry contacts more often than the top level managers. Local low level managers scanned job opportunities more often than local mid and top level managers. Organisation's training schemes were more often used by local mid and top level

managers than local low level mangers. Local mid level managers moves around to gain knowledge and experience as well as continue to take courses than local low and top level managers. However, local mid and top level managers were more prepared to make financial sacrifice to learn than the low level managers. Mid level managers have career goals as well as keep a record of local contacts. Local low and mid level managers tend to put their career first than the top level managers. Other strategies with low mean is not discussed, but presented in table 3.23.

Based on the findings, the hypothesis$_5$ of this research "there are differences in the frequency of personal career planning and development strategies used among management level of local managers" was accepted.

Table: 3.23 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among local managers of different management levels.

| Personal career planning & development strategies | Mean by management level | | | ANOVA | |
|---|---|---|---|---|---|
| | Low | Mid | Top | F-stat | p-value |
| 1. Using industry contacts to get on/ networking. | 3.74 a | 3.78 a | 3.05 b | 4.830 | 0.009** |
| 2. Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.64 | 3.85 | 3.68 | 1.347 | 0.263 |
| 3. Regular scanning job adverts/newspapers/internet | 3.36 a | 2.84 c | 2.95 ac | 5.610 | 0.005** |
| 4. Recognising chance opportunities in market | 3.20 | 3.53 | 3.47 | 1.588 | 0.208 |
| 5. Trusting my employers that if I do a good job I will get promoted. | 2.67 | 2.47 | 2.84 | .999 | 0.371 |
| 6. Always taking opportunities offered by organisation training schemes. | 3.06 b | 4.29 a | 4.11 a | 13.694 | 0.000** |
| 7. Moving around to gain knowledge and experience. | 3.32 b | 3.95 a | 3.42 b | 6.620 | 0.002** |

Table: 3.23 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for

differences in the frequency of personal career planning & development strategies

used among local managers of different management levels. (Continued)

| Personal career planning & development strategies | Mean by management level | | | ANOVA | |
|---|---|---|---|---|---|
| | Low | Mid | Top | F-stat | p-value |
| 8. Continuing to take courses and improve my education and skills. | 3.14 b | 4.29 a | 3.95 a | 10.756 | 0.000** |
| 9. Being prepared to make financial sacrifices to learn. | 3.25 b | 4.35 a | 3.47 a | 12.010 | 0.000** |
| 10. Having short and long term career goals. | 3.70 bc | 4.07 a | 3.84 ac | 4.307 | 0.015* |
| 11. Keeping up a record of useful contacts. | 3.91 b | 4.24 a | 3.63 b | 4.920 | 0.009** |
| 12. Always/sometimes being prepared to relocate. | 3.26 | 3.40 | 3.21 | .550 | 0.578 |
| 13. Asking directly for a promotion. | 1.67 | 1.58 | 1.68 | .514 | 0.599 |
| 14. Being prepared to work overseas. | 2.42 b | 3.09 a | 3.42 a | 7.102 | 0.001** |
| 15. Having a mentor. | 2.19 | 2.09 | 1.74 | 2.110 | 0.125 |
| 16. Always putting my career first. | 3.67 a | 3.80 a | 3.26 b | 4.081 | 0.019* |
| 17. Always going for a higher salary. | 2.84 a | 2.33 bc | 2.58 ac | 8.084 | 0.000** |
| 18. Regular circulation of my CV. | 3.01 | 3.04 | 2.89 | .224 | 0.799 |
| 19. Using my college education in all my jobs. | 2.58 a | 1.69 b | 1.84 b | 9.773 | 0.000** |
| 20. Following a successful role model. | 2.77 | 3.00 | 3.00 | 1.633 | 0.199 |
| 21. Playing internal politics to help me get noticed. | 1.06 | 1.02 | 1.00 | 1.109 | 0.333 |
| 22. Learning a foreign language. | 2.14 bc | 2.44 ac | 2.84 a | 4.750 | 0.010** |
| 23. Using my family contacts in the industry | 1.32 ac | 1.22 bc | 1.58 a | 3.142 | 0.046* |
| 24. Using social media (such as blogs, FaceBook, Twitter etc) to make yourself more visible and to network | 2.43 a | 1.82 b | 1.53 b | 15.255 | 0.000** |

**Note:** * Indicates statistically significant differences between groups at p ≤ 0.05

** Indicates statistically significant differences between groups at p ≤ 0.01

**3.1.5.9 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among foreign managers of different management levels**

With the results of One-Way ANOVA test (table 3.24) it was found that 18 strategies were statistically different among foreign managers of different management level. Foreign low level managers used strategies such as "scanning of job adverts", "going for higher salary", "using college education" and "social media" than other managers. Foreign mid level managers more often used "opportunities offered by organisation's training schemes", "continue to take courses", "prepared to make financial sacrifice to learn", "record of useful contacts" and "putting career first". However, foreign top level managers more often used strategies such as "opportunities in organisation", "trusting employer", "move around", "and career goals"," being prepared to relocate "," work over seas "," circulation of CV and learn foreign language".

Results of LSD post hoc (table 3.24) indicated that, foreign top level managers tend to keep informed opportunities in organisation than mid and low level managers. Foreign mid and top level managers use organisation training schemes than low level managers. But top level managers move around to gain knowledge more than low and mid level managers. Mid level managers continue to take courses at the same time were prepared to make financial sacrifice to learn. However foreign top level managers tend to use career goals and were more prepared to relocate than others. But mid level managers put their career first while top level managers circulate CV more than low and mid level managers.

Based on the findings, the hypothesis$_6$ of this research "management level of foreign managers has as an impact in the frequency of personal career planning and development strategies used" was accepted.

Table: 3.24 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among foreign managers of different management levels.

| Personal career planning & development strategies | Mean by management level | | | ANOVA | |
|---|---|---|---|---|---|
| | Low | Mid | Top | F-stat | p-value |
| 1. Using industry contacts to get on/networking. | 3.83 | 3.91 | 3.72 | 1.013 | 0.364 |
| 2. Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.66 b | 3.79 b | 4.04 a | 6.039 | 0.003** |
| 3. Regular scanning job adverts/newspapers/internet | 3.21 a | 2.78 b | 3.11 a | 10.220 | 0.000** |
| 4. Recognising chance opportunities in market | 3.50 | 3.64 | 3.87 | 2.851 | 0.059 |
| 5. Trusting my employers that if I do a good job I will get promoted. | 2.49 b | 2.36 b | 2.80 a | 4.527 | 0.011* |
| 6. Always taking opportunities offered by organisation training schemes. | 3.96 b | 4.57 a | 4.54 a | 13.363 | 0.000** |
| 7. Moving around to gain knowledge and experience. | 3.45 b | 3.89 b | 4.13 a | 14.173 | 0.000** |
| 8. Continuing to take courses and improve my education and skills. | 3.98 bc | 4.54 a | 4.33 ac | 9.928 | 0.000** |
| 9. Being prepared to make financial sacrifices to learn. | 3.99 b | 4.56 a | 3.91 b | 13.225 | 0.000** |
| 10. Having short and long term career goals. | 3.83 bc | 4.19 bc | 4.39 a | 16.845 | 0.000** |
| 11. Keeping up a record of useful contacts. | 4.01 ab | 4.25 a | 4.11 ab | 3.851 | 0.022* |
| 12. Always/sometimes being prepared to relocate. | 3.58 b | 3.52 b | 3.87 a | 3.155 | 0.044* |
| 13. Asking directly for a promotion. | 1.63 ac | 1.52 bc | 1.72 a | 3.263 | 0.039* |
| 14. Being prepared to work overseas. | 3.30 b | 3.57 b | 4.20 a | 12.049 | 0.000** |
| 15. Having a mentor. | 2.41 | 2.38 | 2.33 | .168 | 0.845 |
| 16. Always putting my career first. | 3.24 b | 3.69 a | 3.24 b | 14.402 | 0.000** |
| 17. Always going for a higher salary. | 2.85 a | 2.48 b | 2.80 a | 13.785 | 0.000** |

Table: 3.24 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among foreign managers of different management levels. (Continued)

| Personal career planning & development strategies | Mean by management level | | | ANOVA | |
|---|---|---|---|---|---|
| | Low | Mid | Top | F-stat | p-value |
| 18. Regular circulation of my CV. | 3.16 b | 3.12 b | 3.46 a | 3.947 | 0.020* |
| 19. Using my college education in all my jobs. | 1.96 a | 1.46 b | 1.46 b | 12.523 | 0.000** |
| 20. Following a successful role model. | 2.79 bc | 3.05 bc | 3.63 a | 27.762 | 0.000** |
| 21. Playing internal politics to help me get noticed. | 1.04 | 1.02 | 1.00 | 1.164 | 0.313 |
| 22. Learning a foreign language. | 2.74 b | 2.82 b | 3.37 a | 9.066 | 0.000** |
| 23. Using my family contacts in the industry | 1.32 | 1.32 | 1.46 | 1.380 | 0.253 |
| 24. Using social media (such as blogs, FaceBook, Twitter etc) to make yourself more visible and to network | 2.30 a | 1.76 bc | 1.83 ac | 19.858 | 0.000** |

Note: * Indicates statistically significant differences between groups at $p \leq 0.05$

** Indicates statistically significant differences between groups at $p \leq 0.01$

### 3.1.5.10 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among managers with different educational qualification

The results of One-Way ANOVA test (table: 3.25) indicated that 15 strategies had statistically significant differences among managers of different educational qualifications. The managers with diploma and below tend to use "college education" and "social media". Managers with undergraduate degree used "opportunities offered by organisation training schemes", "continuing to take courses", "being prepared to make financial sacrifice to learn". However managers with Master degree used strategies such as "opportunities in organisation", "trusting employer", "move around", "career goals", "prepared to relocate", "work over seas", "circulation of CV", "following role model" and "learn foreign language".

With the LSD post hoc test (table 3.25) it was found that managers with master degree keep informed of opportunities in organisation, while managers with undergraduate and master degree always taking opportunities offered by organisation training schemes, continue to take course and were prepared to make financial sacrifice to lean. But managers with masters move around to get knowledge and experience than others. Managers with undergraduate and masters have career goals than managers with diploma and below. However managers with masters regularly circulate CV and were more prepared to relocate than others. Other strategies with low ranking are not discussed here but it's also presented in table 3.25.

Based on the findings, the hypothesis$_7$ of this research "there are differences in the frequency of personal career planning and development strategies used among managers with different educational qualifications" was accepted.

