

# *Self-efficacy as a Mediator of Career Commitment in Hospitality*



CHME  
Annual Research Conference  
29th May 2014

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<http://prezi.com/ampdrianknmm/self-efficacy/>



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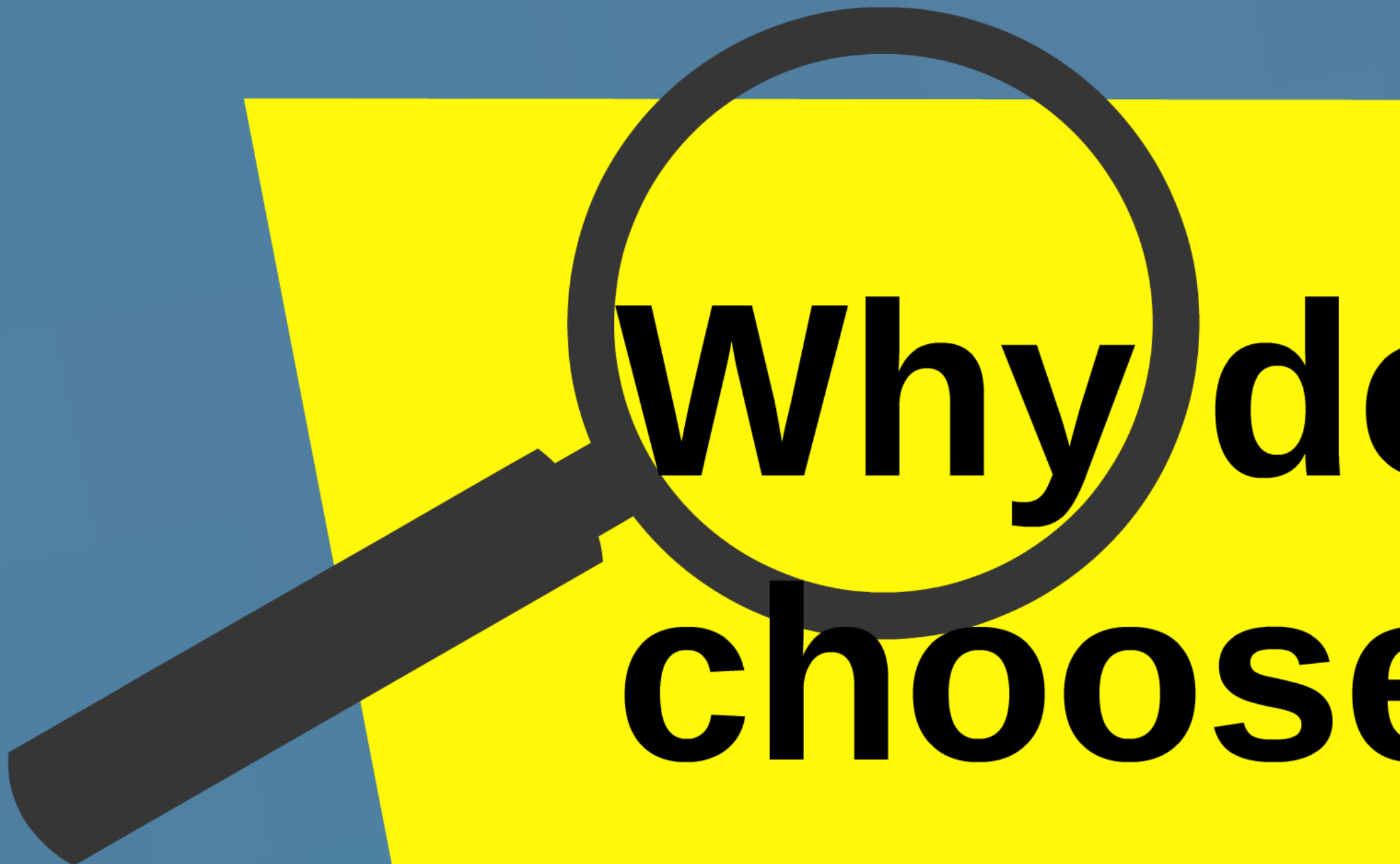
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**Why do  
we choose**



