Be Adaptive to Stay: A Multidimensional Examination of Career Adaptability Among Hospitality Employees

Highlights

- Suggested career adaptability as a psychological resource for full-time employees
- Concern decreased attrition intentions through career satisfaction and anxiety
- Lack of control decreased career satisfaction and increased anxiety
- Showed career anxiety as a dimension that did not differ by employment status

Abstract

This study seeks to examine the relationship of career adaptability (concern, control, curiosity, and confidence) and attrition intention among hospitality employees through the attitudinal and emotional mediation of career satisfaction and anxiety, respectively. Based on career construction theory, the results reveal career satisfaction mediates the relationship between the career adaptability dimensions of concern, confidence, and curiosity to attrition intentions of hospitality employees as an attitudinal response, whereas career anxiety mediates the relationship between concern and control to attrition intentions as an emotional response. Lastly, the study also tests the moderating role of employee status and suggests that career adaptability serves as a psychological resource for full-time employees but not for part-time employees. The findings of this study provide important practical contributions for preserving the future workforce of the hospitality industry.

Keywords: career adaptability, career construction theory, attrition intentions, career satisfaction, career anxiety

1. INTRODUCTION

To nurture a viable pipeline for the future workforce of the hospitality industry, academics and practitioners alike strive to support the career development of hospitality professionals. However, career challenges and changes, both expected and unexpected, threaten these efforts. The hospitality industry has long been known for its high turnover rates. Between 2001 and 2015, the annual turnover rate for the U.S. hospitality industry always doubled the overall turnover rate for all industries (Malek *et al.*, 2018). The current COVID-19 pandemic deteriorates this situation, leading to a perplexing labor shortage in the U.S. hospitality industry. According to the U.S. Bureau of Labor Statistics (2022), the U.S. hospitality industry had a 130% turnover rate in 2020, compared to the national average of 57%. In November 2021, a record-high 1 million hospitality employees, representing 6.4% of the industry's workforce, quit their job (Kaplan and Hoff, 2022). With the highest turnover rates and quit levels, this consumer-facing service industry is now experiencing a severe shortage of available workers. Considering the labor demand and shortage in the hospitality industry (King *et al.*, 2021), understanding how to attract and retain hospitality employees is imperative in preserving a viable workforce and the long-term prosperity of the industry.

Extant literature suggests that employees feel an increased need to manage and navigate their own career paths (Rudisill *et al*., 2010). Relatedly, as the labor market continues to advance as a dynamic and boundaryless environment, especially in the context of the pandemic (e.g., expected and unexpected career changes), the literature emphasizes the need to provide individuals with the tools and resources to manage one's career – namely career adaptability (Chan *et al*., 2015). The dimensions of career adaptability are concern, control, curiosity, and confidence, such that career adaptability is defined as "becoming concerned about the vocational

future, taking control of trying to prepare for one's vocational future, displaying curiosity by exploring possible selves and future scenarios, and strengthening the confidence to pursue one's aspirations" (Savickas and Porfeli, 2012, p. 663). Within the hospitality literature, career adaptability yields mixed findings in terms of employee turnover; career adaptability has been found to reduce employee turnover intentions (Lee *et al.*, 2021; Rasheed *et al.*, 2020) as well as prompt turnover intentions (Karatepe and Olugbade, 2017). Moreover, although these relationships are investigated in the hospitality literature, the psychological mechanism between the four career adaptability dimensions and the long-term turnover, or attrition intentions, of hospitality employees have not been previously examined (Karatepe and Olugbade, 2017). In addition, as job attitudes and emotions can affect career-related development and decisions, it is critical to examine the mechanisms behind how individuals manage their attitudes and emotions elicited by the four career adaptability dimensions, as well as their relationship to attrition intentions.

Therefore, this study seeks to extend career adaptability to the hospitality context by examining the four distinct dimensions of career adaptability resources (concern, control, curiosity, and confidence). In addition, the study builds on career construction theory (Savickas, 2013) to explore the influences of career adaptability dimensions on attrition intentions through a mediation mechanism of attitudinal and emotional responses (Chen and Chen, 2021; Haldorai *et al.*, 2019; Lee *et al.*, 2021). Attitudinal responses such as career satisfaction have been found to decrease employee turnover intentions and increase future intentions to remain in the hospitality industry (Aburumman *et al.*, 2020; Zopiatis *et al.*, 2016; Zopiatis *et al.*, 2018). However, when individuals are not able to regulate or manage negative emotions such as career anxiety, emotional responses have been found to lead to indecisive career decisions (Boo *et al.*, 2021).

Additionally, examining the relationship between employee status and career adaptability could help understand how attitudinal and emotional responses among employees differ and relate to attrition intentions (e.g., Joung *et al.*, 2018; Thorsteinson, 2003). Therefore, examining career adaptability dimensions as a potential resource to support hospitality employees manage attitudinal (e.g., career satisfaction) and emotional (e.g., career anxiety) responses in the work environment is fundamental to the future hospitality workforce. Therefore, with the aim of mitigating hospitality industry attrition intentions, understanding employees' attitudinal and emotional responses through the lens of career adaptability can impede the career-decision making process (i.e., voluntarily leaving the industry). Accordingly, this study can provide theoretical implications for career adaptability among hospitality employees and guide career counseling and development efforts for both academia and industry.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Career construction theory & career adaptability

According to career construction theory (CCT), career adaptability functions as a psychosocial resource for employees, such that employees with higher career adaptability tend to adapt to and successfully manage career duties and transitions (Lee *et al.*, 2021). Rooted in the notion that career development and growth stem from the need to adapt to career tasks and transitions, CCT suggests that career adaptability is the process of influencing career behaviors and deriving meaning from career tasks and transitions (Savickas, 2013). This process is known as the career construction model of adaptation and suggests that regulating and managing career challenges and transitions is a sequential process where adaptive readiness and career adaptability (e.g., adaptability resources) predict adapting responses and behaviors. While psychological characteristics (e.g., willingness to adapt) often predict career adaptability, the

psychological self-regulation and resource management of career adaptability are related to responses (e.g., cognitive, attitudinal, and emotional) and behaviors (e.g., career exploration) (Shin and Lee, 2018).

