



program at any organization is one of the renovation processes implemented for career survival in a specific field (Lobene and Meade, 2013).

Career development is the link between the organization and the employee. Accordingly, the organization translates the “career development needs” into “staff competencies”. Consequently, staff is then capable of using the technical skills and knowledge to make career decisions and plan their career progression and/or career transfer (Morrison and Hock, 1990). The career path is diversified from one workplace to another. An employee can be promoted as a supervisor in economy hotels, then join a managerial position in mid-sized hotel, and finally becoming a general manager in a five-star deluxe hotel (Baum, 2015). Kanagaraj et al. (2014) examined the relationship of Human resources management practices and workforce efficiency. They reached a conclusion that workers’ career goals must align with organizations’ goals, for achieving career planning and development.

Workforce development is one of the main factors leading to the success of any hotel business. Staff career development is a part of workforce development at hotels, besides other parts such as staff motivation, work innovation, lifelong learning, loyalty to hotel organization, and effective working relationship (Mustapic, 2017). Careers in the hospitality and tourism fields are transferring from being officially administrative to be further flexible and moveable. Career transfer has been commonly done on a wide scale. Most of the working staff have joined a tourism and hospitality career after years of experience and career advancement in a different business field. This highlights the importance of career path planning in the hospitality industry and the acceptance of recruitment staff who developed their career in external business industries (Ayres, 2006). Byars and Rue (2016) identified the aims behind career development as follows: (i) to align with the urgent needs and requirements of the coming workforce of the organization on a timely basis; (ii) to advice the organization and the staff with prospective career paths within the organization; and (iii) to employ current human resource programs to the fullest by integrating the activities that select, assign, develop, and manage individual careers with the organizations’ strategies.

## **Review of Literature**

### **Career Development Definition**

Career development is the overall integration of psychological, social, educational, physical, and economic aspects that are unified together to construct the career of a person during work life (Forret and Sullivan, 2002). Career development involves employees’ performance development and career advancement. The Canadian standards and Guidelines for Career Development Practitioners defined career development as a lifelong learning process towards the development of individually decided future careers (Baer et al., 2008). Adding to that, Kong (2010) described the career development programs as the plan, agenda, procedures, and support awarded by the organization to improve and develop their workers’ career success. Hence, career development is strongly related to organizational support. Adomaitienė and Zubrickienė (2010) stated that career development is an individual program designed for personal progress in a specific field. Byars and Rue (2016) confirmed the above definitions by defining career development as an everlasting official effort done by the company, with special concern

on supporting and boosting the staff career advancement according to the needs and requirements of both workers and the employer. Ndegwa et al (2016) stated that career development is several activities done by the organization for staff career advancement in terms of learning, attaining specialized skills and knowledge with professionalism and experience in a specific profession. These policies are as effective as they bring a lot of career benefits to both organizations and employees.

### **Significance of Career Development**

Career development is one of the HRM key role activities that should not be neglected. The new technologies and innovative IT smart programs have become dominant in many fields in different business organizations, the fact that necessitates the existence of high calibre with attitude, knowledge, and skills coping with such modernized changes. To reach the maximum productivity rate, organizations must plan for employees' career development programs to cope with recent technologies (Gyansah and Guantai, 2018). The business environment has been changed in the last thirteen years. The traditional career model has been transformed into other models with different requirements and needs (Hedge and Rineer, 2017). To confront the sharp competition in the market, human resources management should apply a career development platform for the benefits of the employer and employees (Uysal et al., 2015). Conlon (2014) stated that career development theories have concentrated on the human work-life, personalities, occupational choices, measurement criteria, and standards. All these elements are valuable for workforce diversification in any field and the organization's economic competitiveness in the market. Hall (2012) defined three stages of career development: the first stage is career-building; the second stage is career conservation and reappraisal and the third stage is career modification or career leaving.

### **Components and stages of Career Development Programs**

Career development within any career area entails career examination, career formation, and comprehending the career work environment (Bragg et al., 2010). Career development includes various features rather than getting employees' promotions. It involves workers' skills development, current skills preservation, and skills building for future career needs. It also includes employees' performance improvements, managers' skills upgrading, and awarding employees' bonuses (Yang and Gysbers, 2007). The fundamental theories of career development assume that vocational development is strongly involved in career development. Vocational development contains skills, work practices, performance upgrades, standards, performance approval, and remuneration (Mishra and Sachan, 2012). Career development contains major and minor features of an individual career which begins with fresh graduates and ends up with proficient manpower (Tanoli, 2016).

Arnold et al. (2019) pointed out that there are three types of career development activities recently conducted in business companies:

1. A job transfer or promotion from one position to another
2. Career planning for top management through data collection on employees, job matching, and data collection on future occupations.
3. Individually oriented career development

Greenhaus et al. (2010) advised that career development is a continuous work designed for employees' progression through several stages. Each stage is categorized with some subjects, themes, skills, and activities. They developed some patterns of career development. Each pattern concentrates on the job needs and requirements of each worker through a group of work stages: identifying career objectives, developing strategies and techniques, achieving career advancement. Although the organization has a role in this pattern, its role is limited and less effective as it plays an external role in the career development system. The main role is strongly related to the individual's plan and achievement.