**Why do hospitality management graduates  
choose to leave the hospitality industry?**



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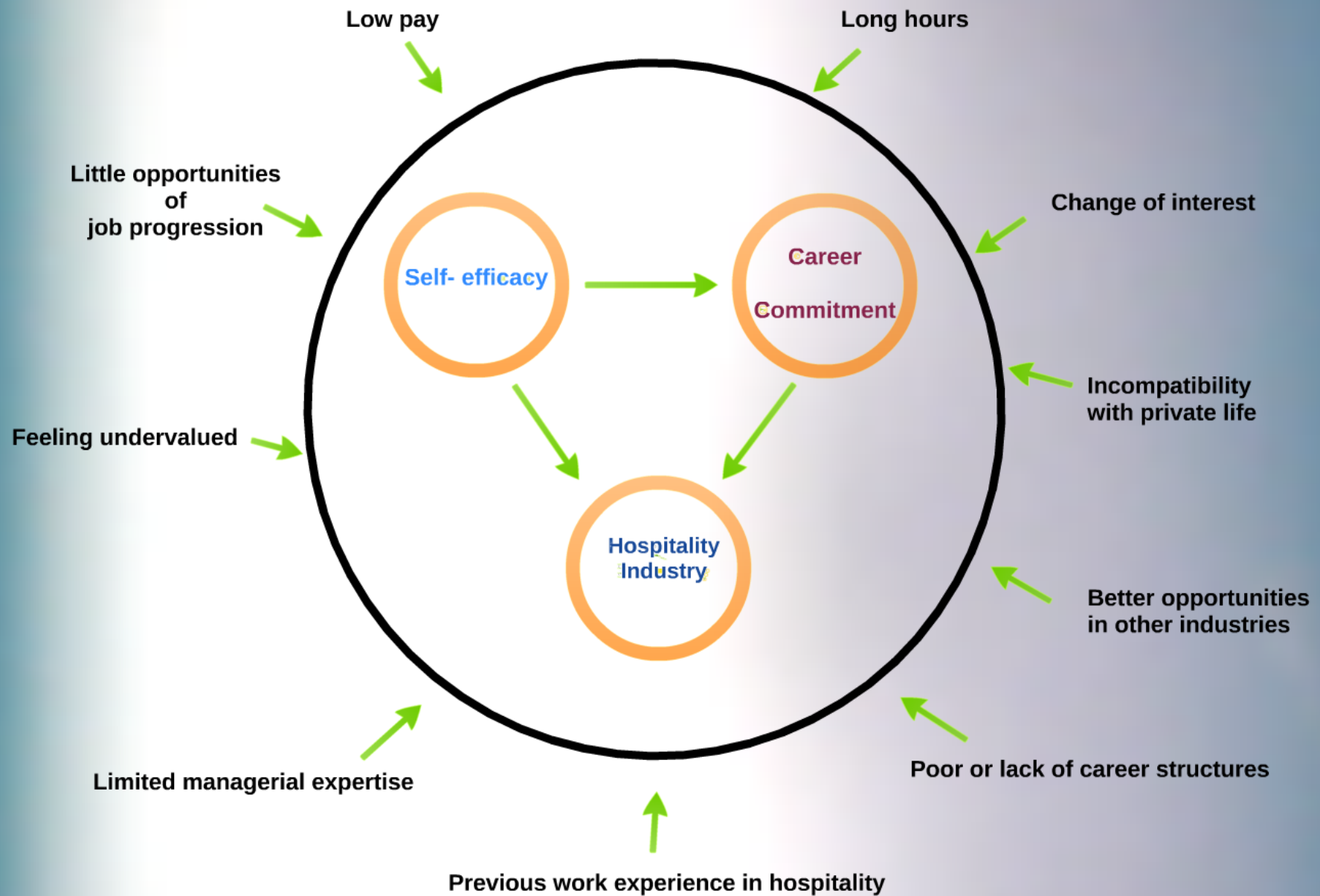
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# Hospitality Industry

Globalisation and technological  
advancements

Workforce diversity

Changes of structures of organisations

Demographic shifts

Part-time and temporary employees

(Amundson, 2005; Greenhaus et al., 2008; Sullivan and Baruch, 2009)



Greater competition

Pressure for productivity

Less defined and predictable career pathways

Difficulty in achieving work-life balance

(Amundson, 2005; Greenhaus et al., 2008)

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**CHANGE**


**AHEAD**

**PROTEAN CAREER**

Employability  
is







Between 2007 and 2017: a requirement of additional 200,000 managers to join the hospitality workforce.

(Oxford Economics, 2010; People 1st, 2013; Hospitality Guild, 2013)

Hospitality industry:  
the 5th largest employer in the UK,  
and one of the fastest growing.

(British Hospitality Association, 2011; Foster, 2011)

Every year approximately 600 degree level hospitality students graduate.

(Birkett, 2008; Walmsley, 2011)

There are 64 institutions in the UK that offer hospitality management degrees.

(Birkett, 2008; Walmsley, 2011)