Table: 3.25 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among managers with different educational qualification.

| Personal career planning & development strategies | Mean by education | | | ANOVA | |
|---|---|---|---|---|---|
| | Diploma and below | Undergraduate | Masters | F-stat | p-value |
| 1. Using industry contacts to get on/ networking. | 3.79 | 3.91 | 4.10 | 2.693 | 0.069 |
| 2. Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.71 b | 3.74 b | 4.05 a | 4.166 | 0.016* |
| 3. Regular scanning job adverts/newspapers/internet | 3.09 | 2.91 | 2.93 | 1.570 | 0.209 |
| 4. Recognising chance opportunities in market | 3.54 | 3.68 | 3.79 | 1.490 | 0.227 |
| 5. Trusting my employers that if I do a good job I will get promoted. | 2.48 ac | 2.35 bc | 2.76 a | 3.015 | 0.050* |
| 6. Always taking opportunities offered by organisation training schemes. | 3.97 b | 4.88 a | 4.81 a | 27.224 | 0.000** |
| 7. Moving around to gain knowledge and experience. | 3.52 b | 3.80 b | 4.57 a | 24.173 | 0.000** |

Table: 3.25 One-Way ANOVA test with LSD (Least Significant Difference) post hoc test for differences in the frequency of personal career planning & development strategies used among managers with different educational qualification.(Continued)

| Personal career planning & development strategies | Mean by education | | | ANOVA | |
|---|---|---|---|---|---|
| | Diploma and below | Undergraduate | Masters | F-stat | p-value |
| 8.  Continuing to take courses and improve my education and skills. | 3.98 b | 4.77 a | 4.69 a | 19.225 | 0.000** |
| 9.  Being prepared to make financial sacrifices to learn. | 3.99 b | 4.73 a | 4.40 a | 15.753 | 0.000** |
| 10. Having short and long term career goals. | 3.82 b | 4.38 a | 4.62 a | 37.943 | 0.000** |
| 11. Keeping up a record of useful contacts. | 4.05 | 4.21 | 4.29 | 2.484 | 0.085 |
| 12. Always/sometimes being prepared to relocate. | 3.48 b | 3.67 b | 4.10 a | 10.567 | 0.000** |
| 13. Asking directly for a promotion. | 1.64 a | 1.41 b | 1.69 a | 7.394 | 0.001** |
| 14. Being prepared to work overseas. | 3.30 bc | 3.77 bc | 4.31 a | 17.620 | 0.000** |
| 15. Having a mentor. | 2.38 | 2.33 | 2.55 | .899 | 0.408 |
| 16. Always putting my career first. | 3.41 | 3.44 | 3.38 | .102 | 0.903 |
| 17. Always going for a higher salary. | 2.69 | 2.69 | 2.81 | .574 | 0.564 |
| 18. Regular circulation of my CV. | 3.10 b | 3.17 b | 3.69 a | 12.705 | 0.000** |
| 19. Using my college education in all my jobs. | 1.93 a | 1.31 b | 1.14 b | 22.243 | 0.000** |
| 20. Following a successful role model. | 2.89 b | 3.02 b | 3.55 a | 15.348 | 0.000** |
| 21. Playing internal politics to help me get noticed. | 1.03 | 1.02 | 1.00 | .724 | 0.486 |
| 22. Learning a foreign language. | 2.73 b | 2.84 b | 3.57 a | 16.367 | 0.000** |
| 23. Using my family contacts in the industry | 1.31 | 1.35 | 1.48 | 1.831 | 0.162 |
| 24. Using social media (such as blogs, Face Book, Twitter etc) to make yourself more visible and to network | 2.10 ab | 1.81 ab | 2.05 a | 3.677 | 0.026* |

Note :  * Indicates statistically significant difference between groups at p ≤ 0.05

** Indicates statistically significant difference between groups at p ≤ 0.01

**3.1.5.11 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between managers with hospitality & tourism and non-hospitality & tourism major**

Independent sample t-test was done to investigate for differences in the frequency of personal career planning & development strategies used between managers with hospitality & tourism and non-hospitality & tourism major. Statistical differences were found in 10 strategies.

As shown in table 3.26, managers with Hospitality and Tourism major used strategies such as "recognising chance opportunities in market", "taking opportunities offered by organisation training schemes", "continuing to take courses", "prepared to make financial sacrifices to learn", "having career goals", "prepared to work overseas", "having a mentor" , "following a successful role model" and "learning a foreign language". The only strategy which the managers of non-H&T major used more often was "using college education in all jobs".

Based on the findings, the hypothesis$_8$ of this research "there are differences in the frequency of personal career planning and development strategies used between managers with hospitality and tourism and non-hospitality and tourism major" was accepted.

Table: 3.26 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between managers with hospitality & tourism and non-hospitality & tourism major.

| Personal career planning & development strategies | Mean by major | | t-test | |
| --- | --- | --- | --- | --- |
| | H&T Major | Non-H&T Major | t-stat | p-value |
| 1. Using industry contacts to get on/ networking. | 3.81 | 3.94 | -1.367 | 0.173 |
| 2. Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.77 | 3.72 | .637 | 0.525 |
| 3. Regular scanning job adverts/newspapers/internet | 3.03 | 3.03 | .077 | 0.939 |
| 4. Recognising chance opportunities in market | 3.68 | 3.41 | 2.661 | 0.008** |
| 5. Trusting my employers that if I do a good job I will get promoted. | 2.48 | 2.47 | .118 | 0.906 |

Table: 3.26 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between managers with hospitality & tourism and non-hospitality & tourism major. (Continued)

| Personal career planning & development strategies | Mean by major | | t-test | |
|---|---|---|---|---|
| | H&T Major | Non-H&T Major | t-stat | p-value |
| 6. Always taking opportunities offered by organisation training schemes. | 4.58 | 3.51 | 6.858 | 0.000** |
| 7. Moving around to gain knowledge and experience. | 3.66 | 3.78 | -1.102 | 0.271 |
| 8. Continuing to take courses and improve my education and skills. | 4.52 | 3.57 | 5.785 | 0.000** |
| 9. Being prepared to make financial sacrifices to learn. | 4.47 | 3.57 | 6.276 | 0.000** |
| 10. Having short and long term career goals. | 4.10 | 3.89 | 2.427 | 0.016* |
| 11. Keeping up a record of useful contacts. | 4.16 | 4.01 | 1.755 | 0.081 |
| 12. Always/sometimes being prepared to relocate. | 3.62 | 3.53 | .927 | 0.355 |
| 13. Asking directly for a promotion. | 1.58 | 1.64 | -1.079 | 0.281 |
| 14. Being prepared to work overseas. | 3.67 | 3.14 | 4.121 | 0.000** |
| 15. Having a mentor. | 2.48 | 2.16 | 3.508 | 0.001** |
| 16. Always putting my career first. | 3.37 | 3.51 | -1.590 | 0.113 |
| 17. Always going for a higher salary. | 2.70 | 2.71 | -.152 | 0.880 |
| 18. Regular circulation of my CV. | 3.21 | 3.12 | 1.201 | 0.231 |
| 19. Using my college education in all my jobs. | 1.45 | 2.32 | -6.454 | 0.000** |
| 20. Following a successful role model. | 3.06 | 2.83 | 2.783 | 0.006** |
| 21. Playing internal politics to help me get noticed. | 1.02 | 1.05 | -1.194 | 0.234 |
| 22. Learning a foreign language. | 2.98 | 2.55 | 4.199 | 0.000** |
| 23. Using my family contacts in the industry | 1.36 | 1.28 | 1.391 | 0.165 |
| 24. Using social media (such as blogs, FaceBook, Twitter etc) to make yourself more visible and to network | 2.00 | 2.12 | -1.227 | 0.221 |

Note:  * Indicates statistically significant difference between groups at p $\leq$ 0.05

** Indicates statistically significant difference between groups at p $\leq$ 0.01

**3.1.5.12 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between managers from back of the house and front of the house departments.**

Table 3.27 shows the result of Independent sample t-test for differences in the frequency of personal career planning & development strategies used among managers from back of the house and front of the house departments. Statistical differences were found in 13 strategies. Managers working at the back of the house departments used strategies more often such as "moving around to gain knowledge and experience", "continuing to take courses", "being prepared to relocate" and "going for a higher salary". However, managers working at the front of the house departments more often used strategies like "regular scanning job adverts", "recognising chance opportunities in market" , "trusting employers", "having career goals", "keeping up a record of useful contacts" , "having a mentor", "following a successful role model" , "learning a foreign language" and "using family contacts in the industry".

Based on the findings, the hypothesis$_9$ of this research "there are differences in the frequency of personal career planning and development strategies used between managers from back of the house and front of the house departments" was accepted.

Table: 3.27 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between managers from back of the house and front of the house departments.

| Personal career planning & development strategies | Mean by department | | t-test | |
|---|---|---|---|---|
| | Back of the house | Front of the house | t-stat | p-value |
| 1. Using industry contacts to get on/ networking. | 3.92 | 3.83 | .993 | 0.321 |
| 2. Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.66 | 3.76 | -1.210 | 0.227 |
| 3. Regular scanning job adverts/newspapers/internet | 2.88 | 3.13 | -2.609 | 0.010** |
| 4. Recognising chance opportunities in market | 3.32 | 3.76 | -4.205 | 0.000** |
| 5. Trusting my employers that if I do a good job I will get promoted. | 2.27 | 2.57 | -3.279 | 0.001** |

Table: 3.27 Independent sample t-test for differences in the frequency of personal career planning & development strategies used between managers from back of the house and front of the house departments. (Continued)

| Personal career planning & development strategies | Mean by department | | t-test | |
|---|---|---|---|---|
| | Back of the house | Front of the house | t-stat | p-value |
| 6. Always taking opportunities offered by organisation training schemes. | 4.25 | 4.20 | .348 | 0.728 |
| 7. Moving around to gain knowledge and experience. | 3.93 | 3.40 | 5.152 | 0.000** |
| 8. Continuing to take courses and improve my education and skills. | 4.38 | 4.09 | 2.154 | 0.032* |
| 9. Being prepared to make financial sacrifices to learn. | 4.25 | 4.23 | .096 | 0.924 |
| 10. Having short and long term career goals. | 3.73 | 4.20 | -6.035 | 0.000** |
| 11. Keeping up a record of useful contacts. | 3.91 | 4.28 | -4.324 | 0.000** |
| 12. Always/sometimes being prepared to relocate. | 3.74 | 3.40 | 3.816 | 0.000** |
| 13. Asking directly for a promotion. | 1.53 | 1.61 | -1.398 | 0.163 |
| 14. Being prepared to work overseas. | 3.29 | 3.53 | -1.936 | 0.054 |
| 15. Having a mentor. | 2.12 | 2.63 | -5.933 | 0.000** |
| 16. Always putting my career first. | 3.41 | 3.46 | -.525 | 0.600 |
| 17. Always going for a higher salary. | 2.79 | 2.60 | 2.611 | 0.009** |
| 18. Regular circulation of my CV. | 3.22 | 3.08 | 1.756 | 0.080 |
| 19. Using my college education in all my jobs. | 1.71 | 1.77 | -.588 | 0.557 |
| 20. Following a successful role model. | 2.63 | 3.12 | -6.827 | 0.000** |
| 21. Playing internal politics to help me get noticed. | 1.02 | 1.04 | -.951 | 0.342 |
| 22. Learning a foreign language. | 2.60 | 2.92 | -3.070 | 0.002** |
| 23. Using my family contacts in the industry | 1.26 | 1.37 | -1.976 | 0.049* |
| 24. Using social media (blogs, FaceBook, Twitter etc) to make yourself more visible and to network | 2.01 | 2.11 | -1.127 | 0.260 |

**Note:**   * Indicates statistically significant differences between groups at p $\leq$ 0.05

** Indicates statistically significant differences between groups at p $\leq$ 0.01

**3.1.5.13 Independent sample t-test for differences in the frequency of personal career planning & development strategies between managers who were married and single.**

The result of Independent sample t-test for differences in the frequency of personal career planning & development strategies by managers who were married and single is shown in table 3.28. Strategies with statistically significant differences were more often used by single managers. Those strategies include "moving around to gain knowledge and experience", "Being prepared to work overseas", "going for a higher salary", "playing internal politics", "using family contacts" and "using social media".

Based on the findings, the $hypothesis_{10}$ of this research "there are differences in the frequency of personal career planning and development strategies used between married and single managers" was accepted.

