

RGC Ref. No.: <u>UGC/FDS25/B01/15</u> (please insert ref. above)
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**RESEARCH GRANTS COUNCIL
COMPETITIVE RESEARCH FUNDING SCHEMES FOR
THE LOCAL SELF-FINANCING DEGREE SECTOR**

FACULTY DEVELOPMENT SCHEME (FDS)

Completion Report
(for completed projects only)

<p><u>Submission Deadlines:</u></p> <ol style="list-style-type: none"> 1. Auditor's report with unspent balance, if any: within six months of the approved project completion date. 2. Completion report: within 12 months of the approved project completion date.
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Part A: The Project and Investigator(s)

1. Project Title

Career Strategies of Hotel Senior Managers in Hong Kong

2. Investigator(s) And Academic Department(s) / Unit(s) Involved

Research Team	Name / Post	Unit / Department / Institution
Principal Investigator	Leung Ching Man, Johnny/ Teaching Fellow	Faculty of Management and Hospitality/THEi
Co-Investigator(s)	1. Dr. Wong Chak Keung, Simon/Independent Researcher; 2. Prof. Adele Ladkin/ Professor	N/A Faculty of Management/ Bournemouth University
Others	Ms. Jackie Yu/Research Assistant	Faculty of Management and Hospitality/THEi

3. Project Duration

	Original	Revised	Date of RGC / Institution Approval <i>(must be quoted)</i>
Project Start Date	1 Jan 2016	1 Jan 2016	N/A
Project Completion Date	31 Dec 2017	30 Jun 2018	6 Dec 2017
Duration <i>(in month)</i>	24 months	30 months	6 Dec 2017
Deadline for Submission of Completion Report	31 Dec 2018	30 Jun 2019	6 Dec 2017

Part B: The Final Report

5. Project Objectives

5.1 Objectives as per original application

1. To investigate the career profile (i.e. gender, age group, tenure of service, education background, career path) of hotel senior managers in Hong Kong;
2. To identify the career strategies adopted and practiced by hotel senior managers in Hong Kong;
3. To identify any underlying dimensions governing the hotel senior managers' career strategies by factor analysis;
4. To understand the career planning, career commitment and organizational advancement prospect of the hotel senior managers in Hong Kong;
5. To investigate any relationship between the developed career strategies (dependent variables) and their demographic variables (control covariates) and career planning, career commitment and organizational advancement prospect (independent variables); and
6. Based on the results of this research, suggest recommendations to hotel management as well as human resources management on retaining and developing the talent management in the Hong Kong hotel industry and inform educational practice.

5.2 Revised objectives

Date of approval from the RGC: N/A

Reasons for the change: N/A

5.3 Realization of the objectives

(Maximum 1 page; please state how and to what extent the project objectives have been achieved; give reasons for under-achievements and outline attempts to overcome problems, if any)

All six identified objectives were achieved with the aid of the two-stage research;

Stage 1: Qualitative individual in-depth interview with 12 hotel managers from various departments and commercial hotels in Hong Kong; (for objective 1 to 3 and 6)

Stage 2: Quantitative questionnaire (with 280 valid responses) on Career Strategies, Career Planning and Career Commitment. (for objective 1 to 6)

5.4 Summary of objectives addressed to date

Objectives <i>(as per 5.1/5.2 above)</i>	Addressed <i>(please tick)</i>	Percentage Achieved <i>(please estimate)</i>
1. To investigate the career profile (i.e. gender, age group, tenure of service, education background, career path) of hotel senior managers in Hong Kong;	V	100%
2. To identify the career strategies adopted and practiced by hotel senior managers in Hong Kong	V	100%
3. To identify any underlying dimensions governing the hotel senior managers' career strategies by factor analysis	V	100%
4. To understand the career planning, career commitment and organizational advancement prospect of the hotel senior managers in Hong Kong	V	100%
5. To investigate any relationship between the developed career strategies (dependent variables) and their demographic variables (control covariates) and career planning, career commitment and organizational advancement prospect (independent variables)	V	100%
6. Based on the results of this research, suggest recommendations to hotel management as well as human resources management on retaining and developing the talent management in the Hong Kong hotel industry and inform educational practice.	V	100%

6. Research Outcome

6.1 Major findings and research outcome

(Maximum 1 page; please make reference to Part C where necessary)

From stage 1 of the research, qualitative research in the form of in-depth interviews with 12 hotel managers in different departments was carried out, and the data was analyzed using thematic analysis. Six major themes were discovered that could assist in developing a person's career in the hospitality industry. These are positive working attitudes, relevant overseas exposure, proficiency in hospitality languages, diversified job hunting approaches, tailored staff training programmes, and work experience in larger group/chained hotels.