While adaptive readiness tends to vary among individuals, the four dimensions of career adaptability (concern, control, curiosity, and confidence) help individuals cope with expected and unexpected career changes (Savickas and Porfeli, 2012). First, adaptive readiness is theorized as an individual's willingness or resources necessary to change. Second, adaptive readiness leads to the career adaptability resources of concern, control, curiosity, and confidence, which can help individuals manage change. These resources initiate subsequent behaviors, known as adapting responses, such as career commitment and job performance, that help individuals cope with career changes (for a review, see Johnston, 2018).

The four dimensions of career adaptability are known as resources that facilitate adapt-abilities: concern, control, curiosity, and confidence. Concern is defined as the ability to plan for one's career. Control refers to an employee's perceived control over and construction of one's career. Curiosity consists of exploring one's environment for future scenarios and possibilities. And lastly, confidence reflects self-confidence in one's ability to successfully solve career challenges. These four dimensions are resources employees can use to solve daily challenges and help direct adaptive behaviors (e.g., attrition intention, learning a new skill) (Maggiori *et al.*, 2013). In short, as a psychosocial resource, career adaptability helps individuals manage career task development and transitions and is conceptualized as attitudes, behaviors, and competencies that helps prepare employees to be better equipped for a particular job.

Recent papers have examined the role career adaptability plays in the hospitality workforce. From studying the relevance of career adaptability for migrant workers in Australia,

Jones et al. (2022) recommended the provision of psychological resources and hospitality-specific knowledge and skills for hospitality workers especially in times of crisis. For hospitality and tourism students, engaging in self-directed career management activities such as internships were imperative for career adaptability (Ramaprasad, *et al*., 2022; Wang and Cheung, 2022). Hospitality studies also examined career adaptability as an antecedent for reducing turnover intentions (Lee *et al*., 2021; Rasheed *et al*., 2020); however, career adaptability has also been found to trigger turnover intentions among frontline employees (Karatepe and Olugbade, 2017). Career adaptability mediated the relationship between proactive personality (Lee *et al*., 2021) and work social support (Karatepe and Olugbade, 2017) on turnover intentions as well as a mediator between individual characteristics and strategic career management (Chong and Leong, 2017). Lee *et* al. (2021) found that although work social support increases career adaptability and career satisfaction while decreasing turnover intentions, career adaptability alone was found to increase turnover intentions. Therefore, investigating the mediating relationship between career adaptability and attrition intentions can help inform the process of linking career adaptability to attrition intentions.

Additionally, when high-performance work practices were in place, career adaptability was found to help hospitality frontline hotel employees advance the knowledge, skills, and abilities needed to meet performance-related outcomes, with career adaptability ultimately serving as a resource to help employees manage their careers (Safavi and Karatepe, 2018). Since employees who adapt to their workplace tend to be more efficient and competent, career adaptability often signifies successful career development and progress (Safavi and Bouzari, 2019). Therefore, examining the dimensions of career adaptability of hospitality employees

could not only help mitigate attrition intentions but also help guide career counseling and career path development efforts to retain talent.

2.2. Attrition intention

Career changes and transitions can be expected or unexpected, and the pandemic is an example and serves as a backdrop for understanding how the hospitality workforce responds to career disruptions (Bufquin *et al.*, 2021; Chen and Chen, 2021). Since extant literature states that turnover intentions are a direct predictor of turnover behavior and have been empirically related to actual turnover and attrition behavior, examining the relationship between career adaptability and intentions to leave sheds light on the psychological mechanism contributing to turnover and attrition (Chan and Mai, 2015). High turnover and attrition are a challenge for the hospitality industry and remain understudied outcome variables for career adaptability, despite its potential supportive and beneficial outcomes to employees (Karatepe and Olugbade, 2017).

Although CCT suggests a sequence of adaptation among individuals, the distinction in the sequences is not easily distinguished in the literature. According to CCT, intentions to leave, turnover, and attrition are sequential outcomes for adapting response (behaviors intended to help individuals manage career changes) and adaptation result (successful outcomes of career adaptability) (Lee *et al.*, 2021; Savickas, 2013). For example, in lieu of career transitions and challenges, an individual's adaptability resources (concern, control, curiosity, and confidence) can help manage career changes, leading to behaviors and positive and negative outcomes such as skill development, organizational loyalty, or attrition (Johnston, 2018).

Attrition or the decision to leave the hospitality industry (Chen and Chen, 2021; Haldorai *et al.*, 2019) is a relatively understudied construct in the hospitality literature, although determined to be critically relevant in the light of the pandemic (McGinley, 2018). Researchers

have linked work stressors, especially those embedded in the nature of the hospitality industry, including working hours and scheduling demands, job demands, emotional labor, and a lack of work-life balance (Ariza-Montez *et al*., 2018; Gordon *et al*., 2019; Haldorai *et al*., 2019) with attrition intention among hospitality industry employees. Additionally, low career progression has also been linked with hospitality employees' attrition intention (Haldorai *et al*., 2019).

Given the double-edged sword nature of career adaptability and the inconsistency in extant literature regarding the relationship between career adaptability and attrition (Karatepe and Olugbade, 2017; Rasheed *et al*., 2020), this study seeks to measure career adaptability as the four dimensions of concern, control, curiosity, and confidence among hospitality professionals to understand the nuanced relationship between adaptability resources and attrition.

2.3. The mediating role of career satisfaction

There is a dearth of empirical research examining the attitudinal and emotional responses to career adaptability (Boo *et al.*, 2021). According to the career construction model of adaptation, when triggered by career transitions, problems, or decisions, career adaptability functions as a psychosocial adaptability resource, helping individuals regulate and manage career-related challenges and changes, ultimately leading to adapting responses (e.g., attitudinal and emotional responses) and behaviors (e.g., attrition intention) (Shin and Lee, 2018). Although the sequential relationship between adaptive readiness, career adaptability, and responses and behaviors is well-established in the literature, understanding the psychological mechanism between career adaptability (e.g., concern, control, curiosity, and confidence) and behavioral outcomes (e.g., attrition intention) through attitudinal (e.g., career satisfaction) responses is needed.