Table: 3.28 Independent sample t-test for differences in the frequency of personal career planning & development strategies between managers who were married and single.

| Personal career planning & development strategies | Mean by marital status | | t-test | |
|---|---|---|---|---|
| | Married | Single | t-stat | p-value |
| 1. Using industry contacts to get on/ networking. | 3.81 | 3.88 | -.833 | 0.405 |
| 2. Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | 3.75 | 3.76 | -.138 | 0.890 |
| 3. Regular scanning job adverts/newspapers/internet | 3.08 | 2.99 | 1.029 | 0.304 |
| 4. Recognising chance opportunities in market | 3.65 | 3.57 | .771 | 0.441 |
| 5. Trusting my employers that if I do a good job I will get promoted. | 2.42 | 2.53 | -1.281 | 0.201 |
| 6. Always taking opportunities offered by organisation training schemes. | 4.26 | 4.26 | .030 | 0.976 |
| 7. Moving around to gain knowledge and experience. | 3.54 | 3.89 | 3.609 | 0.000** |
| 8. Continuing to take courses and improve my education and skills. | 4.27 | 4.21 | .516 | 0.606 |
| 9. Being prepared to make financial sacrifices to learn. | 4.20 | 4.20 | .066 | 0.948 |
| 10. Having short and long term career goals. | 4.11 | 3.97 | 1.842 | 0.066 |

Table: 3.28 Independent sample t-test for differences in the frequency of personal career planning & development strategies between managers who were married and single. (Continued)

| Personal career planning & development strategies | Mean by marital status | | t-test | |
|---|---|---|---|---|
| | Married | Single | t-stat | p-value |
| 11. Keeping up a record of useful contacts. | 4.08 | 4.14 | -.813 | 0.417 |
| 12. Always/sometimes being prepared to relocate. | 3.53 | 3.64 | -1.292 | 0.197 |
| 13. Asking directly for a promotion. | 1.60 | 1.59 | .309 | 0.758 |
| 14. Being prepared to work overseas. | 3.26 | 3.83 | 5.016 | 0.000** |
| 15. Having a mentor. | 2.30 | 2.46 | -1.802 | 0.072 |
| 16. Always putting my career first. | 3.41 | 3.42 | -.113 | 0.910 |
| 17. Always going for a higher salary. | 2.59 | 2.80 | -3.020 | 0.003** |
| 18. Regular circulation of my CV. | 3.15 | 3.21 | -.814 | 0.416 |
| 19. Using my college education in all my jobs. | 1.64 | 1.76 | -1.159 | 0.247 |
| 20. Following a successful role model. | 3.02 | 2.97 | .609 | 0.543 |
| 21. Playing internal politics to help me get noticed. | 1.01 | 1.04 | -2.439 | 0.015* |
| 22. Learning a foreign language. | 2.74 | 2.99 | 2.745 | 0.006** |
| 23. Using my family contacts in the industry | 1.22 | 1.44 | -4.256 | 0.000** |
| 24. Using social media (such as blogs, FaceBook, Twitter etc) to make yourself more visible and to network | 1.90 | 2.15 | -2.858 | 0.005* |

Note:      * Indicates statistically significant differences between groups at $p \leq 0.05$

                 ** Indicates statistically significant differences between groups at $p \leq 0.01$

### 3.1.6 Barriers to career planning and development

In an open ended question respondents were asked to mention barriers they have faced in career planning and development. Content analysis was used to analyse the barriers under themes. After careful analysis four themes were evident, which were education and skill development barriers, career guidance related barriers, work environment barriers and family and personal barriers. Education and skill development barriers were the most dominant barrier. Those include, "few trainings opportunities in resorts", "limitation of higher education in Maldives", "lack of funding and finance for higher education", "lack of knowledge and educational qualification". Career guidance related barriers include "no structured career guidance in resorts", "Lack of awareness about opportunity in Maldives". Work environment barriers include "employers feel that Maldivians are not trust worthy", "discrimination", "and unfair treatment at work place". Family and personal barriers include, "work-life balance issues", "male dominant working environment" and "family responsibilities". These were mainly mentioned by women.

### 3.2 Interview results of government organisations and employers

Interviews were conducted to get information for the 3$^{rd}$ objective of the research which is: Evaluate possible challenges and opportunities for career planning and development of managerial employees of Maldives island resorts.

Policy level official from relevant government organisations and employers were interviewed based on their influence/interest in career planning and development of employees working in Maldives resorts. This includes policy level officials from relevant government and organizations and major employers such as:

- Senior Project Officer (In charge of HRD)

Ministry of Tourism Arts and Culture;

- Director General

Ministry of Human Resource Youth and Sports,

- Assistant Director

National Career Guidance Centre,

- Dean

Faculty of Hospitality and Tourism Studies, Maldives College of Higher Education; and two major employers;

- Manager Training and Development,

Villa Group of Hotels (a local company)

- Corporate General Manager for HRD,

Adaaran Resorts (an international company).

### 3.2.1 Challenges and opportunities

#### 3.2.1.1 Human Resource Development

##### Challenges

All the interviewees stressed that human resource development as the biggest challenge faced by Maldives hospitality industry. Maldives College of Higher education, Faculty of Hospitality and Tourism Studies (FHTS) have been the government entity responsible for the training and development for the hospitality industry. FHTS itself was established as a tourism-training institute in 1987 to provide basic and advanced training in operational tourism skills as well as for supervisory and mid management training. Since its establishment, the Faculty has expanded the number of tourism related courses on offer, and developed and upgraded course contents to international standards.

However, it has been "under-funded" both in terms of the capacity and quality of its physical facilities and its teaching staff. As a result, the Faculty has not been in a position to supply training to meet the increasing demand from a rapidly growing tourism sector. Therefore, the demand of the industry far exceeds the supply of FHTS. The official from Ministry of Tourism Arts and Culture (MTAC) stressed that this "demand would be extremely high once the 50 new resorts already under construction is opened".

FHTS is "seriously constrained by the lack of space". Moreover the training facilities (few small classrooms, lack of a dining room, poor staff facilities etc) are woefully inadequate to meet the expected demand. Almost 17 years ago, in a bilateral agreement with India and Maldives, Indian government agreed to provide a fully equipped new building for FHTS together with training and upgrading of its staff. The construction of the building started in 2006, but it has been on halt after construction of first two floors for "un known reasons".

Until mid 2007, courses by FHTS were offered in Male' (the capital) only, where the cost of living has been much higher compared to the other inhabited islands. Even when almost 85% of the course fee was subsidized by the government, students from outer islands find it difficult to cope with the living costs in Male'. During late 2007 FHTS offered certificate level courses in its campus located in the most southern atoll of Maldives (Addu Atoll). But after one year, courses were discontinued due to unavailability of suitable and required number of candidates and teaching staff.

Interviewees, particularly employers raised the concerns of the quality, suitability and employability of students. The main concern was that "there has been a gap between what's expected and what's provided in terms of the training, skills, competencies and attitude etc". The explanation for this issue was that there has been difficulty in attracting students with required academic qualification for the courses conducted by FHTS as students with high calibre are attracted by fields such as medicine, engineering, teaching, law etc. Furthermore, "the academic staff lacks experience about the most recent trends of ever changing hospitality industry" as they are based in Male' (the capital city) and the resorts are isolated islands scattered throughout the country. With the limitation of civil service regulations, staffs are allowed to take internships during their vacation period which is not very attractive to them. Furthermore, salary offered by FHTS is neither attractive nor competitive to attract qualified and experienced staff.

### Opportunities

"Maldives College of Higher Education (MCHE) will soon become a University. Already MCHE have benchmarked successful universities from developed countries and fulfilled the requirements for university title". Once the "University Bill" submitted to the parliament is passed, MCHE would become the first ever university established in the Maldives. This would give autonomy to the university in terms of staff, management, finance and other strategic issues. With this change lot of constraints faced by FHTS is also expected to be solved.

Interviewees highlighted that, even though in the past human resources was thought to be a responsibility of the government, the perception has been changing. All of them believed that employers should also take an active role for the human resource development,

otherwise it would be almost impossible to provide required standard of service to the customers as Maldives is perceived as an expensive, luxury and up market destination.

The official from Villa Group of Hotels highlighted that they have foreseen the responsibility of human resource development (HRD) and established Faculty of Hospitality Management and Tourism Studies (FHMTS) under Villa College together with other faculties such as Engineering, Health Sciences, Law, Islamic Studies and Flying School. Furthermore, it was mentioned that FHMTS is located in Sun Island (the biggest resort in Maldives) so that students can get first hand experience about what they learn and become more competent at the same time they would be much more oriented to the work environment of a resort. Furthermore, students are provided with free food, accommodation, uniforms, transportation to home island and reasonable amount of pocket money. He further stressed that FHMTS is in collaboration with famous universities and colleges such as University College Birmingham (UK) and Taylor's University College (Malaysia). Additionally, it was mentioned that apart from the regular courses and in-house trainings, FHMTS conducts Executive Development Programs and soon to start Undergraduate and Masters Programs with visiting lecturers from the affiliated universities and colleges mentioned above.

Same as Villa Group of Hotels, the interviewee from Adaaran Resorts also mentioned the importance of industry participation in HRD. The official from Adaaran Resorts mentioned that they have established Adaaran Center for Hospitality Studies at Adaaran Hudhuran Fushi Resort with the collaboration from Maldives College of Higher Education, Faculty of Hospitality and Tourism Studies. The courses, course content, entry requirements are the same as FHTS and students receives certificate from MCHE which is accredited by Maldives Accreditation Board (MAB).

He highlighted that this is a good opportunity to gain training and start a career in hospitality industry as everything (accommodation, food, uniforms, transportation to home island etc) are given free together with reasonable amount of pocket money. Even though the first programs which began in 2007 were of Certificate Level (6 months), an 18 months Diploma program has been going on since May 2009 with 40 students. He further stressed that graduates are offered jobs from Adaaran Resorts or are assisted to find jobs from other resorts where the graduates are interested to work for. The Centre also conducts special courses for staff

and management and runs the only butler training programme in the Maldives to a syllabus drawn up by the International Institute of Modern Butlers.

The official from Ministry of Tourism Arts and Culture (MTCA) highlighted that "at government policy level also changes has been made in order to increase the industries' participation in HRD". Bidding proposals of the resorts leased under the Maldives Third Tourism Master Plan 2007 – 2011 have 10% marks for HRD plan. The bidder is required to submit a HRD plan. "With this commitment even the companies who won the bids are required to train around 100 students at Undergraduate level and more than 150 students at lower levels either in Maldives or abroad. This is to make sure that industry have some qualified pool of locals before the new resorts are open so that demand for the expats would be lower." However, the official raised concern that "none of the companies have started to train and the Ministry has already reminded them about their commitment."

Furthermore the official from MTCA mentioned that "employers will find it easy to get trained locals" once the "Integrated Training Resorts – resort with training institute" is completed. These are three islands located at north, mid and south of Maldives, awarded in 2008 to different companies to develop resorts together with training institutes on the same island. He further mentioned that this would be a great opportunity for the locals to get hospitality and tourism related training and experience within a closer proximity to their home islands.

Besides employers stated that a main barrier to training new staff is the cost and the risk that a competitor will immediately poach them and thus eliminate their investment. For this reason, some would prefer training contracts with their local employees.

### 3.2.1.2 Perception about the hospitality and tourism industry
### Challenges

Maldives hospitality and tourism industry has a very good image and perception as a tourist destination. However, all the interviewees believed that it has a bad image and perception as an employer among the locals, particularly among parents. They mentioned that, from tourist or product perspective, there are very few countries which can offer individual and isolated coral islands which are in high demand for tourists. However, this setup of individual isolated islands scattered across the country are not attractive for the locals to work as they have

to spend grater amount of their life away from family, friends and loved ones which results in family and social problems.

Job status is important in Maldivian society (as elsewhere) and government positions in particular have high status. Interviewees highlighted that most Maldivains prefer white collar jobs and anything other than a white collar job is not desired, especially by Maldivians who have completed their G.C.E O/Levels; however white collar jobs are limited in tourism & hospitality. Other factors such as socially unfriendly working hours, working on week ends and holidays are not desired by local youths. Furthermore, there seemed to be a general agreement on current perception that the tourism industry is only for dropouts. This discourages young people to work in the tourism industry. Additionally interviewees stated there are perceptions about discrimination in the work environment with regard to compensation and benefits.

### Opportunities

Interviewees highlighted that the above challenges can be overcome by increasing efforts to attract locals to the industry such as offering better wages, benefits and working conditions. Furthermore improving the education system could decrease this problem in time. Official from MTAC mentioned that even though during the first two decades of the hospitality industry in Maldives resorts were developed in the central region (Male' Atoll); the new developments are across the country. And also proximity to the inhabited islands was one of the criteria for selecting an island for resort development. So, in the future individuals can have a career from a resort closer to their home island which would reduce the social problem such as being away from family and loved ones for a long time. Furthermore, with the development of transport network and resorts offering regular ferries to inhabited islands would provide more chance for employees to make frequent visits to meet their family etc.