In the UK

6 in 10 graduates


do not choose to work in



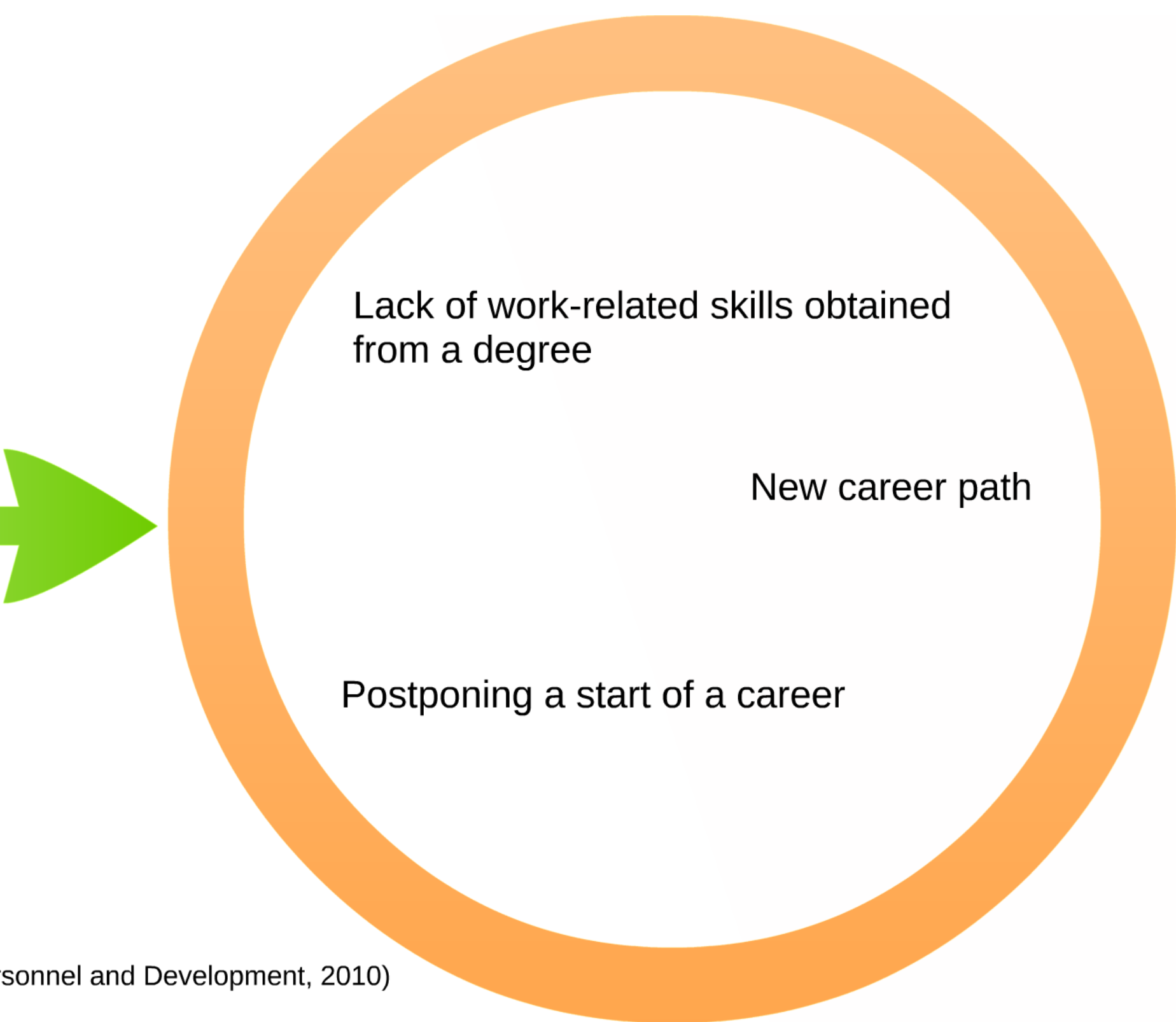
In the UK

6 in 10 graduates

do not choose to work in the  
profession they studied  
1-2 years of finishing a degree.





**Why not?**





In 2009  
almost 70% of hospitality graduates  
went into full-time employment.


(Foster, 2011)