### **Benefits of career development on organization and employees**

The career development process is seen from two points of view. The first is the employees' point of view who is trying to plan for their career in a constructive manner for promotion and more financial benefits. This career development is done through identifying career objectives, work advantages, challenges, choices, needed education, and experience to reach such objectives. The second point of view relates to organize activities for staff selection that meet organizational strategic management goals and objectives. This is done through the preparation and implementation of a career platform for staff under organizational work standards (Hedge et al., 2006).

If employers offer career development opportunities to employees, skilful and outstanding employees will utilize such opportunities for upgrading and progression in performance, experience, and skills development. Consequently, career development opportunities will have a positive effect on both employees, who surely will get job-satisfied, and the organization, that will guarantee the best quality of service (Russell et al., 2016). The concept of career development represents employees' plans for future job promotions and positional levels within their workplace. This will make the organization capable of attaining high caliber staff with professional skills needed in the business sector (Osibanjo et al., 2014). Career development is beneficial for the organization as it minimizes the costs paid in hiring and training new staff (Adeniji and Osibanjo, 2012). Career development plan helps workers comprehend their future career pathways and skills needed for their future prospective (Hirsh, 2012). Career development is not beneficial for employees only but the organization as well. It is joint work to improve staff knowledge, skills, and competencies needed for present and upcoming job duties (Snell et al., 2010).

### **Hospitality Career Development**

The hospitality industry is a model example of an industry that offers opportunities for employees' career development (McCabe, 2008). Job satisfaction plays a key role between qualifications and career development. For example, food and beverage managers have to comprehend the needs and attitudes of their cooks, to reach cooks' job satisfaction in the future. Food and beverage managers need to develop a new staff selection program to choose applicants thoroughly to meet work needs. The development of suitable measurement criteria for selection will recruit the appropriately qualified chefs and result in their job satisfaction later, which surely increases employees' confidence for career development and minimize chefs' turnover rate (Ko, 2012). Career development and career management are issues often discussed in the

hospitality industry. The increasing number of managerial positions make career management a significant process that needs to be handled thoroughly. So, it is important to develop the career satisfaction and career commitment of the workers in hotels (Kong et al., 2010). In the hospitality industry, career development is identified to be more reachable than other industries owing to both the organization's work environment and the international membership of tourism enterprises. Thus, the meaning of career development has been recognized as career data, recommendation, and guidelines (Grobelna and Dolot, 2018).

The main features of the managers' career development in the hotel industry. The study shows that there are few numbers of women managers in the three, four- or five-star hotels in China. Comparing to men, women are promoted before men, but it is difficult to be appointed at managerial positions. The "glass ceiling" exists for women's career development. In comparison to women managers in America, the path of women's career development in China is more limited and restricted but with no horizontal gender segregation. In China, women started their careers in the front office, housekeeping, or food and beverage, then became a manager, the deputy general manager, and then the general manager gradually. Positions in security, engineering, or kitchen departments are categorized to be men's work and are out of women's consideration in their career development. The family/work struggle, traditional sex inequity, and the fixed image of gender roles are the main difficulties prevailing in women's career development. Gender stereotypes, glass ceiling, cultural obstacles, gender stereotype, lack of awesome model, and gender segregation represent the main problems facing female career development as reported by Yang (2011) and Shrestha (2016).

Marinakou (2014) as well as Pathwardhan et al. (2015) pointed out that the main barriers to women's career advancement are not only external issues like family problems, lack of education facilities, and few job opportunities but also internal issues like women's motivation and skills. Kumara (2018) confirmed that there are main difficulties in the hotel industry confronting career development which are classified into individual and organizational difficulties. Individual barriers are exemplified by a glass ceiling, discrimination, harassment, and lack of training. Organizational difficulties are embodied in a lack of planning and career development framework. Kong et al. (2012) study proved that career proficiency interrelates to the impacts of three dimensions of hotel career management (career appraisal, career development, and career training) on career satisfaction in hotels.

## **Research Methodology**

### **Pilot Study**

A pilot study has been implemented with a number of human resources managers of different hotels with different star classifications. Results of the pilot study proved that both four-star and five-star hotels manage career development programs. Whereas, three-star hotels rarely manage career development programs and there is no agenda neither for staff promotion nor for career path.

### **Research Problems**

Research problems have been summarized in three important streams:

1. Many three-star hotels in Greater Cairo have no program for employees' career development, the fact that increases staff demotivation for promotion, discourages employees to continue working in the hotel and lose job loyalty, as well as increases staff turnover
2. Managers of three-star hotels in Greater Cairo depend mainly on old aged staff, with no modern technological background nor recent standards of services. Adding to that, they are satisfied with their job level and not enthusiastic neither to get promoted nor upgraded.
3. Most of the three-star hotels have no awareness about the significance of career development. Accordingly, they ignore the logical sequence of workers' career paths with the non-existence of the criteria required for staff promotion.