Career satisfaction demonstrates how an employee feels about their career and their attitude towards their work environment and experiences. High career satisfaction contributes to increased quality customer service and performance within organizations that provide professional development opportunities (Karatepe, 2012). In addition to increased performance, career satisfaction as an attitude has been found to mediate the relationship between human resource practices and decreased employee turnover intentions (Aburumman *et al.*, 2020). Career satisfaction was also found to mediate the relationship between career-decision making elements (Zopiatis et *al.,* 2016) and job satisfaction (Zopiatis *et al.*, 2018), resulting in increased intentions to remain in the hospitality industry.

Previous literature suggests that satisfaction is related to career adaptability in that successfully navigating career changes increases satisfaction and decreases intentions to leave. Moreover, adaptability, especially the control dimension of career adaptability, positively relates to life satisfaction (Johnston, 2018). Additional studies suggest career adaptability resources are also positively related to job and career satisfaction (Chan and Mai, 2015; Zacher and Griffin, 2015). Since career satisfaction is a predictor of attrition within the hospitality industry (Zopiatis *et al.*, 2018), it is hypothesized that career satisfaction will mediate the relationship between the dimensions of career adaptability and attrition.

Hypothesis 1: Career satisfaction will mediate the relationship between concern (H1a), control (H1b), curiosity (H1c), confidence (H1d), and attrition intentions such that higher career adaptability leads to higher career satisfaction, which in turn lowers intentions to leave the hospitality industry.

2.4 The mediating role of career anxiety

Career anxiety is defined as a negative emotion denoting career distress, negatively impacting career development, decisions, and choices (Boo *et al.*, 2021). While career anxiety can motivate individuals to prepare and plan for career-related decisions and tasks, career anxiety could also discourage and overwhelm individuals (Shin and Lee, 2019). Career anxiety has been found to decrease career commitment (Kautish *et al.*, 2021) and increase career indecision (Wang and Yan, 2018). While the negative relationship between career anxiety and career-related decisions is well established in the literature, career adaptability has been found to help regulate emotions and decrease negative employee outcomes. For example, when undergraduate students utilized career adaptability as a regulation tool, their career anxiety decreased (Shin and Lee, 2019; Boo *et al.*, 2021). While CCT states career development and decisions will take place throughout an individual's life, extant literature suggests career adaptability can help attenuate the negative emotions of career anxiety (e.g., Shin and Lee, 2019; Boo *et al.,* 2021). Therefore, given the continuous challenges the pandemic is imposing on the hospitality workforce, it is imperative to understand career anxiety and attrition intentions.

> Hypothesis 2: Career anxiety will mediate the relationship between concern (H2a), control (H2b), curiosity (H2c), confidence (H2d), and attrition intentions such that higher career adaptability leads to lower career anxiety, which in turn lowers intentions to leave the hospitality industry.

2.5 The moderating role of employee status

Many hospitality business models rely on part-time, seasonal, or temporary employees, often offering flexible scheduling, lower wages, benefits, and limited opportunities for promotion (e.g., Joung *et al.*, 2018; Thorsteinson, 2003). While part-time, seasonal, or temporary employees are cost-effective for organizations, the difference in roles and responsibilities of full-time

employees compared to part-time, seasonal, or temporary employees leads to attitudinal, emotional, and behavioral differences among full- and part-time employees (Joung *et al*., 2018). Therefore, further explorations in understanding how employees differ in their job attitudes and emotions could shed light on the differences between full- and part-time employees and their attrition intentions (Joung *et al*., 2018; Thorsteinson, 2003).

Furthermore, although career adaptability research has been introduced in the hospitality literature recently, a majority of these studies have focused on full-time employees (Lee *et al*., 2021). Due to the hospitality industry's reliance on part-time, seasonal, and temporary employees, more studies are seeking to understand the differences between part-time and full-time employees (Bufquin *et al*., 2021; Jowarski *et al*., 2018; Joung *et al*., 2018). However, the assessment of this distinction in employee status has not advanced to career adaptability literature in the hospitality industry. This is a research gap that needs to be addressed.

For this study, part-time, seasonal, and temporary employees will be identified as "part-time" employees to differentiate them from full-time employees who receive benefits like paid time off, health insurance, and retirement plans as well as more access to promotions and training or development opportunities (Batt *et al*., 2018; Joung *et al*., 2018). Previous literature suggests that based on equity theory, differences in pay, promotions, and treatment of employees lead to full-time employees being more satisfied than part-time employees, satisfaction, pay, and training often predict employee retention (Joung *et al*., 2018; Milman and Dickson, 2014). Employee status characteristics (e.g., benefits, roles, and responsibilities) could contribute to lower career adaptability and career satisfaction of part-time employees, explaining increased intentions to leave the hospitality industry among part-time employees compared to full-time employees. Therefore, employee status is postulated to contribute to attitudinal, emotional, and

behavioral differences, such as career satisfaction and intentions to leave the industry. Based on the attitudinal differences of full- and part-time employees, it is hypothesized that employee status will moderate the mediation relationship between career adaptability, career satisfaction, and attrition intention.

Hypothesis 3: Employee status will moderate the mediation effects of career satisfaction in the relationships between concern (H3a), control (H3b), curiosity (H3c), confidence (H3d) and attrition intentions such that the mediation effects of career satisfaction will be stronger for full-time employees when compared to part-time employees.

