

THE RELATIONSHIP BETWEEN CAREER PROGRESSION AND PERCEIVED
ORGANIZATION COMMITMENT AMONG HR PRACTITIONERS IN HOTEL
INDUSTRY

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ABSTRACT

In this project paper it has re-established the theoretical and practical significance of organizational commitment related with career progression of Human Resource (HR) practitioners in hotel industry. It was investigated organization commitment (affective and normative) towards HR practitioner in hotel industry context. Career progression has been currently neglected on HR practitioners, they are lacking in their capacity of their own progression to play as an important role as a strategic partner. HR practitioners do not experience career progression; working on tasks that are related to their career goals, they also do not learn new things and grow professionally. Questionnaires, collected from total of 30 comprehensive questionnaires were distributed to 31 Hotels operating in Seremban and Port Dickson of Negeri Sembilan, showed that the career progression were positively related to affective and normative commitment. Results focus on how organizational commitment be used to manage career progression, and proposes an agenda for future research.

Keywords: Multiple Commitment; Career Progression; Human Resource (HR) Practitioner; Hotel Industry; Relationship.

ABSTRAK

Dalam kertas projek ini ia telah ditubuhkan semula kepentingan teori dan praktikal komitmen organisasi yang berkaitan dengan kemajuan kerjaya pengurus Sumber Manusia (HR) dalam industri hotel. Ia telah dikaji komitmen organisasi (afektif dan normatif) terhadap pengurus HR dalam konteks industri perhotelan. Kemajuan kerjaya telah diabaikan terhadap pengurus HR, mereka kekurangan kapasiti mereka bagi janjang mereka sendiri memainkan peranan yang penting sebagai rakan kongsi strategik. Pengurus HR tidak mengalami kemajuan kerjaya; bekerja pada tugas-tugas yang berkaitan dengan matlamat kerjaya mereka, mereka juga tidak belajar perkara baru dan berkembang secara profesional. Soal selidik yang dikumpul daripada sebanyak 30 soal selidik yang komprehensif telah diedarkan kepada 31 Hotel yang beroperasi di Seremban dan Port Dickson, Negeri Sembilan, menunjukkan bahawa kemajuan kerjaya yang positif berkaitan dengan komitmen afektif dan normatif. Keputusan memberi tumpuan kepada bagaimana komitmen organisasi boleh digunakan untuk mengurus dan kemajuan kerjaya, dan mencadangkan satu agenda untuk penyelidikan masa depan.

Kata Utama: Pelbagai Komitmen; Kerjaya Perkembangan; Pengurus Sumber Manusia (HR); Hotel Industri; Hubungan.

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LIST OF ABBREVIATION, SYMBOL & NOTATIONS

Abbreviation / Symbol	Description
HR	Human Resource
HCTS	Hotel, Catering and Tourism Sector
WTTC	World Travel and Tourism Council
OAC	Organization Affective Commitment
ONC	Organization Normative Commitment
WHATT	Worldwide Hotel and Tourism Trends
OC	Organizational Commitment
TCM	Three-Component Model
AC	Affective Commitment
NC	Normative Commitment
N	24-30 (Pairwise deletion of missing values).
AvgAC	Affective Commitment
AvgNC	Normative Commitment
AvgOAC	Affective Commitment to Organization
AvgONC	Normative Commitment to Organization
AvgCommitment	Overall commitment Likert score inclusive of affective and normative
AvgB	Career Progression
R	Regression
R Square	Regression Square
ANOVA	Analysis of Variance
df	Degrees of Freedom
F	ANOVA tests the null hypothesis that the means of all the groups being compared are equal, and produces a statistic
Sig.	p-value if the result is significant P value is a probability which ranges from 0-1
B	Beta
t	t-statistics

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Worldwide socio-economic developments such as globalization, increasing speed towards a service economy, shorter product life cycles, changes in workforce demographics, focus on customer loyalty, the increasing war on talent, and emphasis on financial performance challenges the Human Resource (HR) function in its role for creating added value to the organization (Brockbank *et al.*, 2002; and Bucknall and Ohtaki, 2005). Meanwhile, the rapid pace of change in organizations has already impacted significantly on the way in which knowledge and skills are transferred in organizations.

The process of globalization in hotel industry is a consequence of diverse factors. The steady growth of the industry in the last decades and the merging of ‘mega-forces’ transforming the global economy in the 1980s, have been pointed out as the major causes of this phenomenon. On the one hand, different authors (Powell, 1999; Pine and Go, 1996; Boella, 2000) have suggested a variety of factors attempting to explain the steady growth in the industry. For example, Lucas (2004) in her recent work on employment relations in the Hotel and Tourism industries chose to talk in broad terms about the Hotel, Catering and Tourism Sector (HCTS). This characterization of the HCTS recognizes that, in reality, many jobs in Hotel and Tourism Sector, ‘share common attributes and is

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