Only 20.2% chose  
catering or retail



Business  
and  
finance  
10.4%



Clerical/secretarial  
13.5%

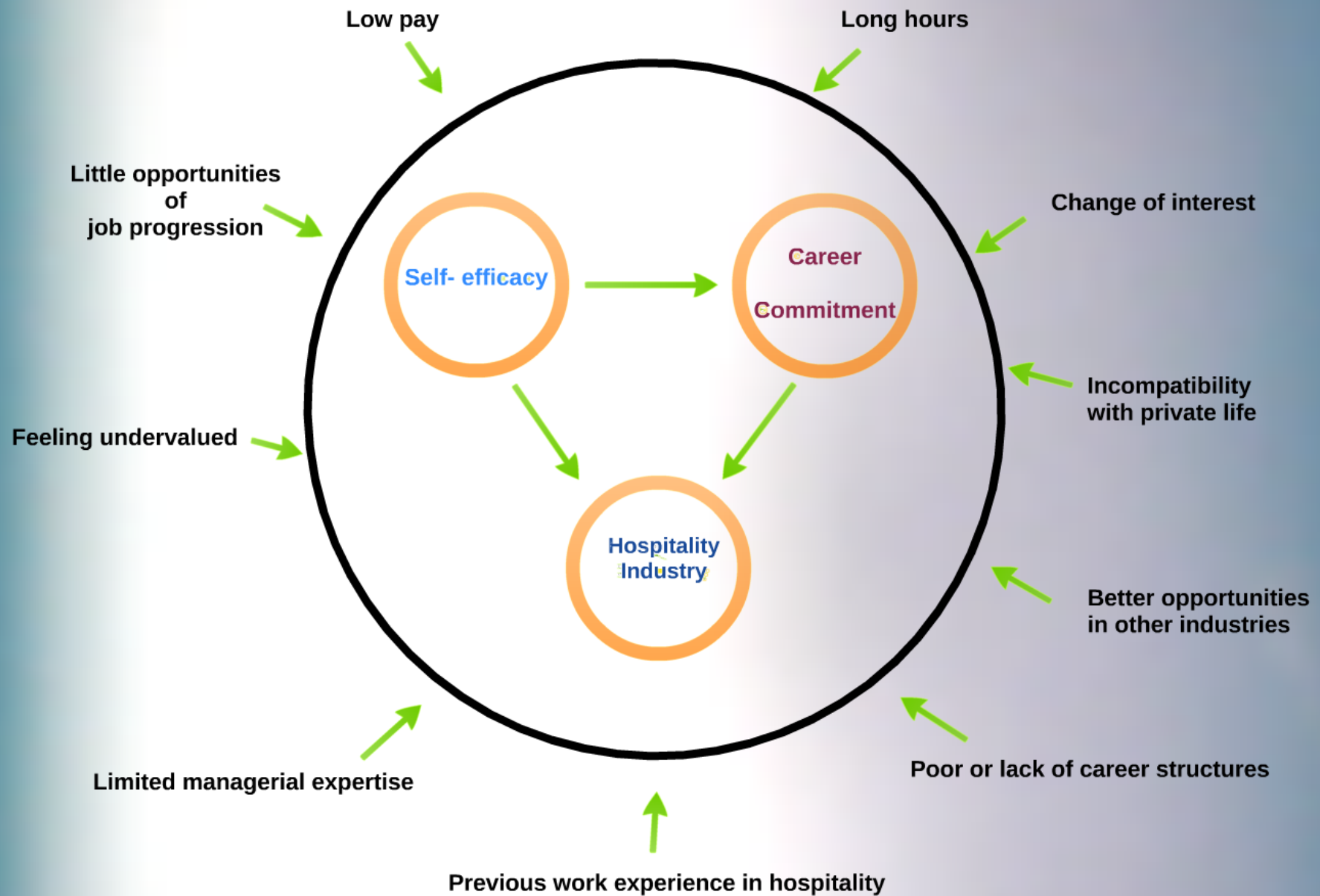




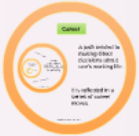
Marketing  
6.1%

Low retention rate of hospitality graduates  
was identified in the literature,  
in some cases below 50%.

(King et al., 2003; Richardson, 2008)



# Career





# Career

A path related to making direct decisions about one's working life.

It is reflected in a series of career moves.



(Ladkin, 2002; Inkson, 2004)

Individuals: active agents

Career  
is viewed as a  
subjective construct,  
which encompasses  
life, holistically.

Adoption of all-inclusive  
perception of career  
development as involving  
one's whole life.



(Walle and Kober, 1988; Sears, 1982; Patton and McMahon, 2006)

"do-it-yourself career management"

(Patton and McMahon, 2006)

It

Adoption of all-inclusive  
perception of career  
development as involving  
one's whole life.

**Factors:**

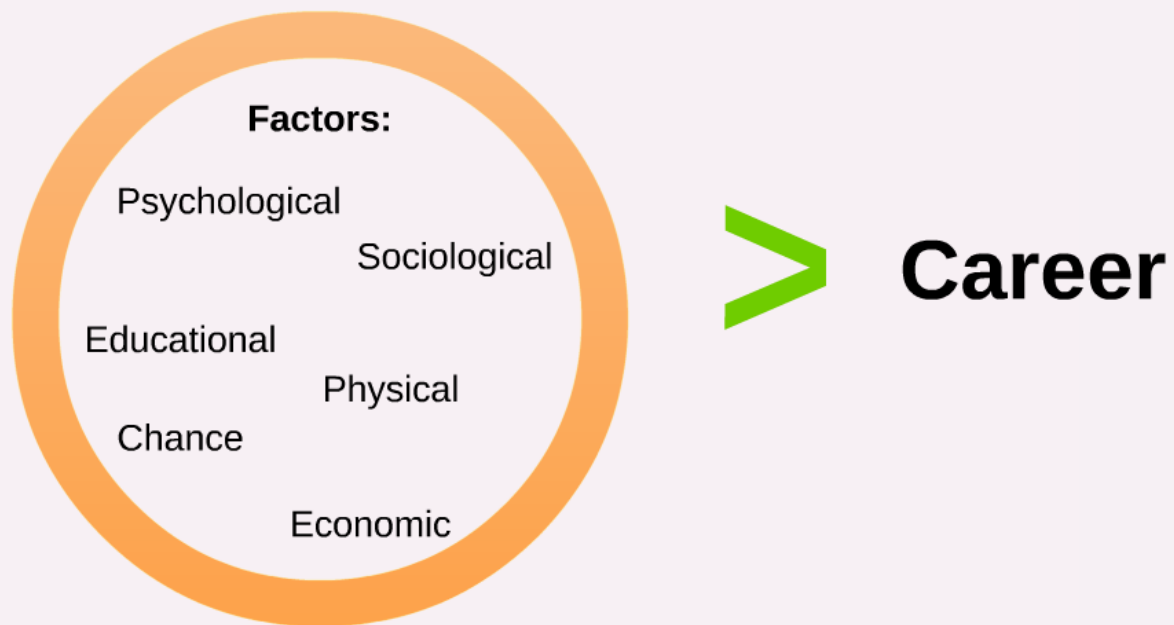
Psychological  
Sociological  
Educational  
Physical  
Chance  
Economic



**Career**

(Wolfe and Kolbe, 1980; Sears, 1982; Patton and McMahon, 2006)

Adoption of all-inclusive  
perception of career  
development as involving  
one's whole life.



(Wolfe and Kolbe, 1980; Sears, 1982; Patton and McMahon, 2006)



**Career**

**Commitment**

# Career commitment

"one's attitude towards one's profession or vocation"

Umbrella concept, which denotes commitment to one's career, profession, and occupation.

(Blau, 1985: 278; Cooper-Hakim and Viswesvaran, 2005)

Career commitment:  
a psychological state of a relationship  
between an individual and solely his or  
her career.