Contributed by past literature and the new ideas from the respondents in stage 1. A revised set of 44 career strategy statements were prepared for stage 2 – quantitative survey. Factor analysis was first adopted Principal component method with varimax rotation discovered 9 underlying dimensions for Career Strategies from 37 statements:

Career Strategy 1: Professional Experiences & Image Building (mean = 3.98, alpha = 0.82, 7 statements). **Career Strategy 2:** Active Searching for Career Movement (mean = 3.10, alpha = 0.80, 7 statements) **Career Strategy 3:** Self-Exposure to superiors, employer and industry contacts (mean = 3.48, alpha = 0.79, 7 statements). **Career Strategy 4:** Continuous Learning and Education (mean = 3.31, alpha = 0.73, 3 statements). **Career Strategy 5:** Interpersonal skills & Flexile (mean = 4.23, alpha = 0.76, 3 statements) **Career Strategy 6:** Language Skills – Chinese & English (mean = 3.78, alpha = 0.78, 2 statements). **Career Strategy 7:** Clear Goal Setting (mean = 3.67, alpha = 0.63, 3 statements). **Career Strategy 8:** Overseas Exposure (Work & Study) (mean = 2.34, alpha = 0.78, 2 statements). **Career Strategy 9:** Seeking Opportunities to learn and Improve Communication Skills (mean = 3.92, alpha = 0.68, 3 statements).

The 9 dimensions of strategies were categorized into 4 priority levels based on their mean scores. The top prioritized dimension is Interpersonal skills & Be Flexible followed by the second tier – i) Professional Experiences & Image Building; ii) Seeking Opportunities to learn and Communication Skills, and iii) Language Skills - Chinese & English, Clear Goal Setting.

Demographic variables (gender, age group, education, working department and position level) were set as control variables and placed in the first level of hierarchical regression. Then the other independent variables (career planning, career objectives, work involvement, career commitment, and organizational advancement prospects) were loaded into the second level of hierarchical regression formula. From the results, all indicated that after demographic variables are controlled, the change of R square were all improved ranging from 3.8% (Career Strategy 8) to 34.7% (Career Strategy 1) and the model 2 were all significant with $p < 0.05$. Please refer to the table 1 and 2 for details.

Overall speaking, Career Planning, Career Objectives, Work Involvement, Career Commitment and Organizational Advancement Prospects were the common independent variables that have impact on most Career Strategies, if not all.

6.2 Potential for further development of the research and the proposed course of action
(Maximum half a page)

Owe to the limited project period, this project focused on the perceptions of senior hotel managers in Hong Kong on career strategies. It is possible to extend the research to the middle management and junior level to look for a more holistic conclusion to the human resources problem. Furthermore, other stakeholders like owners/investors, hotel management companies, teaching staff etc. could be invited to express their views either.

7. Layman's Summary

(Describe in layman's language the nature, significance and value of the research project, in no more than 200 words)

The hotel industry of Hong Kong has been prosperous since the 1990's, which is attributed to the increasing number of high spending travellers and new emerging markets. Despite the business opportunity, it has been revealed by hoteliers that they are striving to tackle the shortage of labour at every level. It may result in severe impacts to the industry in view of the excessive demand of workforce under fast-paced development in hotel projects. This research aimed to investigate and analyze the career strategies used by hotel senior managers in Hong Kong to advance their careers. Mixed research methodology was adopted and it consists of two stages. Stage one focused on the identification of career strategies used by hotel senior managers through in-depth interviews with selected hotel senior managers. Stage two applied a quantitative method. A questionnaire was developed with all the measurements for career strategies, career planning, career commitment, and organizational advancement prospects. Data analysis methods were adopted to discover the relationship between them. The outcomes of the research would assist both hoteliers and human resources experts in developing talent management practices in order to retain and develop the most important asset in the Hong Kong hotel industry – human resources.