Additionally it was mentioned that introduction of Travel and Tourism as a subject for secondary schools was also to create awareness among students about tourism hospitality industry. However the limitation is that only few schools offer this subject due to unavailability of qualified teachers. In addition to the above, interviewees mentioned the importance of creating awareness about the hospitality and tourism industry in the community particularly among parents. The interviewee from National Career Guidance Centre mentioned

that thematic sessions are being conducted for school students to create awareness; however the centre's activities are constrained by limitation of budget as frequent visits to the islands require immense transportation costs. Nonetheless, the official mentioned that industry participation was requested in such career guidance activities and the response was satisfactory; therefore there is hope for the continuation of such activities.

### 3.2.1.3 Employers prefer expatriates more than locals

#### Challenges

Some interviewees raised the concern that employers prefer expatriates more than locals due to the fact there are plenty of manpower available from neighbouring countries at much lower cost. Furthermore, there seemed to be a general view that expatriates are more "disciplined and loyal" due to the fact that Maldivians "might quit at any time; might not return after annual or other leaves, might leave the job once they learn the skills of the job or after being trained at company expense"

#### Opportunities

All interviewees believed that the above challenges can be minimized by introducing and implementing proper rules and regulations at the industry level and employer level. Employers were suggested to fully implement "labour law" which was introduced 2 years ago. Furthermore it was suggested that employees should be made aware of the grievance policies with the employer as well as at employment tribunal so that employees who quit, job-hop and who don't return after the leaves due to employment related issues can be minimized.

### 3.2.1.4 Gender

#### Challenges

Contribution of women (7%), particularly local women (2%) in the Maldives hospitality and tourism industry are extremely low. This is in sharp contrast to many other countries, where the tourism sector often is characterised as being dominated by female employees. Interviewees stated different contributing factors. Both cultural and religious habits are no doubt part of the reason for this situation. However, the situation may also be attributed to the special characteristic of Maldivian tourism with almost self-contained resort islands, where workers stay for 11 out of 12 months of the year, living in staff quarters which were traditionally

built to suite single men, rather than females and families. Therefore, unwillingness of parents to allowing their children work away and the inadequate accommodation provisions in resorts have a great impact.

The male dominated employment pattern was also characteristic in the early years of the Faculty of Hospitality and Tourism Studies (FHTS), i.e. in the late 1980s. However, the proportion of female trainees at the FHTS has later been increased to 17-25% of the total number of students. The traditional pattern is that most of the female students choose fields such as teaching, health, and administration.

### Opportunities

Interviewees agreed that this challenge could be overcome by changing the mindset of both students and parents, by introducing what the hospitality and tourism industry actually is, starting at the most fundamental level of education. Above all, the provision of accommodation facilities and working conditions should be changed in order to encourage more women to participate in this industry.

The official from Villa Hotels mentioned that they encourage women to work in their resorts and already arrangements have been made so that women feel more comfortable to work in the resorts. Married couples are provided with "family accommodation" and while the couple is at work kids are looked after by a nanny. However, he raised concern that at a certain stage either of the parents (most of the cases women) is compelled to leave the job and move to home island due to their kid's schooling.

Both the employers interviewed started that in the future the contribution of women would be more due to the fact that parents are becoming more aware; more resorts opening within closer proximity to inhabited islands; better transport network and ferry services; women/family oriented accommodation facilities and services being build in resorts.

### 3.2.1.5 Legislations / regulations

### Challenge

All interviewees mentioned the need to revise the existing legislations/regulation in order to provide more opportunities to locals. At present employers are required to present evidences that they have searched for a local to fill a vacant position. Upon the

fulfilment of requirements of Ministry of Human Resource Youth and Sports (MHYS) only, an employer is granted permission to employ an expatriate. Additionally, by law, expatriate employment in any tourism establishment should not be more than 50%. However, interviewees believe with this 50% ceiling even some employers tend to employ mostly expatriates at the management positions.

### Opportunities

The officials from MTAC as well as MHYS stated that necessary arrangements to revise existing legislations/regulation are underway as both ministries are in close coordination to this matter. The outcome of the revision would be to introduce "parity" to different levels. In order to do that MTAC has already started categorizing jobs in the hospitality and tourism industry under International Standard Classification of Occupations (ISCO) which is introduced by International Labour Organization (ILO). Once parity is introduced employers would be also asked to submit a localization/succession plan if they employ an expatriate to a position due to the unavailability of a qualified local. Furthermore official from MTAC and MHYS stated the importance of implementing the labour law so that existing "discrimination" in employment (salary, benefits, working conditions etc) would be eliminated leading to "fair treatment" in the work place. Additionally official from MHYS mentioned that the ministry is under discussion with relevant stake holders to introduce an employment tax for the expatriates so that "cheap labor" factor of expatriates would be diminished for the employer in terms of employee expenditure.

### 3.2.1.6 International companies / brands

#### Challenge

The official from the local employer claimed that with the increase of international companies / brands entering to Maldives tourism and hospitality industry would have an increase in expatriate employment particularly at management positions. He further stated that traditionally international companies / brands tend to have their own management teams who have vast experience and loyalty to their company and brand. Additionally they tend to transfer/rotate their management employees within their properties. He further claimed that even now most of the General Managers and Department Heads working at resorts of

international companies / brands are expatriates. However the management team (General Managers and Department Heads) working in that company are mostly locals (90%).

**Opportunities**

The official from Adaaran Resorts started that even though traditionally international companies / brands tend to employ more expatriate at management level; the situation has been changing. He agreed that it has been the case in the past, but that company has seen the importance of increasing locals particularly at management levels and changed the policy and practise to employ locals as far as possible. He further stated that he him being the Corporate General Manager for HRD is a good example for the localisation plan. Several other management positions at the different resorts has been already changed to locals either by hiring or though HRD. A group of locals are under a scheme of "management training" which would further enhance the localisation plan. He further stressed that locals should take the opportunities for career development through international companies / brands as they would be in position to offer international placements which would enhance the individual's value of employability. Additionally he reflected to the Presidents of Maldives Human Resource Award in the Tourism Industry by mentioning that most of the companies are international companies among the companies who won this award.

### 3.2.1.7 Career orientation/awareness

**Challenges**

All the interviewees mentioned that Maldivians don't see tourism and hospitality as a promising career due to the negative perception. This may be due to the awareness/orientation about the career opportunities available in the hospitality and tourism industry. Furthermore, they mentioned that the negative image and perception contribute to this. Employers mentioned that they offer locals with career development opportunities by relocation to other countries with full benefits to the family but most of the locals hesitate for relocation.

Additionally they mentioned that some locals don't accept promotions either as they are "afraid of the change". Further, they claimed that some locals would rather focus on the economic benefits for example the total income they receive by working as a room boy or a waiter would be more (with service charge and tips) than accepting a promotion of a

supervisory position with added responsibility but lower total income. Other habits such as working in the industry for sole purpose of "saving some money" for personal reasons such as building a house or investing in a small business are also evident. Interviewees believed that when all the above challenges are combined would give a clear picture that most of the locals already working in the hospitality and tourism industry don't have a clear direction of developing tourism and hospitality as their career.

**Opportunities**

Most of the interviewees believed that despite the apparent challenges in the industry, there are lots of opportunities as well. With the opening of 50 resorts under construction would open more than 10,000 direct employments in the hospitality and tourism across the country, with the possibility of working with a close proximity to home Island. When MCHE become a university, it would open more higher education opportunities. When the "Training Resorts" are open this is an additional opportunity for higher educations and training. Revision of the existing rules and regulations would also provide locals more opportunities within the legislative framework.

Official from MTAC mentioned that "Tourism Career Opinion Survey" is undergoing and with the findings of this survey, ministry would conduct career awareness program across the country with collaboration from National Career Guidance Centre. The official from National Career Guidance Centre highlighted that they also have plans to conduct more career guidance seminars / sessions with particular attention of attracting locals to the hospitality and tourism industry. All the interviewees believed that individuals and parents also should take an active role in the awareness.

# CHAPTER 4

# SUMMARY

The final conclusions, discussions together with limitation and suggestions for further researches are presented in this chapter. Discussions are done according to the objectives of the research which are as follows:

1. Examine the current situation, characteristics and mobility of managerial employee's career in Maldives island resorts.

2. Analyse the career planning and development strategies and investigate the impact of demographic variables on career planning and development strategies used by managerial employees of Maldives island resorts.

3. Evaluate possible challenges and opportunities for career planning and development of managerial employees of Maldives island resorts.

4. Suggest possible strategies for career planning and development to increase managerial positions by locals in Maldives hospitality industry.

## 4.1 Summary of major findings

### 4.1.1 Demographic profile

The demographic information obtained from this research indicates that the contribution of women in Maldives hospitality industry is extremely low which were 8%. This further declined as the management level went up as there were 13% in the low management level, 4% in the mid management level and surprisingly no women at the top management level. This supports Purcell (1993) who raised the concern that women are not well represented at management levels. With regard to age, majority of the managers (67.4%) were above 31 years of age. Most of the low level managers (64.1%) were young (21-30 years), mid level managers 60% were 31-40 years and top level managers 72% were 41 years and above. Over half of the managers (55%) were single, and vast majority (70%) of low level managers were single too, but over half of the mid level managers (55%) and most (78%) of the top level managers were married.

The majority of managers at all levels were expatriates. Nearly half of the respondents (48.2%) were from Asia. Similarly, majority (62%) of the low level managers and more than one third (40%) of the mid level managers were also from Asia. However, more than one third (37%) of the top level managers were from Europe.

### 4.1.2 Contribution of local and foreign managers in different departments

Most of the local managers worked in Front Office (23%), Human Resource (19%), Housekeeping (17%), F&B Service (13%) and surprisingly there were no local manager from Finance & Accounting department. Out of the 201 foreign managers majority were from F&B Service (21%), Front Office (19%), Food Production (19%) and Housekeeping (15%). However, the point worth noting here is that the difference in contribution of locals and foreigners in 2 of the very important functional departments were statistically significant ($p \leq 0.01$). There were more foreigners in Food and Beverage Service and Food Production department. Furthermore there were no locals from Finance & Accounting department.

### 4.1.3 Educational qualification and major

With regard to educational qualification, almost two third of the managers (67%) had educational qualification of diploma and below. However, higher educational qualification was evident as the management level went up as 87% of low level managers and 54% of mid level managers  had diploma and below, but over half (59%) of the top level managers had Master degree. Hospitality was dominant as an educational major among the whole sample (54.4%). Similar pattern was apparent as 51%, 57%, 59% of the low level, mid level and top level managers had hospitality as educational major respectively.

Further analyses were done to investigate if there were any apparent contribution of particular major in front of the house and back of the house departments. This excludes the 46 top level managers. Nearly two third (60%) of the managers from front of the house departments had hospitality as an educational major. Contribution of hospitality major in the back of the house departments were also seen but it declined to 46%. "Business" and "other" majors combined had the highest domination (49%) in the back of the house departments.

This lead to the analysis to see if foreign managers were more qualified than local managers. Results discovered that a vast majority of locals (83%) had educational qualification of

diploma and below while 10% had undergraduate and only 9% had masters. Even though over half (57%) of the foreign managers had educational qualification of diploma and below, they were better qualified as 29% had undergraduate and 14% had master degree. The differences in educational qualification between local and foreign managers with regard to undergraduate and master degree were statistically significant ($p \leq 0.01$). Therefore, foreign managers working at Maldives resort islands were academically qualified than the local managers.

### 4.1.4 Income of Managers

The income of managers, both basic salary and total income were investigated. The most common basic salary for low managers (66%) were US$ 301-500, mid managers were US$ 501-700 and top managers were above 1700. This research found that basic salary was top up with additional monetary benefits (probably service charge). Most of the low managers (70%) received US$ 701 -900, and top managers (67%) received a total income of above US$ 2100. Furthermore, over half of mid managers (57%) received a total income of above US$ 1701.