“an affective concept which represents identification  
with a series of related jobs in a specific field of  
work and is behaviourally expressed in  
an ability to cope with disappointments in the  
pursuit of career goals.” (Aryee and Tan, 1992: 289)



Factors that enhance levels of career commitment include:

- demographic characteristics
- level of education
- job status
- challenging work experience
- positive professional development experiences
- supportive organisational environment
- interesting work

(Cherniss, 1991; Sullivan et al., 1998; Niu, 2010)



Career resilience

Career insight

Career identity



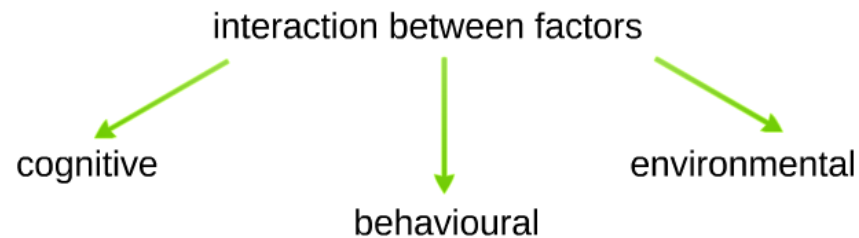
**Career Commitment**





**Self- efficacy**

# Self-efficacy grounded in Social Cognitive Theory



(Bandura, 1977; 1986; 1997)

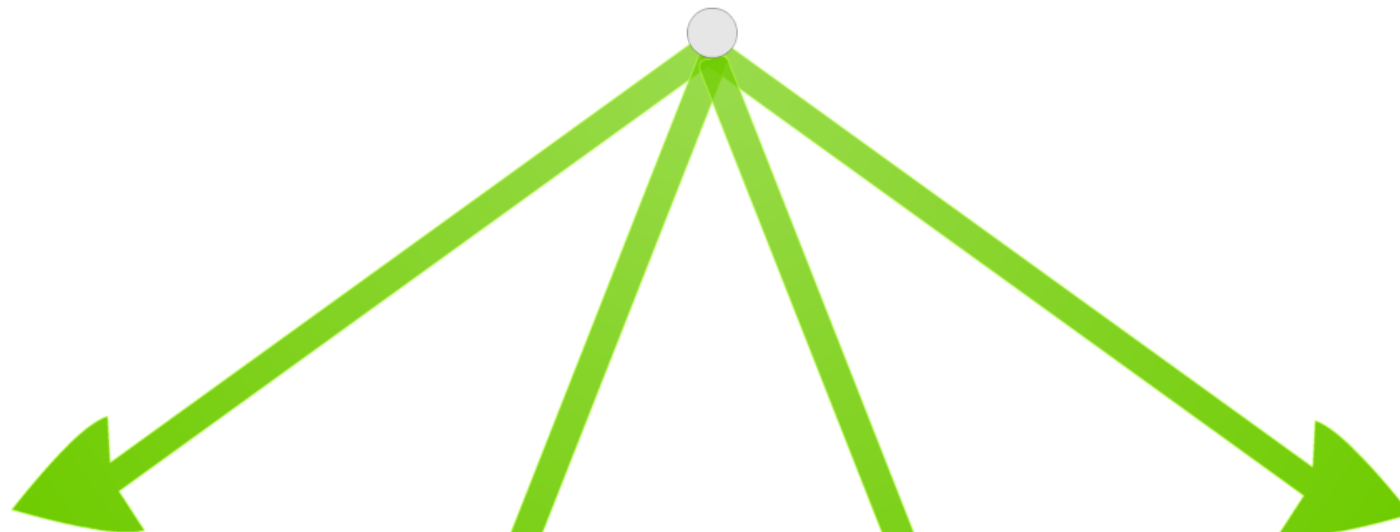
theory



(Bandura, 1977; 1986; 1997)

"people's level of motivation, affective states, and actions based on what they believe than on what is objectively true."

(Bandura, 1977: 2)