### **Research Objectives**

1. Evaluating the current situation of the career development program in Greater Cairo's three-star hotels
2. Analysing the main factors affecting negatively employees' career development process in Greater Cairo's three-star hotels
3. Supporting career development program in Greater Cairo's three-star hotels

### **Research Hypotheses**

According to the pilot study, the following hypotheses has been created

**First:** Hypotheses related to the managers

**Hypothesis 1:** Manager's awareness and interest in career development management is related to the job title

**Hypothesis 2:** The main problems hindering the career development process is different from one job to another

**Hypothesis 3:** Career development's support and enhancement are different from one job to another

**Second:** Hypotheses related to the staff

**Hypothesis 4:** Staff awareness and interest in career development management is related to educational level

**Hypothesis 5:** Staff awareness and interest in career development management is related to staff experience

**Hypothesis 6:** Job administration and job satisfaction are related to the positional level

### **Data Analysis and Coding**

The Statistical Package for the Social Sciences (SPSS) version 22.0 for Windows was used to analyse the valid forms of questionnaire, with its many modules for statistical data analysis, including descriptive statistics like frequency counts. The analysis included the following statistical methods: Alpha Cronbach's test to know the reliability

of the study tool. Descriptive analysis has employed frequencies, percentages, means, standard deviations, and ranking on the basis of the most homogeneity values to describe the characteristics of the sample of the research. As for the validity of hypotheses, it has been used in the case of nonparametric tests and in the case of the ordinal data. Man-Whitney's test has also been used to examine the differences among sample responses in two groups as one of the tests nonparametric. Kruskal-Wallis test has been utilized to examine the differences among sample responses in more than two groups, which is regarded as one of the tests nonparametric. To test the correlations among research variables, the following have been chosen: correlation analysis (R) and the coefficient of determination (R Square). Studying relationships among research variables is important to identify the degree of effectiveness for each factor on the other factors.

The mean used in determining the responses to the research dimension is illustrated as follows:

Agreement Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
No.	1	2	3	4	5
Range	1- 1.80	1.81-2.60	2.61-3.40	3.41-4.20	4.21-5

Moreover, the range of each level of agreement was calculated as follow:  $5 - 1 / 5 = 0.80$

### Research Survey

The research has utilized two methodological tools to obtain the data which are the following:

- Managers' questionnaires distributed among a sample of managers working in the visited hotels. The first section of the questionnaire is addressing basic hotel information. The second section consists of 10 statements about awareness and interest in Career Development Management. The third section consists of 9 statements about the main problems hindering the career development process in the hotel. The fourth section consists of 7 statements about career development support and enhancement.
- Staff questionnaires distributed among a sample of employees working in operational departments (rooms' division and food and beverage) within the investigated hotels that contains four sections. The first section is related to employees' personal information (demographics). The second section consists of 8 statements about awareness and interest in career development management. The third section consists of 13 statements about job administration and satisfaction. The fourth section consists of 5 statements about the management of staff career development.

### Sampling

- The total number of three-star hotels in Greater Cairo is 35 hotels (Hotel Guide, Egyptian Hotel Association, 2015 - 2016). Accordingly, 15 hotels have been selected out of 35 hotels as a research sample that represents 42.85% of the total number of the three-star hotels in Greater Cairo. It was planned to involve all the

hotels in the survey. However, most of the Greater Cairo hotels refused apart from 15 hotels that have been taken as research sample (purposive sample).

- The sample of managers has been selected as 3 managers per each hotel. Therefore, the total number of questioned managers is 45 managers working in the following positions:
  - General manager (as a mandatory choice) as this is a unique position that surely experiences career development
  - Human resources manager (as an optional choice)
  - Rooms' division manager (as an optional choice)
  - Food and beverage manager (as an optional choice)

The main reason for choosing these positions is the fact they are key positions that mostly need career development programs and represent a suitable example of experienced career development.

- The sample of employees has been selected as 10 workers in 3 departments per hotel. Then, the supposed total number of questioned employees is 30 per hotel. Therefore, 450 questionnaires have been distributed. The total number of lost questionnaires has reached 33 and the total number of invalid questionnaires has reached 38. Finally, the total number of valid questionnaires have reached 379 which represents 84.2% of the distributed questionnaires.

### **Reliability Analysis**

For all scales, Cronbach's Alpha coefficient was calculated to determine the internal consistency of the scale. The computation of Alpha Cronbach's is 0.927 based on the number of items on the managers' questionnaires. And the computation of Alpha Cronbach's is 0.91 based on the number of items on the staff questionnaires. A reliability coefficient of 0.70 or higher is considered "Acceptable" in most social science research (Pallant and Manual, 2007). Thus, the Alpha Cronbach's reliability was computed, and the eco-efficiency calculated which indicated that the instrument was reliable and still questionable for the managers.