### 4.1.5 Employer profile

Over half (57%) of the managers were from resorts operated by international hotel chains. Similar contribution was found in the three management levels as well (ie: 57% of low level managers, 57% of mid level managers, and 63% of top level managers.  Huge majorities (91%) of managers were working at 5 star resorts while 3 star resorts were very minimum (1%). Mostly the respondents were from resorts with a bed capacity of 200 beds and above (60%).

### 4.1.6 Career mobility

Career mobility was investigated in different aspects. This includes:

a)  Time mobility: How many years did the individuals take to be a GM, HOD or a Supervisor?

b)  Education and time mobility: Does higher educational qualification lead to faster career attainment.

c)  Career moves and source of career moves: How many career moves did the managers take to reach their current position and who took the initiative of the career move (i.e.: individual or the organisation)

d) Career moves within/ between companies: Were the career move taken within the company or between the companies. (i.e: The extent of internal and external labour market used in career moves)

### a) Time mobility

This research found that to become a GM (top manager) it took 9 – 17 years and the average was 12.3 years. To become a HOD (mid manager) it took 4 – 9 years and the average was 6.68 years; while to become a Supervisor (low manager) it took 4 – 10 years. And the average was 6.45 years.

### b) Education and time mobility

Impact of educational qualification to time mobility was found to be promising. The low level managers with a diploma and below took 6.69 years to reach their current position, but low level managers with undergraduate degree took 4.88 years. Similarly mid level managers with diploma and below took 7.30 years while mid level managers with under graduate and masters degree took 6.22 years and 5.13 years respectively. In the same way, top level managers with diploma and below took 15.33 years, undergraduate took 13.43 years and master degree took 10.67 years. The point here worth noting is that the average number of years the managers took (in all three management levels) declined as they were educationally better qualified. Therefore, based on this finding conclusion can be drawn as educational qualification positively effect to faster career attainment.

### c) Career moves and source of career moves

All the managers took 1 to 7 career moves to reach their current position. Out of the entire career moves made 60% were initiated by the employee which means mostly it's the individual who is taking control/lead of their career, not the organization. Further, when the data was analyzed by management level, the top level managers took 3 to 7 career moves, mid level managers took 2 to 5 career moves and low level managers took 1 to 4 career moves. In all the cases mostly individuals (employee) took the initiative of the career move which means 57.64% of career moves by low level managers, 61.10% of career moves by mid level managers and 61.89% of career moves by top level managers were initiated by the individual. Therefore, even

within the three different management levels also, mostly it's the individual taking the lead of there career which in other words can be interpreted as self-directed career.

### d) Career moves within/ between companies

The notion of analysing the career moves made within and between companies was to investigate the extent of internal labour market and external labour market which the managers utilised in order to develop their career. By having a look at the whole sample, it was found that mostly managers have moved between companies which mean they have used the external labour market (56% of the moves). The same patterns were evident with the three different management levels. Fifty four percent of career moves made by low level managers, 59% of career moves by mid level managers and 56% of career moves made by top level managers were made between companies. As a result, in this research it was found that mostly managers (all levels) tend to use external labour market in their career moves.

### 4.1.7 Personal career planning and development strategies

With the mean ranking of personal career planning and development strategies by all respondents it was found that "organization training schemes" and "continuing to take courses and improve education and skills" were "always" used by all managers. Very frequently used strategies were "make financial sacrifices to learn", "useful contacts", "career goals", "networking", "opportunities in organization", "moving around", "opportunities in market", "prepared to relocate", "work over seas" and "putting career first". Furthermore, 5 strategies were "occasionally" used, 3 strategies "rarely" used. The strategies not valued (never used) by all managers were "using college education in all jobs", "asking for promotions", "using family contacts" and "playing internal politics". The "always used and very frequently used" strategies are worth noting as those were the top 12 dominant strategies used by already successful individuals in the resorts.

Furthermore, mean raking was done by local managers only. Surprisingly none of the strategies were "always" used by local managers. Very frequently used strategies by local managers were "useful contacts", "career goals", "opportunities in organization", "make financial sacrifices to learn", "continuing to take courses", "organization training schemes", "networking", "putting my career first" and "moving around to gain knowledge and experience". Furthermore 8

strategies were "occasionally" used while 4 strategies were "rarely" used. The "never" used strategies were same as the strategies by all managers except "using college education in all jobs".

Additionally mean ranking was done by foreign managers only as well. Foreign managers had better mean ranking than the local managers as 3 strategies; "using opportunities offered by organizational training schemes", "continuing to take courses" and "being prepared to make financial sacrifice to lean" was "always" used. A total of eight strategies; "record of useful contacts", "career goals", "net working", "prepared to work overseas", "keeping informed of opportunities in the organization", "moving around", "being prepared to relocate" and "opportunities in market" were "very frequently" used by the foreign managers. Furthermore eight strategies were "occasionally" used by foreign managers. Interestingly similar to the whole sample, the "never" used strategies were exactly the same with the foreign managers. (i.e.: "asking directly for promotions", "using college education in all jobs", "using family contacts", and "playing internal politics".

Further investigations (independent sample t-test, One-Way ANOVA test with LSD post hoc) was done by taking demographic variable such as local and foreign managers, gender, foreign managers of different age groups, local managers of different age groups, local managers of different management levels, foreign managers of different management levels, educational qualifications, educational major, back of the house and front of the house departments, and marital status. These investigations were done to test the hypotheses of this research and it was found that these variables have impact in the frequency of personal career planning and development strategies used by managers. Therefore, all the hypotheses of this research were accepted.

With regard to local and foreign managers 17 strategies had statistically significant differences. Foreign managers used strategies related to education, skills development and mobility more frequently than local managers. Gender had 15 strategies significantly different strategies. Men used all strategies more frequently than women except going for a higher salary. Foreign managers of different age groups had 19 strategies significantly different. Elder managers were more prepared to relocate and work overseas while younger managers used strategies related to education and skills development. Local managers of different age groups had 13 strategies significantly different. Both industry contacts as well as organisation's opportunities were more

often used by elder local managers. Local managers of different management levels had 15 strategies significantly different and foreign managers of different management levels had 18 strategies significantly different. Furthermore educational qualification had 15 strategies significantly different; educational major had 10 strategies significantly different; back of the house and front of the house departments had 13 strategies significantly different and marital status had 7 strategies significantly different.

### 4.1.8 Barriers to career planning and development

Barriers to careers planning and development were found to be under four main themes; education and skill development barriers, career guidance related barriers, work environment barriers and family and personal barriers. Education and skill development barriers were the most dominant barrier. Those include, "few trainings opportunities in resorts", "limitation of higher education in Maldives", "lack of funding and finance for higher education", "lack of knowledge and educational qualification". Career guidance related barriers include "no structured career guidance in resorts", "Lack of awareness about opportunity in Maldives". Work environment barriers include "employers feel that Maldivians are not trust worthy", "discrimination", "and unfair treatment at work place". Family and personal barriers include, "work-life balance issues", "male dominant working environment" and "family responsibilities". These were mainly mentioned by women.

### 4.1.9 Challenges and opportunities in increasing locals at management positions

From the interviews done with the four government organizations and two major employers, several challenges and opportunities were identified in career planning and development in the Maldives resorts. One of the main challenges identified by all the interviewees was human resources development, particularly training. Insufficient facilities, funding and gap between the training provided and what's being expected was also mentioned. Furthermore perception of the community with regard to career in resorts due to the social and cultural issues was also raised. Particularly local employer claimed that due to the increase in international hotel chains it can be a challenge for the locals to get higher positions in those establishments. Other challenges such as preference of employers to employ expatriates, gender imbalance, legislations/regulations, career orientation/awareness were also taken in to account as challenges to increase local employment at management positions.

Despite the challenges raised, opportunities were also discussed. Establishment of the first university of Maldives in a near future, opening of 3 training resorts, continued effort of the industry in training locals were mentioned as opportunities to overcome the challenges raised in terms of human resource development. Since the employers have been valuing the employees as never been before this would improve the benefits, working conditions, quality of work life. These things in return are believed to enhance the perception of developing a career in a resort. Due to the new rules and regulations soon to be established it's believed that locals would get a fair share in the management positions. The new generations of resorts are designed with the experience of the past. Hence, the factors which motivate locals to work in the resorts are taken in to account which would result in more locals selecting working at resorts as a promising career. However, it's a fact to consider the contributions of the expatriates are of enormous importance and it should not be misinterpreted.

## 4.2 Discussion

This section follows the objectives of the research which are as follows:

1. Examine the current situation, characteristics and mobility of managerial employee's career in Maldives island resorts.

2. Analyse the career planning and development strategies and investigate the impact of demographic variables on career planning and development strategies used by managerial employees of Maldives island resorts.

3. Evaluate possible challenges and opportunities for career planning and development of managerial employees of Maldives island resorts.

4. Suggest possible strategies for career planning and development to increase managerial positions by locals in Maldives hospitality industry.

**Objective 1:** Examine the current situation, characteristics and mobility of managerial employee's career in Maldives island resorts**.**

Despite the enormous benefits obtained from hospitality industry, working at the resorts particularly developing it as a career is not attractive for most of the locals. There is a common understanding of the benefits such as 27% of GDP, 70% of foreign exchange earnings,

other industries dependent on tourism and the multiplier effect. However due to the setup of Maldives hospitality industry, like one island – one resort concept, the direct benefits which the locals are getting is less; as a result almost 20% of the population is living below the poverty line. One of the ways to get the direct benefits are through employment as Archer, Cooper, and Ruhanen (2005) argue that tourism seems to be more effective than other industries in generating employment and income in the less developed regions of a country where alternative opportunities for development are more limited.

However, due to many factors, employing or careers in hospitality has not been very promising for locals. The Third Tourism Master Plan (TTMP) mentions the government's direction about increasing the participation of locals in the Maldives hospitality. As stated in TTMP, the main focus is to increase locals at mid to top level management positions. Accurate employment statistics are not available but it's expected almost 50% of the whole work force in the hospitality industry would be locals since it's implemented by law.

However results of this research indicated that almost 61% of the employees working at the management position of the Maldives resorts are expatriates. This was nearly the same with regard to the low, mid and top level management. Nearly half of the managers were from Asia. Similarly, majority (62%) of the low level managers and more than one third (40%) of the mid level managers were also from Asia. However, more than one third (37%) of the top level managers were from Europe.

Apart from this, contribution of women in the resort career was document as a concern. The Second Tourism Master Plan, which ended in 2006 aimed at increasing women's participation to 25% by end of 2006. However in the Third Tourism Master Plan (2007) it was mentioned that contribution of women was alarmingly low (ie: 7%, out of whom only 2% are locals). Similarly this research also found that only 8% of the mangers working at Maldives resorts are women, but no women was at the top management level.

There is no reliable source to compare the demographic characteristics found from this search to any previous search of managerial employees of Maldives resorts. This research found that most of the low level managers were young (21-30 years) mid level managers were 31-40 years and top level managers were 41 years and above. Over half of the managers were married.

Maldives resorts have acute shortage of skilled local labor. This can be confirmed by having a look at the demand from the industry and the supply from the training institutions particularly Maldives College of Higher Education (MCHE) as TTMP have stated that requirement from the industry is far beyond the output of MCHE and it would be more when the new 50 resorts are open. This research found that the contribution of locals at the two important functional departments (F&B service and Kitchen) is alarmingly low. Furthermore, no locals were at the Finance and Accounting Department. Additionally this research found that foreign mangers were more educated than the local managers at the low, mid and top levels of the management. With regard to the educational major, hospitality was the dominant major. Similar finding was obtained by Nebel et al. (1995) with general managers of US mid-range, upscale and luxury hotels.