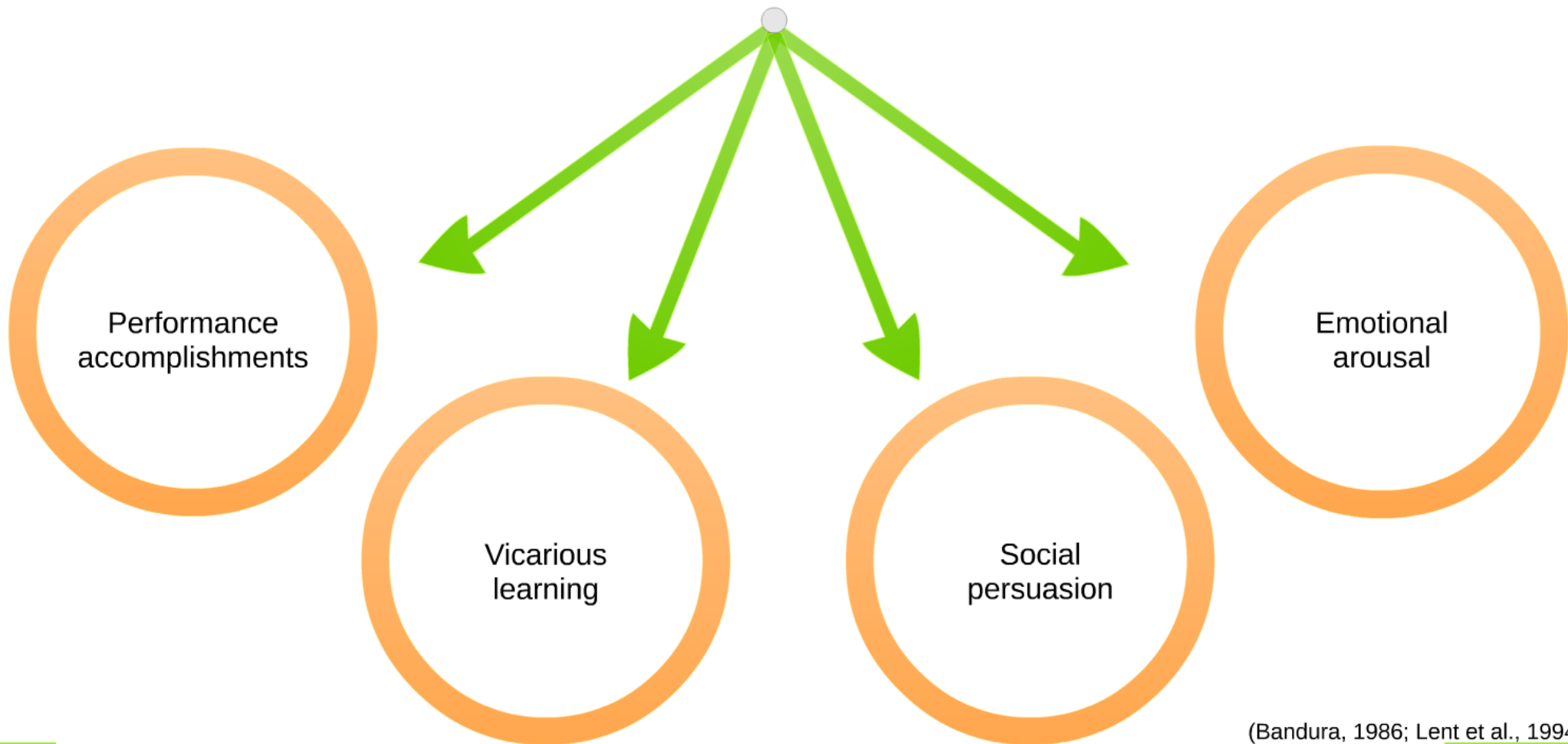
# Power of believing



# I CAN

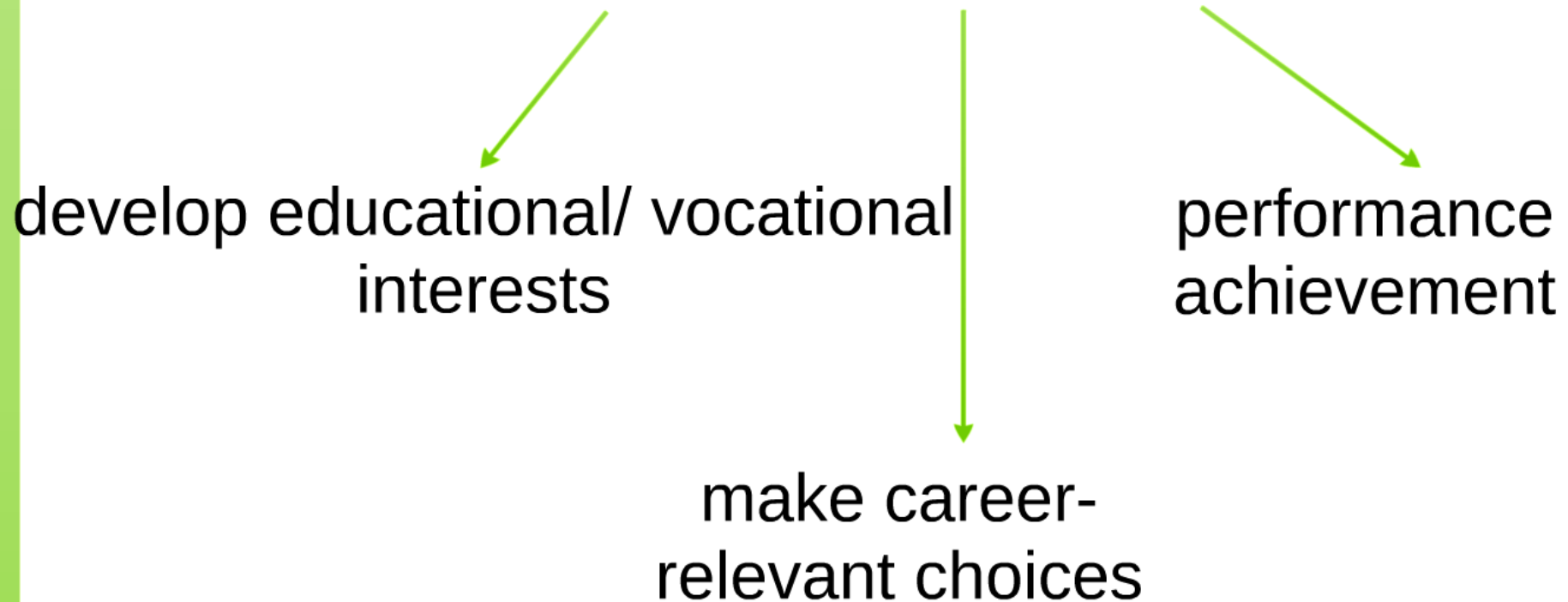
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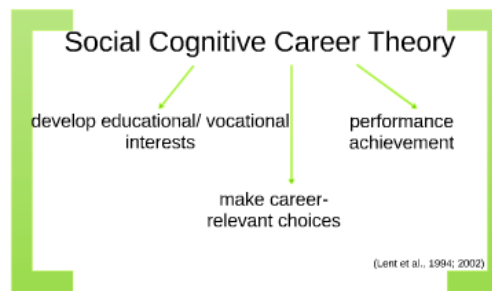
(Bandura, 1986; Lent et al., 1994)