In addition to the attitudinal differences between full- and part-time employees due to wages and benefits, it is hypothesized that part-time employees will have emotional differences from full-time employees. According to job embeddedness theory, since organizations prioritize full-time employees over part-time employees, part-time employees are often treated as fringe employees and may not experience as much embeddedness or belonging with the organization as full-time employees (Joung *et al*., 2018). For instance, previous literature suggests that part-time employees reported feeling mistreated compared to full-time employees, influencing factors such as service quality and customer satisfaction (Sobaih *et al.,* 2011). Additionally, part-time employees have limited access to promotions, training, and development opportunities, inadvertently restricting their interactions, facetime, and connections within their work environment. Comparatively, full-time employees often have longer tenure with an organization, more institutional knowledge, and stronger networks resulting in higher embeddedness and belonging with an organization. Therefore, considering the differences between full- and part-time employees, instances of mistreatment, a sense of exclusion, or the limited access to promotions of part-time employees may evoke negative emotions. Thus, it is hypothesized that

employee status will moderate the mediation relationship of career adaptability, career satisfaction, and attrition intentions such that the attrition intentions of part-time employees will be higher among part-time employees compared to full-time employees, demonstrating attitudinal, emotional, and behavioral differences based on the employment status of hospitality employees.

Hypothesis 4: Employee status will moderate the mediation effects of career anxiety in the relationships between concern (H4a), control (H4b), curiosity (H4c), and confidence (H4d) and attrition intentions such that the mediation effects of career anxiety will be stronger for full-time employees when compared to part-time employees.
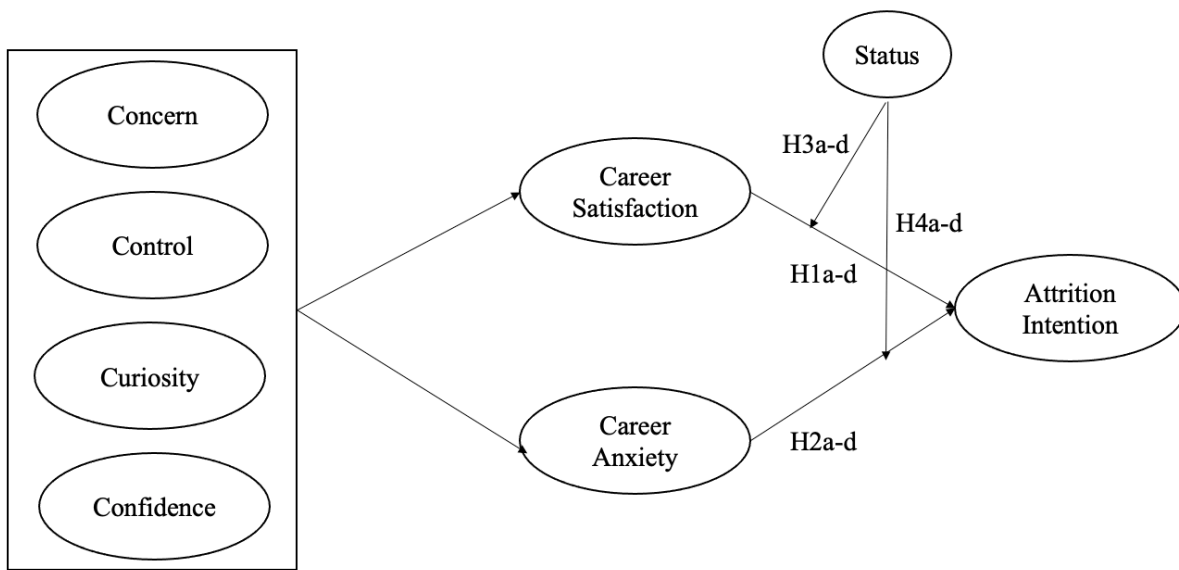

Figure 1. Conceptual model

3. RESEARCH DESIGN AND METHODS

3.1. Procedure

A quantitative study targeting current hospitality industry employees in the United States was conducted in September and October of 2021. The survey was hosted on the Qualtrics platform, and the recruitment of participants for this study was conducted using the Prolific

platform. Similar to Amazon Mechanical Turk, Prolific is a crowdsourcing platform for data collection with several benefits, including cost-effectiveness, convenience, and reliability (Cobanoglu *et al.*, 2021). Only U.S. hospitality and tourism employees were allowed to take the survey. Attention check questions were embedded within the survey to ensure the quality of the data and overcome the limitations of crowdsourcing the data collection process. An example of the attention check question is "Please select neither disagree nor agree (4) for this statement". Surveys that did not pass the attention check question were deleted and disregarded from the final data set.

3.2. Measurement

The survey consisted of established scales to measure the constructs that were being investigated. All scale items were measured using a seven-point Likert scale, where one was "strongly disagree," and seven was "strongly agree." The latter part of the survey included questions inquiring about the demographic makeup of the participants.

3.3. Data analysis

Data were analyzed in two steps. First, partial least squares structural equation modeling (PLS-SEM) was conducted using SmartPLS 3.0 to test the mediating hypotheses H1 and H2 in the proposed model. Since this research is exploratory in nature, PLS-SEM is an appropriate data analysis tool (Ali *et al.*, 2018). Second, the moderated effect of employee status on the mediated relationships between the dimensions of career adaptability, career satisfaction, and attrition intentions and dimensions of career adaptability, career anxiety, and attrition intentions were assessed using PROCESS macro (model 7) as suggested by Hayes (2017). IBM SPSS v27 was used to test the moderating hypotheses H3 and H4.

4. RESULTS

4.1. Data screening and demographic details

An initial dataset of 372 responses was collected, out of which 28 responses were removed as they were incomplete, and an additional 42 responses were discarded for failing the attention check question. The final dataset consisted of 302 responses. To assess the adequacy of the sample size, a priori power analysis using the inverse square root method (Kock, 2018) was conducted. This method is considered appropriate for hospitality industry research (Ali *et al.*, 2018; Singh *et al.*, 2021). With the minimum acceptable effect size of 0.03 and a power of 80%, this method suggested a minimum sample requirement of 166 respondents. Hence, the sample size for this study was deemed sufficient. The demographic details of the respondents are described in the supplemental file.