Part C: Research Output

8. Peer-Reviewed Journal Publication(s) Arising Directly From This Research Project

(Please attach a copy of the publication and/or the letter of acceptance if not yet submitted in the previous progress report(s). All listed publications must acknowledge RGC's funding support by quoting the specific grant reference.)

The Latest Status of Publications				Author(s) <i>(denote the corresponding author with an asterisk*)</i>	Title and Journal / Book <i>(with the volume, pages and other necessary publishing details specified)</i>	Submitted to RGC <i>(indicate the year ending of the relevant progress report)</i>	Attached to this Report <i>(Yes or No)</i>	Acknowledged the Support of RGC <i>(Yes or No)</i>	Accessible from the institutional repository <i>(Yes or No)</i>
Year of Publication	Year of Acceptance <i>(For paper accepted but not yet published)</i>	Under Review	Under Preparation <i>(optional)</i>						
N/A	N/A	N/A	Yes	Leung Ching Man Johnny*, Wong Chak Keung, Simon, Adele Ladkin	Career Strategies of Hotel Senior Managers of Hong Kong <i>International Journal of Contemporary Hospitality Management</i>	no	Yes	Yes	N/A

9. Recognized International Conference(s) In Which Paper(s) Related To This Research Project Was / Were Delivered

(Please attach a copy of each conference abstract)

Month / Year / Place	Title	Conference Name	Submitted to RGC <i>(indicate the year ending of the relevant progress report)</i>	Attached to this Report <i>(Yes or No)</i>	Acknowledged the Support of RGC <i>(Yes or No)</i>	Accessible from the institutional repository <i>(Yes or No)</i>
June 2017, Bali, Indonesia	Perception of Career Development of Hotel Managers in Hong Kong: A Qualitative Approach	15th ApacCHRIE Conference	Yes	Yes (Full Paper)	Yes	Yes
Feb 2018, Sapporo, Japan	Understanding the Career Commitment of Hotel Middle Managers in Hong Kong	2018 International Conference on Hospitality, Leisure, Sports, and Tourism	Yes	Yes (Full Paper)	Yes	Yes

10. Whether Research Experience And New Knowledge Has Been Transferred / Has Contributed To Teaching And Learning

(Please elaborate)

The research is helpful to various modules in THEi such as “Human Resources Management”; “Staff & Development”; and “Contemporary Issues in Hotels” etc. in providing an industry specific update of how hotel managers build up their careers and relevant concerns arisen.

11. Student(s) Trained

(Please attach a copy of the title page of the thesis)

Name	Degree Registered for	Date of Registration	Date of Thesis Submission / Graduation
N/A			

12. Other Impact

(e.g. award of patents or prizes, collaboration with other research institutions, technology transfer, teaching enhancement, etc.)

This interesting research project would be able to assist the PI, who is also appointed as the work-integrated learning (internship) and career officer of his designated programme, to better guiding the progressing and graduating students in identifying their career paths.

A public seminar titled “Sustainable Tourism Destinations: A Human Resource Perspective” by Prof Adele Ladkin, co-investigator of the project was held on 13 Nov 2017 in the VTC headquarter for dissemination of research findings of the project. Over 120 participants from the VTC and the public were attended the seminar.

The research findings were shared with research participating hotels and industry partners of THEi for their reference to make strategic plans in human resources/talent management.

13. Public Access Of Completion Report

(Please specify the information, if any, that cannot be provided for public access and give the reasons.)

Information that Cannot Be Provided for Public Access	Reasons
N/A	N/A

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COMPETITIVE RESEARCH FUNDING SCHEMES FOR
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FACULTY DEVELOPMENT SCHEME (FDS)

Completion Report - Attachment
(for completed projects only)

RGC Ref. No.: UGC/FDS25/B01/15

Principal Investigator: LEUNG Ching Man, Johnny

Project Title: Career Strategies of Hotel Senior Managers in Hong Kong

Statistics on Research Outputs

	Peer-reviewed Journal Publications	Conference Papers	Scholarly Books, Monographs and Chapters	Patents Awarded	Other Research Outputs (Please specify)
No. of outputs arising directly from this research project [or conference]	1 (under preparation, as attached to the report)	2			