# Social Cognitive Career Theory



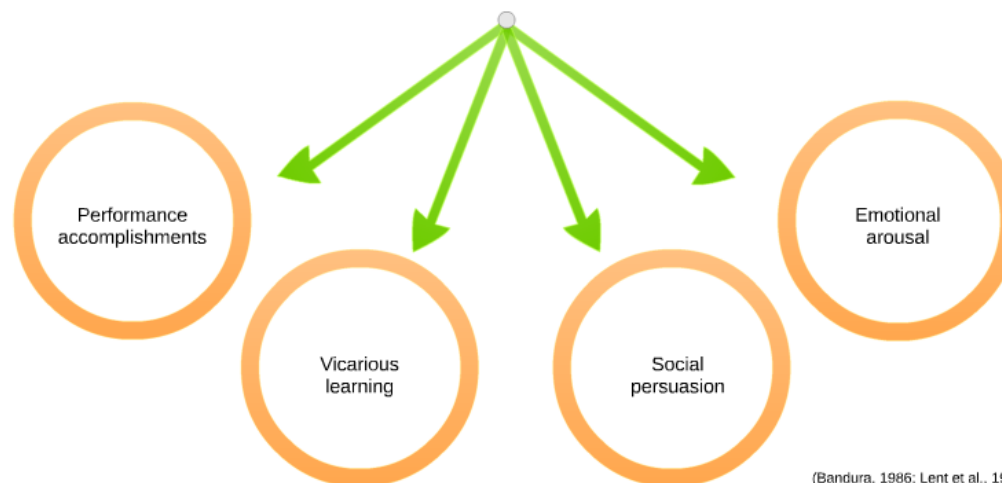
(Lent et al., 1994; 2002)

# Self-efficacy



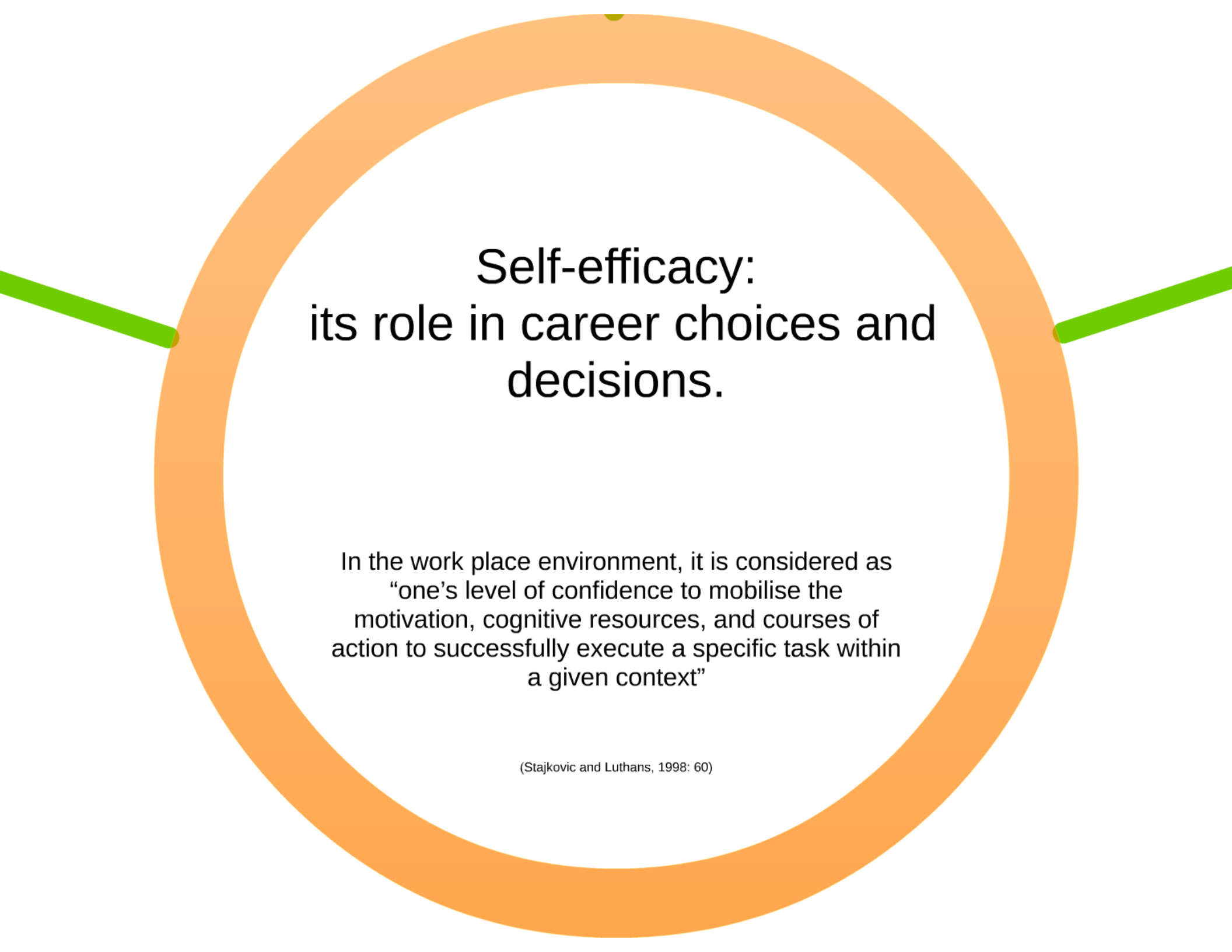
"people's level of motivation, affective states, and actions based on what they believe than on what is objectively true."