Common method bias was possible since the data were collected at one time from each participant. Hence, a full collinearity test was performed to assess the common method bias (Wiitala and Mistry, 2021). Variance inflation factors (VIF) under the values of 3.3 indicate the absence of common method bias in the model. The VIF values for this study ranged from 1.396 to 3.292, confirming that common method bias was not an issue in this study. The low VIF values of less than 5 also indicate the absence of any multicollinearity issues (Hair *et al.*, 2017; Hair *et al.*, 2019). Additionally, Harman's single factor test was conducted to assess common method bias. This is the most widely accepted and popularly used test for assessing common method bias in hospitality literature (Min *et al.*, 2016). All the measurement items were constrained to be loaded on a single common factor and the variance explained by the latent factor was 29.6%. Since the total variance explained was less than the threshold of 50%, common method bias was not a major concern.

4.2. Measurement model

The measurement model or outer model was utilized to evaluate the relationships between the variables and their indicators. The results of the measurement model analysis are highlighted in Table 1. The outer loadings for all construct indicators were statistically significant (p < 0.001), confirming convergent validity. Additionally, values of the outer loadings, Cronbach's alpha, and Rho A were higher than the recommended threshold of 0.7 (Hair *et al.*, 2019). Composite reliability (CR) values ranged from 0.871 to 0.951, also within the recommended range of 0.7 to 0.95 (Hair *et al.*, 2019).

Table 1: Measurement Model Results

Construct/Item	Loading	t-value	Cronbach's α	Rho A	CR	AVE
Concern			0.89	0.90	0.91	0.64
CA1	0.77	30.78***				
CA2	0.72	19.20***				
CA3	0.86	51.84***				
CA4	0.78	27.22***				
CA5	0.86	38.83***				
CA6	0.80	26.34***				
Control			0.87	0.89	0.90	0.61
CA7	0.72	20.50***				
CA8	0.68	15.70***				
CA9	0.80	29.16***				
CA10	0.63	11.35***				
CA11	0.84	40.66***				
CA12	0.78	29.65***				
Curiosity			0.84	0.86	0.88	0.56
CA13	0.83	31.28***				
CA14	0.82	32.33***				
CA15	0.66	12.18***				
CA16	0.72	14.22***				
CA17	0.58	7.61***				
CA18	0.76	19.29***				
Confidence			0.84	0.92	0.87	0.53
CA19	0.70	17.07***				
CA20	0.76	18.97***				
CA21	0.73	19.33***				
CA22	0.80	28.76***				
CA23	0.82	38.15***				
CA24	0.85	52.13***				
Career Satisfaction			0.90	0.91	0.93	0.72
CSat1	0.85	37.70***				

Construct/Item	Loading	t-value	Cronbach's α	Rho A	CR	AVE
CSat2	0.90	74.91***				
CSat3	0.82	34.60***				
CSat4	0.90	67.24***				
CSat5	0.78	25.59***				
Career Anxiety			0.94	0.94	0.95	0.66
CAnx1	0.81	38.94***				
CAnx2	0.80	35.60***				
CAnx3	0.83	41.44***				
CAnx4	0.74	23.86***				
CAnx5	0.86	49.67***				
CAnx6	0.75	21.18***				
CAnx7	0.81	34.80***				
CAnx8	0.83	42.06***				
CAnx9	0.80	35.60***				
CAnx10	0.88	54.82***				
Attrition Intention			0.92	0.93	0.95	0.87
AI1	0.92	70.87***				
AI2	0.95	112.14***				
AI3	0.93	77.42***				

The discriminant validity of the measurement model was assessed using the confidence intervals of Heterotrait-Monotrait (HTMT) ratios. As illustrated in Table 2, the ratios were all lower than the cut-off value of 0.85, indicating that discriminant validity was verified (Henseler *et al*., 2015).

Table 2: Discriminant Validity HTMT Ratios

	AI	CAnx	CSat	Concern	Control	Curiosity	Confidence
AI							
CAnx	0.48						
CSat	0.50	0.51					
Concern	0.21	0.34	0.45				
Control	0.13	0.34	0.47	0.51			
Curiosity	0.23	0.39	0.38	0.57	0.73		
Confidence	0.22	0.31	0.42	0.56	0.73	0.77	

Note: AI = attrition intention, CAnx = career anxiety, and CSat = career satisfaction

4.3. Structural model

The structural model was evaluated since the results of the measurement model were satisfactory. The mediation effects, to test the proposed hypotheses, were evaluated using bootstrapping. The results of the mediation analysis are described in Table 3. Paths where the 95% confidence interval included zero, the statistical significance was not established, and the hypothesis was not supported. Conversely, paths where the 95% confidence interval did not include zero indicated statistical significance and the hypotheses were supported.

Table 3: Hypothesis Testing Results

Path		β	t-value	Confidence Interval (95%)		Result
				2.5%	97.5%	
H1a	**Concern → CSat → AI**	**-0.06**	**2.38***	**-0.11**	**-0.02**	**Supported**
H1b	Control → CSat → AI	0.03	1.16	-0.02	0.08	Not supported
H1c	**Curiosity → CSat → AI**	**-0.07**	**2.35***	**-0.13**	**-0.02**	**Supported**
H1d	**Confidence → CSat → AI**	**-0.06**	**2.31***	**-0.11**	**-0.01**	**Supported**
H2a	**Concern → CAnx → AI**	**-0.05**	**2.17***	**-0.11**	**-0.01**	**Supported**
H2b	**Control → CAnx → AI**	**-0.06**	**2.01***	**-0.12**	**-0.01**	**Supported**
H2c	Curiosity → CAnx → AI	-0.01	0.36	-0.06	0.04	Not supported
H2d	Confidence → CAnx → AI	-0.04	1.37	-0.09	0.02	Not Supported

Note: * $p < 0.05$, ***$p<0.001$; AI = attrition intention, CAnx = career anxiety, and CSat = career satisfaction

Hypotheses 1a, 1c, and 1d were supported and career satisfaction successfully mediated the negative relationships between concern and attrition intentions (β = -0.058, t = 2.380, p = 0.017 < 0.05), curiosity and attrition intentions (β = -0.069, t = 2.353, p = 0.019 < 0.05), and confidence and attrition intentions (β = -0.059, t = 2.312, p = 0.021 < 0.05). Career satisfaction did not mediate the relationship between control and attrition intentions. Hence, hypotheses 1b was not supported.

