

TEMPORARY WORKPLACE OR LIFE-LONG COMMITMENT

AN ANALYSIS OF PERCEPTION OF CAREER
PERSPECTIVES AMONG HOTEL EMPLOYEES
IN HUNGARY

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Background information

- The hotel sector flourishes in Hungary, the number of hotels is increasing year by year (Hungarian Central Statistical Office, 2014), therefore there is a huge demand for skilled hotel employees.
- Despite of the traditionally negative image of hospitality jobs – in terms of unadequate compensation and unsocial work hours (Bharwani and Butt, 2012) - Tourism and hospitality is among the most popular faculties at Hungarian universities.

Background information

- It is widely known that the hospitality industry offers limited opportunities for career advancement (Riley, Ladkin and Szivas, 2002). This is especially applicable for the Hungarian hospitality.
 - Inflexible organizational hierarchy within hotels due to the long employment of hoteliers' older generation.
- Therefore, more and more people decides every year to leave the industry or move abroad and work either in the same industry or in a completely different field.
- Due to the lack of progression opportunities, job turnover is high and a high proportion of hospitality companies are unprepared with employee retention strategies. (Deloitte, 2010)

Rationale

- Numerous researches have already been done in the field of Human Resources Management with a focus on:
 - Career expectations and perceptions of hospitality students or graduates (Wan et al, 2014; Brown et al, 2014)
 - Focusing on different countries (China (Kong et al, 2015), USA (Richardson and Thomas, 2012))
 - Labour turnover and career change (McGinley et al, 2014)
 - Job satisfaction (Kong et al, 2012)
- Lack of researches on how job satisfaction can influence the career perspectives in a specific environment within the hospitality industry
 - Lack of studies about the Hungarian hospitality industry from a HRM perspective
- Contribution of findings: HR managers

Aim and objectives

- **Aim:** to investigate how hotel employees see their future career in the hospitality industry in Hungary.
- **Objectives:**
 - 1) To examine the perception of opportunities for career development in the Hungarian hospitality industry under current economic circumstances.
 - 2) To analyse the relationship between educational background and future career perspectives in the Hungarian hospitality industry.
 - 3) To analyse the relationship between satisfaction with Hungarian hotel employees' current job and the plans for future career.

Literature review

- **Section 1: Human Resources Management approaches**
 - Definitions and conceptual frameworks for career development (eg. Wang, 2013)
- **Section 2: Review of existing empirical researches**
 - Career expectations and perceptions of younger generation of hospitality employees (eg. Kong et al, 2015)
 - Organizational engagement of multi-generational workforce in hospitality (eg. Barron et al, 2014)
 - Turnover intentions of hospitality employees (eg. Brown et al, 2015, Tromp et al, 2015)
 - Making career decisions in the changing labour market within the hospitality industry (eg. Nachmias and Walmsley, 2015)

Literature review

- **Section 3: Introduction of the Hungarian hospitality industry and hotel sector**
 - Introduction of current circumstances in Hungary in terms of number of people working in the Hungarian hotel sector; job opportunities for graduates and their career expectations.

Methodology

- Quantitative research using self-completion questionnaires
 - Pilot test
- Target participants:
 - Employees of a hotel group in Hungary
 - Regardless of experience, length of employment, gender and age
- Planned sample size: 200 people
- Access to participants: via the Director of Human Resources

Challenges and limitations

- Research is based on one hotel group
 - However, different categories and sizes within the brand
- Access to data
 - In return: findings of the research
- No direct contact to the participants
 - Dependency on the HR Director
 - Possibility of intrusion
- The effect of context on the willingness to participate in the survey
 - Place
 - Timing
- Language barriers

Issues and questions

- What if the access to the data is denied?
 - Changing the sampling
 - Changing the methodology
- Paper-based or online questionnaire?
 - Question of anonymity
- Which departments of the hotels should be invited to participate?
- Do you have any other suggestions?

Thank you for your attention!

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