### **Results and Discussions**

#### **Analysis of Managers' questionnaires**

**First:** The basic Hotel Information

Table (1) shows the sample distribution according to the characteristics of the selected sample of hotels. The analysis of the job title category indicates that the hotel manager (GM) represents the highest percentage that reached 33.3%. Then, human resources managers' job title came as the second rank with 28.9%. Rooms' division manager job title recorded the third rank with 22.2%. Finally, the food and beverage manager ranked as the fourth and last rank with 15.6%. As for the number of hotel rooms, the category of "from 50 to 100 rooms" reached the highest percentage with 68.9%. The second rank came for the category of "more than 100 rooms" with 24.4%, while the lowest rank recorded for the category of "Less than 50 rooms" which reached 6.7%. Hotel capacity has been mentioned as it indicates the need for career development for the availability

of supervisory and managerial staff monitoring, controlling, and running work operation.

**Table 1**

The sample distribution according to hotel basic information

Hotel Information	Attribute	Freq.	Percent (%)	R
1. Job title	Hotel manager (GM)	15	33.3	1
	Room division Manager	10	22.2	3
	Food and beverage manager	7	15.6	4
	Human resources manager	13	28.9	2
Total		45	100%	
2. Number of Hotel Rooms (Capacity)	Less than 50 Rooms	3	6.7	3
	From 50 to 100	31	68.9	1
	More than 100	11	24.4	2
Total		45	100%	

**Second:** The dimensions of Study

### **A: Awareness and Interest in Career Development Management**

As shown in Table (2) the respondents of investigated hotels have some awareness and interest in career development management at (mean= 2.81). The majority of respondents representing 73.3% of the sample agreed that "Performance appraisal is playing a key role in employees' promotion decisions" (Mean=4.13,  $\alpha=.856$ ). Moreover, 60% of respondents agreed that "Employees' promotion is executed fairly with no bias" (Mean=3.67,  $\alpha=.848$ ). At the same time, the majority of respondents representing 55.6% of answers were neutral towards the "Career development program is one of the important HR programs in the hotel" (Mean =3.18,  $\alpha=.849$ ). It is also were neutral towards the following statements as follows according to the mean: "There is a clear career path plan in your hotel understood by all hotel employees" at (Mean=2.96, $\alpha=.845$ ), "Career Pathways are identified for each hotel occupation" at (Mean=2.80, $\alpha=.867$ ), "HR management is implementing career development orientation sessions for employees to know their career progress" at (Mean =2.69,  $\alpha=.860$ ).

On the other hand, the majority of the respondents representing 80% of answers did not agree with the following statements: According to mean "Employees' promotion is done depending on occupational criteria" was at (Mean =1.96,  $\alpha=.846$ ). The hotel HR management is designing a career development plan for each newly appointed employee" was at (Mean=2.11,  $\alpha=.856$ ). "HR managers provide skills development programs for promoting hotel staff" was at (Mean=2.24,  $\alpha=.858$ ). "Career development process is done on a periodical basis" was at (Mean =2.40,  $\alpha=.858$ ).

**Table 2**

Respondents awareness and interest in career development management

Statements	Mean	SD	R	Reliability ( $\alpha$ -Cronbach's)	5-Point Likert Scale (%)		
					5+4	3	1+2
1. Career Development Program is one of the important HR programs in the hotel	3.18	0.83	3	.849	28.9	55.6	15.5
2. The hotel HR management is designing career development plan for each newly appointed employee	2.11	0.88	9	.856	8.9	17.8	73.3
3. There is a clear career path plan in your hotel understood by all hotel employees	2.96	1.16	4	.845	31.1	33.3	35.5
4. Career Pathways are identified for each hotel occupation	2.80	1.3	5	.867	28.9	28.9	42.2
5. Employees' promotion is done depending on occupational criteria	1.96	0.79	10	.846	4.4	15.6	80
6. The career development process is done on a periodical basis	2.40	1.07	7	.858	15.5	24.4	60
7. HR management is implementing career development orientation sessions for employees to know their career progress	2.69	1.12	6	.860	24.5	26.7	48.9
8. Employees' promotion is executed fairly with no bias	3.67	0.85	2	.848	60	31.1	8.9
9. HR managers provide skills development programs for promoting hotel staff	2.24	1.03	8	.858	8.8	28.9	62.3
10. Performance appraisal is playing a key role in employees' promotion decisions	4.13	0.81	1	.856	73.3	26.7	-
General Mean	2.81	0.39					

**N.B:** SD, "Standard Deviation", R, "Ranking", 5= "Strongly Agree", 4="Agree", 3="Neither Agree nor Disagree", 2="Disagree", 1="Strongly Disagree"

**B: The Main Problems Hindering Career Development Process in the Hotel****Table 3**

Respondents answers on the main problems hindering the career development process in the hotel