Furthermore, hypothesis 2a was supported so career anxiety meditated the negative relationship between concern and attrition intentions (β = -0.052, t = 2.174, p = 0.030 < 0.05). Likewise, career anxiety mediated the relationship between control and attrition intentions (β = -0.057, t = 2.006, p = 0.045 < 0.05). Hence, hypothesis 2b was supported. Hypotheses 2c and 2d

were not supported, so career anxiety did not mediate the relationships between curiosity and attrition intention and confidence and attrition intentions.

4.4. Moderation testing

Each variable was transformed by computing its items into one average score to test the moderating effect. Model 7 of the PROCESS macro (Hayes, 2017) was used to assess the moderated mediation effect of employee status on the previously tested mediation relationships. All the variables used in the analysis were mean-centered to diminish the effects of multicollinearity. A sample size of 5000 was used for bootstrapping with a 95% confidence level. The results of hypothesis 3 (a, b, c, and d) are highlighted in Table 4.

Table 4: Moderated Mediation Results

		Employee Status	Indirect Effect	Standard Error	Lower-level Confidence Interval (95%)	Upper-level Confidence Interval (95%)	Result
Career Satisfaction	H3a Concern	Full time	-0.3007	0.0627	-0.4316	-0.1876	Not supported
		Part time	-0.2286	0.0606	-0.3604	-0.1181	
	H3b Control	**Full time**	**-0.3919**	**0.0691**	**-0.5343**	**-0.2676**	**Supported**
		Part time	**-0.0747**	**0.0651**	**-0.2064**	**0.0533**	
	H3c Curiosity	**Full time**	**-0.3891**	**0.0713**	**-0.5390**	**-0.2584**	**Supported**
		Part time	**-0.1456**	**0.0653**	**-0.2743**	**-0.0127**	
	H3d Confidence	**Full time**	**-0.4426**	**0.0711**	**-0.5773**	**-0.3020**	**Supported**
		Part time	**-0.2419**	**0.0754**	**-0.3971**	**-0.0999**	
Career Anxiety	H4a Concern	Full time	-0.1897	0.0535	-0.2993	-0.0897	Not supported
		Part time	-0.1666	0.0480	-0.2644	-0.0764	
	H4b Control	Full time	-0.3024	0.0637	-0.4343	-0.1841	Not supported
		Part time	-0.1672	0.0585	-0.2882	-0.0609	
	H4c Curiosity	Full time	-0.2252	0.0589	-0.3459	-0.1165	Not supported
		Part time	-0.1263	0.0605	-0.2474	-0.0103	
	H4d Confidence	Full time	-0.2245	0.0548	-0.3320	-0.1186	Not supported
		Part time	-0.2123	0.0694	-0.3623	-0.0896	

Hypothesis 3a was not supported since the indirect effects of both full-time and part-time employee status are significant ($\beta = 0.0721$, SE = 0.0719, 95% CI = -0.0703, 0.2128). This

indicates there is no difference in the mediated relationship between concern, career satisfaction, and attrition intentions between full-time and part-time employees. Hypothesis 3b was supported since there was a difference between full-time and part-time employees in their relationship between control, career satisfaction, and attrition intentions ($\beta = 0.3173$, SE = 0.0891, 95% CI = 0.1514, 0.4994). The results indicate that full-time employees have a stronger relationship between control, career satisfaction, and attrition intentions versus part-time employees. Likewise, hypotheses 3c and 3d were supported, indicating a significant difference in the relationship between curiosity ($\beta = 0.2435$, SE = 0.0862, 95% CI = 0.0859, 0.4234) and confidence ($\beta = 0.2007$, SE = 0.0908, 95% CI = 0.0162, 0.3709), career satisfaction, and attrition intentions.

Table 4 showcases the results of the moderated mediation relationships between the dimensions of career adaptability, career anxiety, and attrition intentions based on employee status. The findings from the moderated mediation analyses indicate that hypotheses 4a, 4b, 4c, and 4d were not supported. This was concluded since there was no significant difference in the mediated relationships between concern ($\beta = 0.0231$, SE = 0.0624, 95% CI = -0.0989, 0.1496), control ($\beta = 0.1352$, SE = 0.0745, 95% CI = -0.0036, 0.2866), curiosity ($\beta = 0.0989$, SE = 0.0778, 95% CI = -0.0479, 0.2583), confidence ($\beta = 0.0122$, SE = 0.0805, 95% CI = -0.1573, 0.1666), career anxiety, and attrition intention between full-time and part-time employees.

5. DISCUSSION & IMPLICATIONS

With the goal of developing more tools and resources to help employees navigate career challenging changes, the attitudinal (e.g., career satisfaction) and emotional (e.g., career anxiety) responses to career adaptability as well as the moderating relationship of hospitality employee status were examined. First, the results of the study indicate that as an attitudinal response, career

satisfaction significantly mediated the relationship between the concern, curiosity, and confidence dimensions of career adaptability and attrition intentions such that concern, curiosity, and confidence served as resources for career satisfaction and attrition intentions among hospitality employees. Secondly, as an emotional response, career anxiety significantly mediated the relationship between the concern and control dimensions of career adaptability and attrition intentions such that concern and control were related to career anxiety and attrition intentions. The effect of career satisfaction is moderated by status of employees, full-time versus part-time employees was hypothesized, such that attrition intentions, or intentions to leave the industry, is stronger for part-time employees. The hypothesized moderation relationship of employee status (full-time compared to part-time) on the dimensions of career adaptability, career satisfaction, and career anxiety, only the relationships of confidence, control, and curiosity to career satisfaction were significant predictors of attrition intention such that career adaptability serves as a psychological resource for full-time employees but not for part-time employees. This relationship is explained by employee status since part-time employees are often not eligible for organizational benefits and have different roles and responsibilities, decreasing the meditation relationship of career adaptability, career satisfaction, and attrition intentions.