With regard to income, over two third of the low level managers receive a basic salary of US$ 301 − 500 and most of the mid managers receive US$ 501-700 while top level managers were above 1700. Additionally basic salary was top up with additional benefits (service charge). Most of the low managers (70%) received US$ 701 − 900, and top managers (67%) received a total income of above US$ 2100. Furthermore, over half of mid managers (57%) received a total income of above US$ 1701. These compensations can be attributed as most of the resorts in Maldives are luxury resorts operated by international hotel chains/brands. Over half (57%) of the managers were from resorts operated by international hotel chains. Similar contribution was found in the three management levels as well (ie: 57% of low level managers, 57% of mid level managers, and 63% of top level managers. Huge majorities (91%) of managers were working at 5 star resorts while 3 star resorts were very minimum (1%). Mostly the respondents were from resorts with a bed capacity of 200 beds and above (60%).

With regard to mobility in career, literature suggests that career as the pattern or sequence of work roles of an individual which typically implies upward movement and advancement (Hall & Moss, 1998). Furthermore Ladkin and Juwaheer (2000) stress that knowing an approximate time for how long it takes to reach a target job is important for individuals in the career planning. Nebel et al. (1995) studying the career paths of hotel managers of mid-range, up-scale and luxury hotels of US revealed that on average they took 8.9 years to reach their first GM job. Additionally, Ladkin and Juwaheer (2000) studying career path of Mauritius hotel managers

revealed on average they took 16.1 years to reach the GM position. In addition, Steele (2003) studying the career of managers in the hotel industry of Auckland recognised that the average number of years from entry into the industry to first G.M. position was a little over 11, which differs significantly from studies in the U.S. (13 years) and UK (9 years). However, this research found that to become a GM (top manager) it took 9 – 17 years and the average was 12.3 years. To become a HOD (mid manager) it took 4 – 9 years and the average was 6.68 years; while to become a Supervisor (low manager) it took 4 – 10 years. And the average was 6.45 years.

Ayres (2006a) argues that although jobs in the tourism and hospitality industry have traditionally been plentiful, the concept of developing these jobs into careers, and even undertaking specific tourism studies to enhance this development is a relatively new trend. However Ladkin (2002) stress that there has been an assumed relationship between an individual's level of educational attainment and career progression. Previous researches on the impact of educational qualification and career attainment have confirmed the argument of Ladkin (2002). Such researches in the contexts of hospitality industry include Harper, Brown & Irvine (2005); Ayres, (2006b); McCabe (2008); Steele, (2003). This research also found a similar impact of educational qualification to career attainment as the managers who were more qualified took less number of years to reach their current position.

In this research, low level managers with a diploma and below took 6.69 years to reach their current position, but low level managers with undergraduate degree took 4.88 years. Similarly mid level managers with diploma and below took 7.30 years while mid level managers with under graduate and masters degree took 6.22 years and 5.13 years respectively. In the same way, top level managers with diploma and below took 15.33 years, undergraduate took 13.43 years and master degree took 10.67 years. The point here worth noting is that the average number of years the managers took (in all three management levels) declined as they were educationally better qualified. Therefore, based on this finding conclusion can be drawn as educational qualification positively effect to faster career attainment and it confirms the findings of the previous researches mentioned above.

Ladkin and Riley (1996) indicated that the nature of the hotel industry with its fragmented small unit structure, suggests that career pattern are likely to involve mobility, and both organizational needs and individual ambitions will produce a high rate of mobility.

Furthermore mobility in hospitality industry is evident as it has a reputation of high staff turnover. Previous researches have confirmed that there has been a high degree of mobility in the hospitality industry (Ayres, 2006b; Arthur, Inkson, & Pringle, 1999; McCabe, 2008; McCabe & Savery, 2007). This research also has found high degree of mobility. All the managers took 1 to 7 career moves to reach their current position. The top level managers took 3 to 7 career moves, mid level managers took 2 to 5 career moves and low level managers took 1 to 4 career moves. As identified by Saxenian (1996) and Van der Heijden (2001) high levels of mobility and turnover are not always detrimental. Van der Heijden (2001) suggests that mobility can increase an individuals' employability as he/she builds up networks, gain experience and competence. It is seen as a way to build up professional knowledge and skills. Career mobility is a strong feature in the hotel manager occupation, which is one of the characteristics of a self-directed career (Ladkin, 2002).

Apart from the career moves, one of the important aspects of mobility is the source of career move or who took the initiative of the career move (ie: the individual or the company). This is to test the notion of self-directed career against company initiated career. According to Arthur and Rousseau (1996, p. 6), one of the dimensions of the new boundaryless career "is independence from, rather than dependence on traditional organisational career arrangements". Most of the researches stressed and have found that individuals should take the initiative to move from one job to another. Similarly this research also found that mostly it's the individual who took initiative of the career move. Out of the all the career moves made 60% were initiated by the employee which means mostly it's the individual who is taking control/lead of their career, but not the organization. Similar pattern was evident at the three management levels. The findings of this research confirms the findings of previous researches such as Ladkin and Riley, (1996); Ladkin & Juwaheer (2000); McCabe (2008); Ladkin (2002). According to Ayres (2006a) the main reason for such self-directed job moves were to take advantage of the opportunities. Furthermore, Ayres (2006a) also suggested that individuals perhaps are not planning careers based on the theory of career anchors, as suggested by Schein (1978) rather, they were developing careers that spiral or cycle from opportunity to opportunity (Arthur, 1994).

Furthermore, Ayres (2006b) suggests that in order to take these opportunities; individuals should be willing to change the employer also when ever it's required. Ayres (2006b)

argues that recent trends have seen structures becoming increasingly flat in nature, and have seen organisations becoming more global. Other organisational trends are towards downsizing, restructuring, and reengineering. Therefore, career progress is likely to be enhanced by an individual's willingness to change employers, as well as being geographically mobile (McKercher et al., 1995). According to the new career concepts, less attention should be paid to the 'old fashioned' understanding of the perfect career, which has been defined by traditions and institutions. Rather, careers should be personally tailored to overcome organisational, occupational and geographical restrictions and boundaries (Ayres, 2006b).

This research confirms the above notion as mostly individuals have moved between companies (56% of the moves). Similar pattern was found at the three management levels. Therefore it can be concluded that mostly managers (at all levels) tend to use external labour market in their moves for career development. It's expected these external moves would be very high in the case of Maldives after the 50 new resorts are open because it would add 10,000 additional beds to the already 20,000 beds in operation. As a result it would open lot of job opportunities at different levels and departments.

**Objective 2:** Analyse the career planning and development strategies and investigate the impact of demographic variables on career planning and development strategies used by managerial employees of Maldives island resorts.

Career strategies are central in career development and refer to an individual's activities aimed at achieving his or her career goals (Gould & Penley, 1984). Adopting suitable career strategies can have a positive effect on that individual's rate of progression within an organization as well as on pay levels (Ladkin, 2008). With this understanding, personal career planning and development strategies used by managers of Maldives resorts were analyzed based on how often the strategies were used. These strategies can be grouped in to five groups which are "always used", "very frequently used", "occasionally used", "rarely used" and never used.

The "always used" two strategies in descending order were:

- Always taking opportunities offered by organization training schemes.
- Continuing to take courses and improve my education and skills.

The "very frequently used" ten strategies in descending order were:

- Being prepared to make financial sacrifices to learn.

- Keeping up a record of useful contacts.

- Having short and long term career goals.

- Using industry contacts to get on/ networking.

- Keeping informed of opportunities in organization, through colleagues and internal bulletins.

- Moving around to gain knowledge and experience.

- Recognizing chance opportunities in market

- Always/sometimes being prepared to relocate.

- Being prepared to work overseas.

- Always putting my career first.

The "occasionally used" five strategies in descending order were:

- Regular circulation of my CV.

- Regular scanning job adverts/newspapers/internet

- Following a successful role model.

- Learning a foreign language.

- Always going for a higher salary.

The "rarely used" three strategies in descending order were:

- Trusting my employers that if I do a good job I will get promoted.

- Having a mentor.

- Using social media to make your self more visible and to network

The "never used" four strategies in descending order were:

- Using my college education in all my

- Asking directly for a promotion.

- Using my family contacts in the industry

- Playing internal politics to help me get noticed.

Therefore the top 12 strategies (always used and very frequently used strategies combined) are worth noting as it's the most dominant strategies used by already successful managers in the resorts of Maldives. However when mean ranking was done by local and foreign managers separately; it was found that local managers used the above strategies less often than the foreign managers. Because no strategies were always used by the local managers but foreign managers used three strategies which were exactly the same as all managers. This was further evidenced with t-test as out of the 17 statistically significant strategies between foreign and local managers; foreign managers had a higher mean raking in 15 strategies.

Additionally it would be interesting to compare the above results against the results of researches done in other countries. Ladkin and Riley (1996) with hotel managers in UK found that most dominant top six strategies were "being prepared to relocate", "trusting my employers", "keeping informed of opportunities in the company", "moving around to gain knowledge and experience", "having career goals", "putting my career first". And the less used strategies were "regular circulation of CV" and "always going for a higher salary". In contrast, the current research found a contradicting result against the above research. The top six strategies used by the managers of current research were "taking opportunities offered by organization training schemes", "continuing to take courses", "prepared to make financial sacrifices to learn", "record of useful contacts", "having career goals" and "using industry contacts/networking". Having career goals were the only strategy common with the current research and the research of Ladkin and Riley (1996) with UK hotel managers. Furthermore the least used two strategies in the current research were, "using family contacts", "playing internal politics" which were totally different from the above research.

Furthermore when compared with the results of Ladkin and Juwaheer (2000) with Mauritius hotel managers, only two strategies "continuing to take courses" and "having career goals" were found to be common among the top 6 strategies. Additionally, 3 strategies "having career goals", "using industry contacts" and "taking opportunities offered by company training schemes" were found to be common with the current research and the research of Ladkin (2002) in Australia. Interestingly two strategies, "playing internal politics" and "using my family contacts in the industry" were common among the least strategies. Moreover, when compared with the results of McCabe (2008) with Australian managers it was found that two strategies

"using industry contacts/networking" and "taking opportunities offered by organization training schemes" was the common strategies used in the current research.

With regard to the differences on how often the personal career planning and development strategies used between men and women, it was found that men used strategies related to mobility, networking, making connections, moving around, relocation and even working overseas. However women tend to trust the employee for promotions, change the job for higher salary. This result contradicts with the result of McCabe (2008) as in that research it was concluded that no apparent differences were found except men recognized the importance of taking courses and improves the educational qualification. In the current research it was found that age group had an impact on how often the strategies were used. Foreign managers of 21-30 years tend to scan for jobs, trust their employer, and change the job for a higher salary while foreign managers of 31-40 years used strategies more related to education, skills development and networking. The elder managers mostly take opportunities available in the market. Similar pattern was found with the age groups of local managers also, but lesser strategies were found to be statistically significant.

Surprising result was obtained between local managers of different management level as among the 15 statistically significant strategies, mid level managers had higher mean raking in  8 of the strategies and those were related to networking, skills and educational development and career goals. Local top level managers valued working overseas and learning foreign language more important to them. This result may reflect to the age group as most of the local mid level mangers were young. By contrast, foreign top level mangers valued learning a foreign language and working overseas compared with local top level managers.

Furthermore there was evidence to support that educational qualification had an impact on career strategies. When the managers become more qualified they used strategies related to education, skills development, both making financial sacrifice to learn and by continuing to take courses as well as moving around to gain knowledge and experience. In addition to that, career planning was evident as better qualified managers used career goals more often than the less qualified managers. Another important fining was that better qualified managers were more prepared to relocate and work overseas. This could have a direct effect of their educational qualification and the quest for skills development through multiple approaches

both internal and external to the organization. The above results support Van der Heijden's (1996) arguments about educational qualification and its related effects to career progression.

Besides educational qualification, educational major is also found to have an impact on the career planning and development strategies. At this point it's worth noting that in this research it was found that hospitality and tourism major was more evident in front of the house related departments than back of the house department. Similarly managers with hospitality and tourism related major used these strategies more often than managers with non-hospitality and tourism majors. Managers with hospitality and tourism related major were more active in recognizing chance opportunities in market, taking opportunities offered by organization training schemes, continuing to take courses, make financial sacrifices to learn and prepared to work overseas. This supports the view of Ladkin (2002).