Statements	Mean	SD	R	Reliability ( $\alpha$ -Cronbach's)	5-Point Likert Scale (%)		
					5+4	3	1+2
1. Unawareness of Hotel Management about the significance of Career Development	3.02	1.23	6	.857	35.5	31.1	33.3
2. Unawareness of hotel staff about the significance of Career Development	2.82	1.09	7	.844	22.2	40.0	37.8
3. Employees' turnover	4.40	.58	1	.852	95.5	4.4	-
4. Limited experience of hotel staff to qualify them for promotion and career progression	3.42	1.21	5	.840	57.8	17.8	24,5
5. Staff demotivation and discouragement to get promoted	4.00	.82	2	.846	75.6	20.0	4.4
6. Financial deficiency to cover costs of skills development programs for career advancement	2.36	1.04	8	.858	11.1	31.1	57.8
7. Financial deficiency to cover costs of top management salaries	3.49	1.03	4	.842	53.4	31.1	15.5
8. Hotel low occupancy and low demand that minimizes the need for staff promotion or career progression	3.78	.97	3	.840	64.4	26.7	8.9
9. Inefficient HR managers to plan, organize and implement a career development program	2.27	1.09	9	.851	11.1	28.9	60.0
General Mean	3.28	0.55					

**N.B:** SD, "Standard Deviation", R, "Ranking", 5= "Strongly Agree", 4="Agree", 3="Neither Agree nor Disagree", 2="Disagree", 1="Strongly Disagree"

The results in Table (3) showed that 95.5% of respondents of investigated managers agreed with "Employees' turnover" at (Mean =4.40,  $\alpha$ =.852). Moreover, 75.6% of respondents agreed with "Staff demotivation and discouragement to get promoted" was at (Mean=4.00,  $\alpha$ =.846). Furthermore, 64.4% of managers agreed with "Hotel low occupancy and low demand that minimize the need for staff promotion or career progression" was at (Mean =3.78,  $\alpha$ =.840). Also, 53.4% of respondents agreed with "Financial deficiency to cover costs of top management salaries" was at (Mean =3.49,  $\alpha$ =.842). The last statement of agreement "Limited experience of hotel staff to qualify them for promotion and career progression" was at (Mean=3.42,  $\alpha$ =.840).

Meanwhile, the answers of respondents were neutral towards the following statements: the first statement "Unawareness of Hotel Management about the significance of career development" was at (Mean=3.02,  $\alpha=.857$ ). The second statement "Unawareness of hotel staff about the significance of Career Development" was at (Mean=2.82,  $\alpha=.844$ ).

However, the majority of respondents did not agree with the following statements: The first statement "Financial deficiency to cover costs of skills development programs for career advancement" was at (Mean =2.36,  $\alpha=.858$ ). The second statement "Inefficient HR managers to plan, organize, and implement a career development program" was at (Mean =2.27,  $\alpha=.851$ ).

In general, the results showed that respondents' answers were neutral towards the main problems hindering the career development process in the hotel at the average mean (3.28).

Managers also added the following as problems hindering the career development process:

- Fresh graduates nowadays are focusing on salaries and high income rather than career development
- Fresh graduates are impatient to exert efforts in learning and acquiring skills as they want to be managers very quickly just after graduation regardless of job requirements for experience and with unawareness about job conditions and prerequisites

### **C: Career Development support and Enhancement**

The results in Table (4) showed that 84.4% of respondents of investigated managers agreed with the "Conducting skills development program" at (Mean =4.27,  $\alpha=.846$ ). While 84.5% of respondents agreed with "Implementing awareness and orientation sessions for career advancement and staff promotion" at (Mean =4.20,  $\alpha=.846$ ). Moreover, 77.8% of the managers agreed with "Setting occupational criteria for staff promotion" at (Mean =4.09,  $\alpha=.846$ ). Adding to that, 77.8% agreed with "Preparation of job requirements for each occupation in the hotel to identify promotion criteria" at (Mean =4.00,  $\alpha=.843$ ). Finally, 62.2% agreed with "Preparing a history file for each employee for career development" at (Mean =3.71,  $\alpha=.844$ ).

Meanwhile, the answers of respondents were neutral towards the following statements according to mean as follows: The first statement "Arranging for internal recruitment in the hotel" was at (Mean=3.29,  $\alpha=.841$ ). The second statement "Prepare a benchmarking study to the best practices of hotels in career development program" was at (Mean =2.69,  $\alpha=.846$ ).

In general, the results showed that the respondent's answers were agreement towards career development support and enhancement at average means (3.75).

**Table 4**

Respondents answers on career development support and enhancement

Statements	Mean	SD	R	Reliability ( $\alpha$ -Cronbach's)	5-Point Likert Scale (%)		
					5+4	3	1+2
1. Setting occupational criteria for staff promotion	4.09	.84	3	.846	77.8	17.8	4.4
2. Implementing awareness and orientation sessions for career advancement and staff promotion	4.20	.69	2	.846	84.5	15.6	-
3. Preparing a history file for each employee for career development	3.71	.99	5	.844	62.2	26.7	11.1
4. Prepare a benchmarking study to the best practices of hotels in the career development program	2.69	1.12	7	.846	20.0	40.0	40.0
5. Preparation of job requirements for each occupation in the hotel to identify promotion criteria	4.00	.97	4	.843	77.8	13.3	8.9
6. Conducting Skills Development Program	4.27	.72	1	.846	84.4	15.6	-
7. Arranging for internal recruitment in the hotel	3.29	1.25	6	.841	48.9	24.4	26.7
General Mean	3.75	0.62					

**N.B:** SD, "Standard Deviation ", R, "Ranking", 5= "Strongly Agree", 4="Agree", 3="Neither Agree nor Disagree", 2="Disagree", 1="Strongly Disagree".