Employee status was not found to moderate the relationship between the dimensions of career adaptability and career anxiety, such that there was no difference between full-time and part-time employees in terms of career anxiety and attrition intentions. Based on career construction theory (CCT) and the career construction model of adaptation (Savickas, 2013; Shin and Lee, 2019), the findings suggest the mechanisms linking career adaptability to career satisfaction or anxiety, and ultimately attrition intentions vary among hospitality full- and part-time employees (Joung *et al*., 2018).

5.1.Theoretical implications

Previous literature emphasizes the need to conceptualize and contextualize career adaptability in the hospitality context. As such, the examination of career adaptability among hospitality employees extends the theoretical context and application of career adaptability by exploring the dimensions of career adaptability among hospitality professionals compared to the traditional unidimensional application of career adaptability. Examining the nuanced mechanisms and relationships between the individual dimensions of career adaptability and career satisfaction, career anxiety, and attrition intentions can guide and tailor career development efforts for hospitality employees.

First, while the dimensions of concern, curiosity, and confidence for hospitality employees significantly mitigated attrition intentions through the attitudinal response of career satisfaction, this relationship was not found for control. This finding is not surprising considering the new challenges the pandemic presented to employees. It would be understandable that the control dimension of career adaptability was swayed by the pandemic and resulted in a lack of trust in the industry. On the other hand, the dimensions of concern, curiosity, and confidence could combat the lack of industry trust with continued education, networking, and agency building, leading to increased career satisfaction as a positive attitude towards the hospitality industry. For instance, in a climate of mass layoffs and furloughs, employees could express control by intentionally pursuing and engaging with the industry to actively construct career contingency plans leading to career satisfaction, and ultimately reducing attrition intentions. While the negative consequences of the pandemic (e.g., furloughs and layoffs) may have spurred employees to become concerned about the future of their careers, curiosity for alternative opportunities or continued education and training could also boost confidence in one's abilities

and decisions, resulting in career satisfaction. This is consistent with CCT since concern, curiosity, and confidence can help employees regulate and manage their lack of trust and control over the rapid changes in the hospitality industry during the pandemic, ultimately reducing attrition intentions (Shin and Lee, 2019).

Second, in terms of examining career anxiety as an emotional response to the dimensions of career adaptability, concern and control were significantly related to career anxiety and attrition intentions. While previous literature suggests some levels of anxiety can motivate individuals to prepare themselves for career transitions and challenges, our findings suggest that in lieu of a major industry disruption like the pandemic, concern and control are related to the emotional response of career anxiety such that concern and control increase career anxiety and attrition. Traditionally, employees demonstrate their concern by preparing for future challenges and changes, but the results of this study suggest concern for the future of hospitality industry greatly impacted hospitality professionals (Zacher, 2014). However, literature supports an overall global increasing trend of career anxiety among early career stage individuals (e.g., university students, recent graduates) across disciplines and fields. For instance, record high unemployment rates was found to catalyze career anxiety and fear among graduating university students across multiple disciplines (Rahmadani and Sahrani, 2021). Likewise, decreased interest in entrepreneurship and business among university students is attributed to anxiety due to Covid-19 in Vietnam (Doanh *et al.*, 2021).

Third, while existing literature supports paradoxical findings for both employee status, employee status was found to only moderate the mediating effect of career satisfaction in the relationships between the control, curiosity, and confidence dimensions of career adaptability and attrition intentions. Career satisfaction was hypothesized as a positive work mediator to

decrease attrition intentions while career anxiety served as a negative mediator to increase attrition intentions and employee status was hypothesized to moderate the relationships. Surprisingly, while the hypothesized relationship between control, career satisfaction, and attrition intentions was not supported (H1b), the relationship is significant when employee status is a moderator. This can be attributed to the fact that while control was not related to career satisfaction among all employees, the relationship was found to be significant for full-time employees. Full-time employees' pay, benefits (e.g., sick leave and health insurance), or access to promotions, training, and development opportunities can provide a sense of control when compared to part-time employees, leading to increased career satisfaction and decreased attrition intentions (Joung *et al.*, 2018; Milman and Dickson, 2014).

In terms of the mediating relationship of career adaptability (concern, control, curiosity, and confidence), career anxiety, and attrition intentions, it was hypothesized that part-time employees may experience higher levels of career anxiety without organizational benefits and ambiguous or changing job roles and responsibilities. Therefore, part-time employees experience higher levels of career anxiety and consequently higher attrition intentions. However, full- and part-time employees did not differ in terms of the mediating effects of career anxiety. The findings suggest an emotional impact of the pandemic on the hospitality employees, regardless of full- or part-time status. In cases of extreme events like the pandemic, regardless of employee status and associated pay, benefits, promotion, and training opportunities, employees experience anxiety and consider leaving the industry. Building off the previous argument regarding heightened career anxiety due to Covid-19, although previous literature supports differences among full- and part-time employees in terms of attitude, emotions, and behaviors (Joung *et al.*, 2018), the mass furloughs and layoffs as well as limited business operations sparked employment

and financial insecurity, respectively (Rahmadani and Sahrani, 2021). Therefore, the findings of this study suggest employment and financial insecurity in nearly all disciplines and fields increased career anxiety among employees, regardless of employment status, superseding previous understandings of employee status.

The last theoretical contribution is the relevance of the mechanism behind the double-edged sword nature of career adaptability in relation to attrition intentions for hospitality employees. While career adaptability has been found to increase and decrease attrition intentions among hospitality employees (Karatepe and Olugbade, 2017; Rasheed *et al*., 2020), the findings of this study support the argument for career adaptability as a resource to reduce attrition intentions (e.g., Chan and Mai, 2015). Specifically, the concern dimension of career adaptability was found to decrease attrition intentions among hospitality professionals through the mediating relationships of career satisfaction and anxiety. Therefore, the significant findings of the concern dimension to career satisfaction and anxiety support CCT as a psychosocial resource and mechanism linking career adaptability to attrition intentions (Del Corso and Rehfuss, 2011).