By having a look at the above analysis and discussions, three things can be identified which are very important. The managers working at Maldives resorts have predominantly used career planning and development strategies related to three attributes, namely, "ability", "visibility" and "flexibility". Firstly, to increase the ability of the managers they have used verity of strategies related to education and skills development, both internal and external to the organization. Such strategies includes, taking opportunities offered by organization training schemes, continuing to take courses and improve education and skills, being prepared to make financial sacrifices to learn, moving around to gain knowledge and experience and keeping informed of opportunities in organization through colleagues and internal bulletins. Secondly, to make them "visible" and be recognized by the industry they have used strategies like keeping up a record of useful contacts, using industry contacts to get on/ networking. Using industry contacts and networking was stressed by McCabe (2008). Thirdly, the managers were "flexible" by recognizing chance opportunities in market, being prepared to relocate and even begin prepared to work overseas. Furthermore, it can concluded that there are evidence of career planning as having short and long term career goals were ranked as the $5^{th}$ strategy by whole sample and $2^{nd}$ and $5^{th}$ by local and foreign managers respectively. The above picture is what's expected to be the predominant recipe for a successful managerial career in the hospitality industry and its worth considering for potential employees.

**Objective 3 :** Evaluate possible challenges and opportunities for career planning and development of managerial employees of Maldives island resorts.

The tourism industry of the Maldives has been praised and cited as an example of 'successful' tourism development by a number of academics (Domroes, 2001; Ellis & Amarasinghe, 1997; Inskeep, 1991). Indeed, according to Inskeep (1991), writing during the initial tourism boom on the islands: 'The Maldives represents one of the most successful examples of planning and developing environmentally controlled and regionally staged small island tourism in the world.' However it's a fact that tourism in the Maldives was initially developed in an unplanned laissez-faire manner by the private sector, with the opening of two resorts in 1972 (MoTCA, 2006).

There are currently 95 tourism resorts in operation and each is an autonomous unit, totally self-contained, providing its own infrastructure of electric power, water supply, restaurants, leisure facilities, sewage and solid waste disposal as well as accommodation and other facilities for its employees. Such 'enclave tourism' in the Maldives, a 'one island one resort policy', was considered by Dowling (2000) to help minimize negative impacts of tourism, by allowing local cultures, traditions and lifestyles to be sustained – the inhabitants of the resort islands are limited to tourists and staff. Perhaps Maldives has become a victim due to its natural setup of as Ceballos-Lascurain (1996) define enclave tourism as tourism that is concentrated in remote areas in which the types of facilities and their physical location fail to take into consideration of the needs and wishes of surrounding communities. Furthermore, in enclave tourism, citizens and local people usually hold poor and unskilled jobs while management and better paying positions are held by expatriates (Britton, 1982; Healy, 1994; Ceballos-Lascurain, 1986; Oppermann & Chon, 1997).

Despite the success as a tourism destination, the challenges faced in terms of human resources have remained the same or would be critical. Much of the issues raised by the interviewees have already been documented as challenges. The First Tourism Master Plan (1983) noted that "no formal hotel training system existed". It was after that government opened the first hotel school in April 1987, yet; the demand far exceeds the output as the Second Tourism Master Plan (STMP, 1996-2005) mentioned that "skill shortage in the industry has remained a problem". STMP has raised the concern for career awareness and human resource development stressing

that Maldivian human resource development has to run in parallel with the employment needs of expanding tourism industry, if Maldivians are to gain maximum benefit from the industry. Furthermore it was mentioned that "already expatriate labour is marking up a large proportion of the workforce; therefore, unless Maldivians are persuaded to enter tourism as a career the number of expatriates will continue to grow, while Maldivians may not find jobs". The focus of the government in the STMP was "to maximise job opportunities to the situation where most jobs in the tourism sector will be carried out by suitably qualified Maldivians"

The above view is supported by Boniface and Cooper (2005) mentioning that if the tourism industry expands at a faster rate than of the human resources development of the country, the full benefit is not tapped as significant economic leakages out of the local community occur in the form of expatriate employment, reducing the net benefits of tourism. Therefore, the industry and the government need to consider the development of human resources as a strategic, long term investment which is absolutely necessary for the survival and growth of tourism.

In the case of Maldives young people do not regard tourism as a worthwhile occupation. They see it as offering worse conditions than in the rest of the service sector, pay per hour actually worked is perceived as lower, as is lack of social life on the resorts, separation from family etc. These factors deter young people from considering a career in tourism. However these challenges are not specific to Maldives alone, but its due to the nature of the industry as Peacock and Ladkin (2002) mentioned that human resource issues in tourism are multi-dimensional: the poor image as an employer, the quality and availability of skilled staff, rewards and benefits, labour turnover, working hours and conditions, use of expatriate labour, barriers to employment, and a traditionally low level of training and education.

The negative perception of employers with regard to education and training is supported by Peacock and Ladkin (2002) mentioning that employers do not recognise the importance of education: quite often the industry is dominated and controlled by entrepreneurs who have a complete lack of appreciation of tourism education and underlying theories, framework and concepts that should guide tourism as a major social and economic global phenomenon.

Furthermore, similar issues have been identified as challenges for the sustainable growth of tourism in Asia and the Pacific. High-level Intergovernmental Meeting on Sustainable

Tourism Development held in Bali, Indonesia during December 2005 by United Nation's Economic and Social Commission for Asia and the Pacific (ESCAP) highlighted much of the issues. The rapid growth rates in the industry have a direct impact on tourism employment and human resources development in terms of demand for professionals, specific skills and related training and education facilities in Asia and the Pacific. The need to develop and train the required human resources in various segments of the tourism industry has been widely recognized in Asia and the Pacific. There has been progress on four main issues (identified at the Intergovernmental Meeting on Tourism Development held in 1996), but they still require consideration in view of the constraints that are still found in human resources development. The four main issues are (a) the shortage of qualified human resources, (b) gaps in the availability of tourism training infrastructure and qualified trainers and teachers, (c) the lack of attention given to the conditions of work in the tourism sector, and (d) the ongoing need for long-term national strategies and policies covering human resources development in the tourism sector.

The focus of the Maldives government to increase locals at the management positions has to be maximized by utilizing the opportunities. It is arguable that the effective deployment and management of people as critical resources within tourism does not happen without considered planning, development and support at the level of the enterprise, the destination and the country. Various actors and agencies, both public and private, can and do take the lead and play significant roles in enabling the tourism sector to recruit, manage and develop human resources in an optimal manner. Esichaikul and Baum (1998, p. 368) also recognise the need for strong partnership when they argue that ''there is a well established argument that, in developing countries, without strong government support and guidance, HRD in the tourism sector will be limited''. Apart from the government's role, the employers also have the chance to improve the staff benefits, working conditions to retain qualified staff. The revision of the legislative framework also would maximize the effort to provide more opportunities for locals at the management position.

**4.3 Recommendations**

**Objective 4:** Suggest possible strategies for career planning and development to increase managerial positions by locals in Maldives hospitality industry.

Based on the findings, suggestions can be drawn to individuals, government organisations and employers.

**4.3.1 Individuals**

There were mainly three common characteristics in the career planning and development strategies used by the managers which can be summarized as "ability", "visibility" and "flexibility". Therefore based on the findings proposed career planning and development strategies for individuals can be grouped on to three groups namely "ability", "visibility", and "flexibility".

**Ability**

- Use short and long term career goals.

- Improve educational qualification.

- Continuous skill improvement and lifelong learning.

The findings of this research and previous literature indicate that individuals should take an active role in the career planning and development. It's a requirement that individuals should have both short and long term career goals. These short term and long term career goals would help the individuals with regard to strategic steps to take for career development.

Education and training is found to be fundamental for career attainment and would be a pre-requisite for a managerial career. It was found that there has been a positive impact of educational qualification on career attainment. Already MCHE provides hospitality and tourism related courses at different levels. Therefore consideration should be given to graduate from a H&T course before entering to hospitality industry. The opening of "training resorts" would further provide more opportunities. "Hospitality" was found to be the dominant major in the resorts job, particularly at the front of the house departments.

Individuals should take opportunities offered by the organization training schemes and improve their abilities. With this notion individuals should be prepared to make financial sacrifices to learn. Furthermore it's required to continually to take courses and improve education

and skills. Moving around for the purpose to gain knowledge and experience would also increase the employability. Duffy (1999) defines the lifelong learning process as one of the key elements in professional career development.

**Visibility**

- Using a record of useful contacts and networking.

Apart from maximizing the "ability", another characteristic of successful managerial career was found to be "visibility". Together with "ability", individuals are suggested to be "visible" to the potential employers to increase the employability and enhance career progress. The findings indicated that keeping up a record of useful contacts had helped the managers to be in contact with the industry. Lau and Pang (2000) suggests, besides building the internal contacts within an organisation, the developing a system of contacts outside the organisation is likely to enhance an individuals' efforts in achieving career success. This notion had been supported by Van Emmerik (2004) and Eddleston, Baldridge, and Veiga (2004), who claimed that individuals who have multiple contacts could aid in the development of their careers in various ways.

Using social media as a networking tool for career development was not found to be useful in this research. However, due to the nature of one island – one resort concept in the Maldives and the boom of information technology, usefulness of such tools should not be ignored to network and maximize the visibility. Within the concept of being "visible" individuals should focus to create a professional identity. Robitschek and Cook (1999); Jackson and Neville (1998) stressed that an important factor in career development is to have a professional identity.

**Flexibility**

- Recognize chance opportunities in the market
- Being prepared to relocate
- Being prepared to work overseas

Loyalty to the employer still exists in the career development. Using the internal labor market or building a career in one organization is still used. In such instance keeping informed of opportunities in organisation, through colleagues and internal bulletins should be considered. However, the recent changes in the organisations (ie: organisations hierarchy becoming flat, re-engineering etc) would mean that individuals should be "flexible"

even to change the employer in their quest for career development. This research found that over half of the career moves were taken by using the external labor market (ie: between companies). Therefore, the third characteristic of a successful managerial career is "flexibility". Individuals are suggested to look and recognize chance opportunities in the market. In such cases to make use of the opportunities individuals should be flexible to relocate or even work overseas. Learning a foreign language was very much valued by the top level managers. This could be an indication of international brands entering the Maldives hospitality industry, together with diversity of work force as well as tourists. Furthermore, it would be of great advantage for individuals who are flexible and prefer to work overseas. Due to the current expansion plans going on (50 new resorts under construction) would mean that lot of career opportunities would be opened in a near future. Success remains with the individuals who are able, visible and flexible to make the best of the opportunities.

### 4.3.2 Government organisations

All governments, be they local or national, have a policy for tourism, whether it represents an active involvement, a laissez-faire approach or somewhere in between (Hall, 1994). Policies about tourism development should be made consistent with policies about tourism education and training, according to established frameworks (Amoah and Baum, 1997), by taking into account not only local and current needs (in order to equalize demand and supply of educated and trained workers), but also international and future requirements, by preparing students and firms to anticipate (and drive) the tourism demands. With regard to the situation in Maldives, now government has an active role in the tourism development. However more emphasis has to be given to further enhance the policies regarding human resource in hospitality industry. Investors should be reminded/reinforced to implement the human resources commitments they had already made.

Tourism policies (reflecting power structure), local labor conditions (e.g. gender relationships, minority participation ) and accessibility to the industry (i.e. tourism education and training opportunities) are three important determinants shaping the nature of the hosts' involvement in tourism and the employment structure, including the creation of different types of tourism jobs. If human resources remain poorly appreciated in the planning and development process, tourism may falter, relying upon foreign expertise and tourists' preference and value

systems, while the locals' roles remain insignificant. Future tourism plans should give greater prominence to the development of human resources for tourism so that local residents will be in a better position to participate in and benefit from the development of tourism in their area.