## Analysis of Staff Questionnaires

### First: Personal Information

**Table 5**

The respondents' personal data

Personal Information	Attribute	Freq.	Percent (%)	R
1. Gender	Male	243	64.1	1
	Female	136	35.9	2
Total		379	100%	-
2. Age	Less 25 years old	92	24.3	3
	From 25 – 35 years old	159	42.0	1
	More than 35 years old	128	33.8	2
Total		379	100%	-
3. Educational level	Vocational or Technical School	108	28.5	2
	High school	35	9.2	3
	Bachelor's degree	230	60.7	1
	Post Graduate Studies (Postgraduate (Diploma-Master-PhD)	6	1.6	4
Total		379	100%	-
4. Positional Level	Supervisory Level	88	23.2	3
	Operational Level	178	47.0	1
	Entry Level	113	29.8	2
Total		379	100%	-
5. Experience	Less than 3 years	180	47.5	1
	From 3 – 5 years	155	40.9	2
	More than 5 years	44	11.6	3
Total		379	100%	-
6. Department	Rooms Division	179	47.2	2
	Food and Beverages Division	200	52.8	1
Total		379	100%	-

The results showed in table 5 revealed that the following findings concerning the questioned staff:

- 64.1% of sampled staff are male.
- 42% of respondents are in the age category of “From 25 – 35 years old”, While 33.8% of them are in the age category of “More than 35 years old, and 24.3% of the respondents are in the age category of “Less 25 years old”.
- 60.7% of respondents have a bachelor degree, 28.5% have a vocational or technical school certificate, 09.2% have High school certificates and finally, 01.6% have post-graduate studies (Postgraduate (Diploma-Master-PhD).
- 47% of visited employees work in operational level jobs, 29.8% of them join entry-level jobs and 23.2% of the respondents are employed in supervisory level jobs.

- 47.5% of respondents have less than 3 years of experience, 40.9% of them have experience ranging from 3 – 5 years and 11.6% of them have more than 5 years of experience.
- 52.8% of the respondents work in the food and beverage department and 47.2% work in room' division.

## **Second: The Dimensions of the Research**

### **A. Awareness and Interest in Career Development Management**

The results in Table (6) showed that (55.7%) of respondents agree with the statement "I am aware of my career pathways in the hotel" at (Mean =3.44, SD=1.17). Whereas, the answers of respondents were neutral towards the following statements according to mean as follows: The statement of "Recognize the varieties in my future career options and alternatives" was at (Mean=3.32, SD=1.23). The statement of "I can select the skills development programs required for my career advancement" was at (Mean =3.29, SD=1.00). The statement of "I am aware of the job requirements and conditions needed for my future career advancement" was at (Mean =3.28, SD=1.20). The statement of "I know the positional level of my job in the hotel" was at (Mean =3.26, SD=1.15)." The statement of "Career advancement was one of the conditions that let me accept the job offer in this hotel" was at (Mean =3.10, SD=1.25). The statement of "I am aware of and understand my professional career development in the hotel" was at (Mean =2.98, SD=1.17)." Finally, the statement of "I comprehend the process and procedures of staff promotion in the hotel" was at (Mean =2.96, SD=1.51).

In general, the results showed that answers of respondents were neutral towards awareness and interest in career development management at average means (3.20).

**Table 6**

Respondents answers on awareness and interest in career development management

Statements	Mean	SD	R	5-Point Likert Scale (%)		
				5+4	3	1+2
1. I am aware of and understand my professional career development in the hotel	2.98	1.17	7	35.3	29.8	34.9
2. I am aware of my career pathways in the hotel	3.44	1.17	1	55.7	24.3	20.1
3. I recognize the varieties in my future career options and alternatives	3.32	1.23	2	47	28.8	24.3
4. I am aware of the job requirements and conditions needed for my future career advancement	3.28	1.20	4	46.2	29.6	24.3
5. I know the positional level of my job in the hotel	3.26	1.15	5	46.2	29.6	24.3
6. I comprehend the process and procedures of staff promotion in the hotel	2.96	1.51	8	44.1	8.4	47.5
7. I can select the skills development programs required for my career advancement	3.29	1.00	3	46.2	34.8	19
8. Career advancement was one of the conditions that let me accept the job offer in this hotel	3.10	1.25	6	39.8	27.4	32.1
Average Mean	3.20	.93				