(Bandura, 1977: 2)



(Bandura, 1986; Lent et al., 1994)






# Self-efficacy: its role in career choices and decisions.

In the work place environment, it is considered as  
“one’s level of confidence to mobilise the  
motivation, cognitive resources, and courses of  
action to successfully execute a specific task within  
a given context”


(Stajkovic and Luthans, 1998: 60)



High self-efficacy  
means individuals are committed  
to planning their careers  
and setting career goals.

(Chung, 2002)





Self-efficacy  
is a significant determinant  
of job performance, and a predictor  
of affective organisational  
commitment.

(Karatepe et al., 2007)



Higher self-efficacy  
implies higher  
career commitment.

(Niu, 2010)



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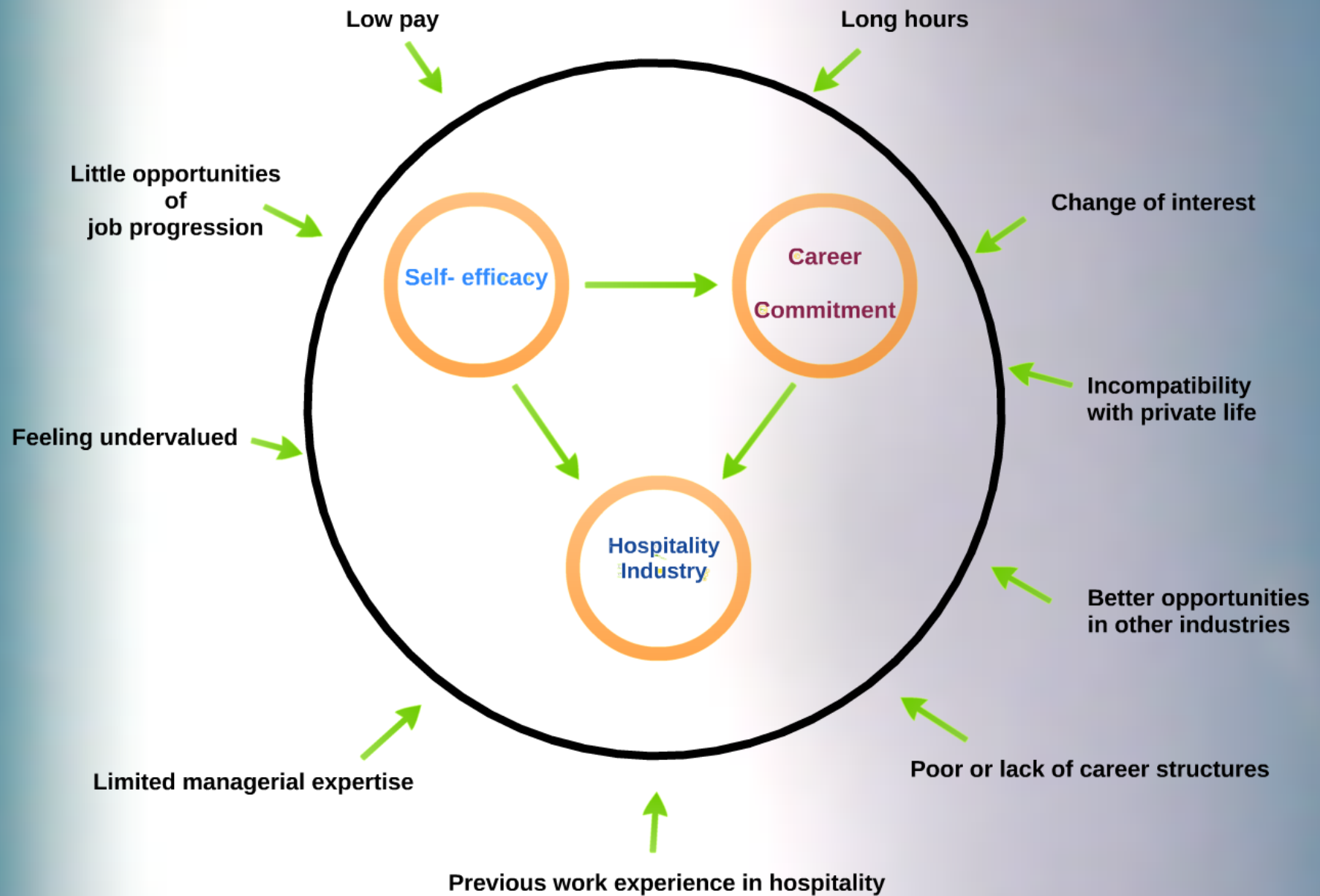


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**Self-efficacy has the potential to influence one's commitment to a career, in particular in pursuing a career in hospitality.**





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