Local people should comprise a principal source of labor and should receive reasonable compensation for their work but this can only occur if they are prepared appropriately to take advantage of the opportunities that tourism can afford. In order to reduce the gap among perceptions, expectations and experiences, students need to be informed about employment opportunities thus; their career decisions are based on choice rather than chance (Hing and Lomo 1997). The complicated emotions, doubts, feeling of lack of control and the contradictions between current job opportunities and long-term career goals observed in young people may lead to early career indecision. Feldman (2003) stated that, early career indecision at young ages appeared to be a phenomenon.

O'Leary and Deegan (2005) emphasized that females tend to have reduced desire to work in hotel enterprises. The authors listed the reasons of this reduced desire as the difficulties experienced in family life caused by the requirements of this profession, absence of an well-organized wage system and lack of equal career opportunities. In order to give the equal career opportunities and encouragement for women to develop a career, government should give more attention to encourage investors and employers to change the working/living conditions in the resorts so that women would feel more comfortable to work in the resorts.

### 4.3.3 Employers

''The story of successful tourism enterprises is one that is largely about people; how they are recruited, how they are managed, how they are trained and educated, how they are valued and rewarded, and how they are supported through a process of continuous learning and career development. None of this happens by accident'' (Failte Ireland, 2005, p. 8). As Rangel (2004, p. 374) notes ''in a knowledge-based economy, a better trained and educated labour force increases productivity and the capacity for better understanding among nations based on educated tolerance and respect, fostering free international trade and competitive development of specific industries''.

The whole industry should be improved as a whole; otherwise the focus of employing locals at the management positions cannot be achieved. Considering the above views and situation of Maldives, employers should give more attention in the human resource development.

- The commitments about human resources already made by the resort operators in the bidding documents should be honored and implemented.

- Even though government participation has evolved, the current success of the industry mainly reflects to the initiatives and continuous effort of the private sector. Such consideration should be given to the current human resource challenges particularly providing the optimum benefits to the local community.

- The initiatives taken during the past few years appear to be promising. Current working/living conditions for both men and women have to be improved together with attractive salary and benefits.

- The resorts currently under development and future developments should consider developing a living and work environment which is more attractive and comfortable for the locals.

- Employers should work closely with the education and training providers in curriculum development and course design to reduce the gap of industry requirements and graduate's performance.

- Employers should understand that due to the nature of the hospitality industry in the Maldives, employment is one of the few ways that the locals can benefit from this important industry. Therefore, more emphasis should be given to employing locals.

- Employers should create career path for employees in the HR policies and make sure employees are aware of those opportunities. Discrimination should be avoided and required skills and knowledge should be provided.

- Employers should have a localization plan and human resource policies should be revised so that locals also would get a fair share in then management positions.

Current situation and future trends of Maldives hospitality industry (50 new resorts) predicts that there would be lot of mobility as well as import of expatriate skills in the industry. If the government and employers do not take a strategic measure to this predicted vacuum in the labor market, it would lead to a "crisis" and fall back the industry to a decade back in terms of human resource challenges. In such a condition government's focus of employing local people at the management position would not be materialized.

### 4.4 Limitations and suggestions for further study

1. It was found that some managers who were requested to fill the questionnaire felt hesitant to answer. Due to the nature of this research individuals were requested to reveal their real life information about how they have developed their career rather than their view or perception. Due to this they felt that some of the requested information was "too personal".

2. Questionnaire was targeted to managerial employees of the resorts and data collection was done during the peak tourism period of the year (Dec-Feb). Therefore combined with the issue mentioned above lot of emphasis were required to reach the required sample size.

3. There are other aspects of for a successful career which were not covered in the current research. Such aspects could be studied in Maldives context such as; personality characteristics, skills and competencies, leadership characteristics of managerial career.

4. There is a common understanding that women hold lesser managerial position in the hospitality industry. Furthermore, in this research it was found that women's participation in the whole industry particularly at management position was alarmingly low. Future research could focus on this issue and critically evaluate the reasons and come up with solutions.

5. Current research is focused on the managerial employees working at the resorts only. There are other important businesses such as Live aboard, travel agencies and tour operators. Therefore future research could cover those businesses.

6. Contributions of locals in food and beverage, food production as well as finance and account department were extremely low. This could be an area of further investigation.

7. Maldives hospitality and tourism is comprised of diversified labour force of multi culture, nationality, religion, skills etc. Such diversified workforce would lead to lot of challenges in terms of human resource management.  This also could be an interesting area for future research.

8.  As previously documented as well as, as found in this research contribution of locals were low in the hospitality industry of Maldives. Research could be conducted to find out what factors motivate locals to work in resorts. Such a research could do an investigation of importance and performance analysis. What factors are important to employees and how much of it is provided by the employers, so that the gap for improvement could be identified with possible strategies.

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**APPENDICES**

No:

# APPENDIX A

## QUESTIONNAIRE

**Exploring strategies of career planning and development in the hospitality industry.**

**A case study of managerial employees of Maldives island resorts.**

I am a Maldivian student studying MBA in Hospitality and Tourism Management at Prince of Songkhla University, Phuket Campus, Thailand. The purpose of this questionnaire is to collect data for my **MBA thesis** and the topic is as above. This questionnaire is to be filled by Supervisory level to Top Management level employees who are working in Maldives resorts. The data collected will be **used for academic purposes only**. I would very much appreciate if you could spare about 10 minutes of your valuable time to fill this questionnaire.

*Thank you for your participation.*

Mr. Ahmed Faris

a_farish@hotmail.com

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**Please write down the answer, tick ✔ or highlight (like this ▢) in the ▢ which corresponds to your answer.**

**Part 1: Personal information**

1.1. Gender ☐ Male ☐ Female

1.2. Age: ☐ Below 20 yrs ☐ 21 - 30 yrs ☐ 31 - 40 yrs

☐ 41 - 50 yrs ☐ 51 - 60 yrs ☐ Over 60 yrs

1.3. Nationality: ...............................................................

1.4. If you are a Maldivian, to which atoll and island do you belong to: a) Atoll: ............... b) Island: …………………………

1.5 Marital status: ☐ Single ☐ Married

**Part 2: Information about your current employer.**

2.1. The resort you are working now is:

☐ Operated by local company ☐ Operated by local hotel chain ☐ Operated by international hotel chain

2.2. Number of beds:

☐ Below 50 ☐ 51 - 100 ☐ 101 - 150 ☐ 151 - 200 ☐ 201 - 250 ☐ Above 250

2.3. Star rating of your resort:

☐ 3 Stars ☐ 4 Stars ☐ 5 Stars

**Part 3: Information about your income**

3.1. Your monthly <u>basic salary</u> in US$

☐ Below 300     ☐ 301 -500     ☐ 501 - 700

☐ 701 - 900     ☐ 901 - 1100     ☐ 1001 1300

☐ 1301 - 1500     ☐ 1501 - 1700     ☐ Above 1700

3.2. Your monthly <u>total income</u> in US$

☐ Below 700     ☐ 701 -900     ☐ 901 - 1100

☐ 1101 - 1300     ☐ 1031 1500     ☐ 1501 - 1700

☐ 1701 - 1900     ☐ 1901 - 2100     ☐ Above 2100

**Part 4: Educational qualifications**

4.1. Please write the following details about your educational qualifications starting with most recent at the top

| Educational Qualification | Major | Level | Completed year | Country | Institution |
|---|---|---|---|---|---|
| 1. | | | | | |
| 2. | | | | | |
| 3. | | | | | |
| 4. | | | | | |
| 5. | | | | | |
| 6. | | | | | |
| 7. | | | | | |
| 8. | | | | | |

Level: (Primary / Secondary, Higher secondary, Certificate, Diploma, Higher Diploma, Undergraduate, Masters, PhD)

**Part 5:  Barriers to career planning and development**

Looking back at your career please mention the barriers you have faced in career planning and development

a) ........................................................................................................................................

b) ........................................................................................................................................

c) ........................................................................................................................................

**Part 6: Information about your career path**

6.1. Please indicate information about your current position at the top and previous positions held in descending order. If the positions were in a resort indicate the department and level as shown below the table. If the positions held were not in a resort mention as actual. And also indicate "yes" or "no" to the questions.

| Current job title in no 1 and previous titles held in descending order | Duration | Level | Industry | Department | Company / Resort | Country | Was the job change initiated by you? | Was the job changing a promotion? |
|---|---|---|---|---|---|---|---|---|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |
| 7. | | | | | | | | |
| 8. | | | | | | | | |

Please indicate "Yes" or "No"

Level: GM: General Manager, RS: Resident Manager, DH: Department Head, ADH: Assistant to Department Head, Sup: Supervisor, Asst.Sup: Assistant supervisor, Line: Line staff (eg. Waiter, Room boy etc)

Department (FO: Front Office, F&B: Food & Beverage Service, F Pro: Food Production, HK: Housekeeping, HR: Human Resource, Fin: Finance & Accounting, SM: Sales & Marketing, Ma: Maintenance, Other

**Part 7: Personal career planning & development strategies.**

7.1. Looking back over your career, please indicate how often you have used following strategies to advance your career?

| Please tick ✓ or highlight (like this 🟩 ) in the ☐ which corresponds to your answer. | Always | Very frequently | Occasionally | Rarely | Never |
|---|---|---|---|---|---|
| Using industry contacts to get on/ networking. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Keeping informed of opportunities in organisation, through colleagues and internal bulletins. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Regular scanning job adverts/newspapers/internet | ☐ | ☐ | ☐ | ☐ | ☐ |
| Recognising chance opportunities in market | ☐ | ☐ | ☐ | ☐ | ☐ |
| Trusting my employers that if I do a good job I will get promoted. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Always taking opportunities offered by organisation training schemes. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Moving around to gain knowledge and experience. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Continuing to take courses and improve my education and skills. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Being prepared to make financial sacrifices to learn. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Having short and long term career goals. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Keeping up a record of useful contacts. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Always/sometimes being prepared to relocate. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Asking directly for a promotion. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Being prepared to work overseas. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Having a mentor. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Always putting my career first. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Always going for a higher salary. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Regular circulation of my CV. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Using my college education in all my jobs. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Following a successful role model. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Playing internal politics to help me get noticed. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Learning a foreign language. | ☐ | ☐ | ☐ | ☐ | ☐ |
| Using my family contacts in the industry | ☐ | ☐ | ☐ | ☐ | ☐ |
| Using social media (such as blogs, facebook, twitter etc) to make your self more visible and to network | ☐ | ☐ | ☐ | ☐ | ☐ |

7.2 Please mention below if you have used any other strategy / strategies to advance your career.

a) ..................................... ..............b) ................. ................................c) ...............................................................

**※※※ Thank you very much for your cooperation in answering this questionnaire. ※※※**

# APPENDIX B

## INTERVIEW QUESTIONS

**Exploring strategies of career planning and development in the hospitality industry.**

**A case study of managerial employees of Maldives island resorts.**

I am a Maldivian student studying MBA in Hospitality and Tourism Management at Prince of Songkhla University, Phuket Campus, Thailand. The purpose of this interview is to collect data for my **MBA thesis** and the topic is as above. The data collected will be **used for academic purposes only**.

*Thank you for your participation.*

Mr. Ahmed Faris

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Organization's name:

Interviewee's name:

Interviewee's position:

Date:

Challenges:

1. What are the possible challenges that that the industry has been facing in order to increase contribution of locals particularly at management positions?

2. Already published records show that contribution of locals in the hospitality and tourism industry of Maldives is low. What could be the main reasons for this?

3. What are the challenges that your company/organization has face in your effort to increase contribution of locals particularly at management positions?

Opportunities:

1. By having a look at current situation what are the opportunities available for locals to develop a career in the hospitality industry particularly at management positions?

2. What are the future changes that your company / organization intend to bring in order to increase the contribution of locals?

3. Do you believe by taking particular actions would give more chance for locals in the hospitality industry? What are those actions?

# VITAE

| | |
|---|---|
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Ahmed Faris, and Naree Weerakit (2010). Exploring strategies of career planning and development in the hospitality industry. A case study of managerial employees of Maldives resort islands, 8th Asia-Pacific CHRIE Conference 2010, August 12-14, 2010, Phuket, Thailand.