N.B: SD, "Standard Deviation", R, "Ranking", 5= "Strongly Agree", 4="Agree", 3="Neither Agree nor Disagree", 2="Disagree", 1="Strongly Disagree"

**B: Job Administration and Satisfaction****Table 7**

Respondents feedback on job administration and satisfaction

Statements	Mean	SD	R	5-Point Likert Scale (%)		
				5+4	3	1+2
1. I am satisfied with my job	2.49	1.14	12	16.6	32.7	50.6
2. I possess the skills and competencies required for my job	3.73	1.02	4	64.1	25.3	10.5
3. I receive the job description of my occupation while receiving my job and understand well my current job requirements	3.07	1.27	11	39.3	24.8	35.9
4. I am enthusiastic and motivated to provide more work with success for promotion and progression	3.33	1.40	6	48.3	21.1	30.6
5. Hotel HR management evaluates my performance on a regular basis	3.15	1.12	8	35.7	40.1	24.3
6. Hotel HR management appraises my performance fairly and professionally	3.27	1.02	7	38.7	36.9	24.3
7. HR management is providing me with training courses for skills development and career advancement	3.77	1.12	3	65.2	20.1	14.8
8. My work at the hotel adds to my experience and enriches me with professional qualification and capabilities	3.87	.95	1	64.1	30.6	5.3
9. I have self-confidence in my job capabilities and qualification to get promoted to a higher position	3.83	1.07	2	65.2	23.2	11.6
10. I feel loyal to my job and want to continue my career path in the hotel	3.12	1.40	10	46.5	18.2	35.4
11. Hotel HR management evaluates my job satisfaction and career progression	2.26	1.15	13	14.8	26.4	58.9
12. The non-existence of career development in my hotel is one of the main reasons for my job-dissatisfaction	3.12	1.32	9	40.1	29.0	30.8
13. The non-existence of career development will lead me to resign or look for another job opportunity	3.51	.99	5	49.3	38.0	12.7
<b>Average Mean</b>	<b>3.27</b>	<b>.59</b>				

N.B: SD, "Standard Deviation", R, "Ranking", 5= "Strongly Agree", 4="Agree", 3="Neither Agree nor Disagree", 2="Disagree", 1="Strongly Disagree"

According to the results in Table (7) showed that 64.1% of respondents agreed with the following statements as follows: The statement of "My work at the hotel adds to my experience and enriches me with professional qualification and capabilities" was at (Mean =3.87, SD=0.95). The statement of "I have self-confidence in my job capabilities and qualification to get promoted to a higher position" was at (Mean =3.83, SD=1.07). The statement of "HR management is providing me with training courses for skills development and career advancement" was at (Mean =3.77, SD=1.12). The statement of "I possess the skills and competencies required for my job" was at (Mean =3.73, SD=1.02). The statement of "The non-existence of career development will lead me to resign or look for another job opportunity" was at (Mean =3.51, SD=0.99).

On the other hand, the answers of respondents were neutral towards the following statements according to mean as follows: The statement of "Hotel HR management appraises my performance fairly and professionally" was at (Mean=3.27, SD=1.02). The statement of "Hotel HR management evaluates my performance regularly at" was at (Mean =3.15, SD=1.12). The statement of "The non-existence of career development in my hotel is one of the main reasons for my job-dissatisfaction" was at (Mean =3.12, SD=1.32). The statement of "I feel loyal to my job and want to continue my career path in the hotel" was at (Mean =3.12, SD=1.40). The statement of "I receive the job description of my occupation while receiving my job and understand well my current job requirements" was at (Mean =3.07, SD=1.27).

However, the respondents did not agree with the following statements according to mean as follows: The statement of "I am satisfied with my job" was at (Mean =2.49, SD=1.14). The statement of "Hotel HR management evaluates my job satisfaction and career progression" was at (Mean =2.26, SD=1.15).

In general, the results showed that respondents' answers were neutral towards job administration and satisfaction at average (Means =3.27, SD=0.59).

### **C: Management of staff Career Development**

According to the results in Table (8), it is clear that 54.7% of respondents agreed with the following statements as follows: The statement of "I have received career development orientation sessions upon receiving my job" was at (Mean =3.91, SD=1.23). The statement of "Hotel HR management has developed a plan for my career path upon receiving my job" was at (Mean =3.61, SD=1.24).

Whereas, the answers of respondents were neutral towards the following statement, according to mean, "I trust hotel HR management decisions in staff promotion and job shift" at (Mean=3.06, SD=1.27).

However, the respondents did not agree with the following statements according to mean as follows: The statement of "Staff promotion in the hotel depends on reliable criteria, logical proofs and trustworthy evidence" was at (Mean =2.54, SD=1.09). The statement of "The hotel has clarified and explained my positional criteria needed for my job promotion in the hotel" was at (Mean =2.18, SD=1.06).

In general, the results showed that the respondents' answers were neutral towards the management of staff career development at average (Means =3.05, SD=0.64).