5.2. Practical implications

The results of this study found career adaptability to decrease attrition intentions through the mediating mechanisms of career satisfaction and anxiety. While the control and curiosity dimensions of career adaptability were not significant, the significant findings of concern and confidence provide implications for higher education and the industry in mitigating attrition intentions within hospitality professions. First, by identifying concern and confidence as significant career adaptability dimensions for hospitality employees, the industry could not only promote and develop career adaptability cased on concern, control, curiosity, and confidence among students and employees, but it should also have a unified approach to boosting trust and

confidence in the industry. For instance, the recent downturn of the hospitality industry could elicit a lack of trust and uncertainty in the hospitality industry. In terms of career adaptability and mitigating attrition intentions of the current and future workforce, efforts aimed at promoting limitless career paths in the hospitality industry could serve as a resource to help hospitality professionals adapt and stay in the industry. King *et al.* (2021) urged stakeholders to develop and promote a positive industry image in a concerted effort to retain talent within the hospitality industry. Furthermore, building a future workforce pipeline by promoting a positive industry image that focus on mitigating the concerns and improving confidence in the hospitality industry is imperative.

Second, academics and industry practices could provide career counseling and development efforts to support hospitality professionals such as interventions geared towards boosting concern and confidence as resources for professions to lean on during career challenges and changes could help abate attrition intentions. In addition to a positive industry image for hospitality professionals, the concern and confidence of future and potential hospitality professionals could be addressed even before entering the industry at an academic level. Developing career adaptability at every career stage could increase the benefits of career adaptability for the hospitality industry to not only retain its workforce, but also to help attract a future workforce with the goal of reducing attrition. For instance, career counselors could assess career adaptability as a tool for identifying an individual's propensity for adaptability resources. For individuals reporting a presence of adaptability resources, career adaptability can be promoted as a resource, especially the dimensions of control and confidence, in hospitality higher education programs as well as industry orientation practices. On the other hand, the

absence of adaptability resources could guide the development of adaptability resources among hospitality professionals for academic and industry career development.

Lastly, since control and curiosity were not significant career adaptability resources for hospitality professionals, academics and industry practitioners could advocate for clearer career developmental paths or alternative career paths within the industry in hopes of promoting a sense of control and curiosity for hospitality professionals. In addition to functioning as an additional career adaptability resource and tool, supporting hospitality professionals in this manner could encourage career satisfaction and abate career anxiety and subsequently help retain current hospital professionals and build a viable pipeline for the future workforce of the hospitality industry.

5.3. Limitations and future research

Several limitations to this study could guide future studies. First, although a quantitative method was implemented in this study, future studies can employ qualitative methods to explore the various ways hospitality professionals adapt in the work environment in times of crisis (Johnston, 2018). Common method bias was not found to be an issue in this study, but future studies should implement experimental methods to better understand causal relationships impacting career adaptability. Although CCT supports a sequence of adaptation, unique distinctions in adaptability resources and responses are lacking in the literature. Examining causal relationships of career adaptability resources and responses could also help guide future academic and practitioner interventions targeted for attrition and retention in the hospitality industry.

Second, though extant literature supports turnover intention as a predictor for turnover behavior (Chan and Mai, 2015), future studies could utilize longitudinal design or multi-source

data to track actual attrition to understand how career adaptability relates to attrition behavior in the hospitality industry. Additionally, future studies could rely on longitudinal designs to measure attrition rates and individual-level factors such as employment status and family support or objective career data like promotions and salary to understand the factors influencing career adaptability as a resource for staying in the hospitality industry.

Lastly, future studies could extend the theoretical implications of CCT by testing potential mediators and moderators as well as individual or industry-specific antecedents. For instance, this study relies on the pandemic as a lens to examine unexpected career challenges and changes for hospitality professions, but future studies could examine expected career challenges and changes such as life stage transitions (e.g., student to employee transition or the birth of a child) to better understand how concern, confidence, control, and curiosity can be resources in managing career or life changes.

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Appendix A. Quantitative Measurement Items

Career Adaptability (Savickas & Porfeli, 2012)
    Concern
    1.   Thinking about what my future will be like
    2.   Realizing that today's choices shape my future
    3.   Preparing for the future
    4.   Becoming aware of the educational and career choices that I must make
    5.   Planning how to achieve my goals.
    6.   Caring about my career
    Control
    7.   Keeping upbeat
    8.   Making decisions by myself
    9.   Taking responsibility for my actions
    10.   Sticking up for my beliefs
    11.   Counting on myself
    12.   Doing what's right for me
    Curiosity
    13.   Exploring my professional opportunities
    14.   Looking for opportunities to grow as a person
    15.   Investigating options before making a choice
    16.   Observing different ways of doing things
    17.   Probing deeply into questions I have
    18.   Becoming curious about new opportunities
    Confidence
    19.   Performing tasks efficiently
    20.   Taking care to do things well
    21.   Learning new skills
    22.   Working up to my ability
    23.   Overcoming obstacles
    24.   Solving problems

Career Satisfaction (Spurk *et al.*, 2011)
    1.   I am satisfied with the success I have achieved in my career.
    2.   I am satisfied with the progress I have made toward meeting my overall career goals.
    3.   I am satisfied with the progress I have made toward meeting my goals for income.
    4.   I am satisfied with the progress I have made toward meeting my goals for advancement.
    5.   I am satisfied with the progress I have made toward meeting my goals for the development of new skills.

Career Anxiety (Sampson *et al.*, 1998)
    1.   I get so depressed about choosing a career path that I can't get started.
    2.   I get so anxious when I have to make decisions about my career that I can hardly think.
    3.   I'll never find a career I really like.

4. If I change my career path, I will feel like a failure.
5. I worry a great deal about choosing the right career.
6. Choosing a career is so complex, I'll never be able to make a good choice.
7. I'm afraid if I try out my chosen career path, I won't be successful.
8. I can't trust that my career decisions will turn out well for me.
9. I don't know why I can't find a field of career that seems interesting.
10. The more I try to understand myself and find out about different careers, the more confused and discouraged I get.

Attrition Intention (Karatepe & Ngeche, 2012)
1. I often think about quitting this industry and career path.
2. It is likely that I will actively look for a new job in a different industry soon.
3. I will probably look for a job in a different industry next year.