**Table 8**

Respondents answers on the management of staff career development

Statements	Mean	SD	R	5-Point Likert Scale (%)		
				5+4	3	1+2
1. I have received career development orientation sessions upon receiving my job	3.91	1.23	1	54.7	29.6	15.9
2. Hotel HR management has developed a plan for my career path upon receiving my job	3.61	1.24	2	62.8	16.1	21.1
3. The hotel has clarified and explained my positional criteria needed for my job promotion in the hotel	2.18	1.06	5	11.1	22.4	66.5
4. I trust hotel HR management decisions in staff promotion and job shift	3.06	1.27	3	37	27.4	35.7
5. Staff promotion in the hotel depends on reliable criteria, logical proofs, and trustworthy evidence	2.54	1.09	4	15.8	34.6	49.6
Average Mean	3.05	.64				

N.B: SD, "Standard Deviation", R, "Ranking", 5= "Strongly Agree", 4="Agree", 3="Neither Agree nor Disagree", 2="Disagree", 1="Strongly Disagree"

### Testing Research Hypotheses

#### – Differences among Research Variables

To test the differences among research variables Mann-Whitney and Kruskal-Wallis tests have been used to examine the variances among respondents with regards to the other variables. Mann-Whitney test has been utilized to compare just two groups, while Kruskal-Wallis test was employed to compare three or more groups. The two tests have been used at a significance level of 5%.

**H.1.** There are significant differences among the investigated respondents towards awareness and interest in career development management concerning job title at a significance level of 5%.

Kruskal-Wallis test has been used to examine the differences among respondents' awareness and interest in career development management referring to the job title.

It has been noticed that the results of this test in Table (9) that P.value =.361 which was higher than the level of significance 0.05. Thus, it concludes that there are no differences among managers' awareness and interest in career development management regarding job titles. Hence, H.1 could be rejected.

**Table 9**

Differences among respondents' awareness and interest in career development management referring to job title.

Variables	Categories	Ranks		Test Statistics		
		N	Mean Rank	(x2)	P. value	Sig
Job title	Hotel manager (GM)	15	18.17	3.207	.361	N. S
	Room division Manager	10	24.30			
	Food and beverage manager	7	26.14			
	Human resources manager	13	25.88			

Significant at  $P \leq 0.05$  N. S= Non-Significant H. S= High Significant

**H.2:** There are significant differences among the investigated respondents towards the main problems hindering the career development process in the hotel refers to job title at a significance level of 5%.

As shown in Table 10, with regards to the answers, the result of the Kruskal-Wallis test has been used to examine the differences among respondents towards the main problems hindering the career development process in the hotel regarding job title, that P. value=0.01 which was less than the level of significance 0.05. Thus, it concludes that there are differences among the sample responses of the research towards the main problems hindering the career development process in the hotel job title. Hence, H.2 could be accepted.

**Table 10**

Differences in the investigated respondents towards the main problems hindering the career development process in the hotel refers to the job title.

Variables	Categories	Ranks		Test Statistics		
		N	Mean Rank	(x2)	P. value	Sig
Job title	Hotel manager (GM)	15	14.90	10.106	.018	H. S
	Rooms Division Manager	10	24.80			
	Food and beverage manager	7	32.14			
	Human resources manager	13	26.04			

Significant at  $P \leq 0.05$  N. S= Non-Significant H. S= High Significant

To determine sources of differences, the Mann-Whitney test has been employed for each of the two groups as shown in Table 11.

**Table 11**

Sources of differences among the investigated respondents towards the main problems hindering the career development process in the hotel refers to the job title.

Demographic Data	Categories	Ranks		Test Statistics		
		N	Mean Rank	(z)	P. value	Sig.
Job title	Hotel manager (GM)	15	10.93	1.735	.083	N. S
	Rooms Division Manager	10	16.10			
	Hotel manager (GM)	15	8.70	2.985	.003	H. S
	Food and beverage manager	7	17.50			
	Hotel manager (GM)	15	11.27	2.264	.024	H. S
	Human resources manager	13	18.23			
	Room division Manager	10	7.90	1.088	.277	N. S
	Food and beverage manager	7	10.57			
	Room division Manager	10	11.80	.125	.900	N. S
	Human resources manager	13	12.15			
	Food and beverage manager	7	12.07	.883	.377	N. S
	Human resources manager	13	9.65			

Significant at  $P \leq 0.05$  N. S= Non-Significant H. S= High Significant  $\chi^2$ =Chi-Square

Table 11 revealed that sources of differences are among those groups that have job titles (Hotel manager (GM) and (Food and beverage manager) at P. value= .003. Moreover, there are differences among groups (Hotel manager - GM) and (Human resources manager) at P. value= .024. **Hence, H.2 could be accepted.**

**H.3:** There is a significant differences' degree among the investigated respondents towards career development support and enhancement concerning job title at a significance level of 5%.

**Table 12**

Differences among the investigated respondents towards career development support and enhancement refers to the job title.

Variables	Categories	Ranks		Test Statistics		
		N	Mean Rank	( $\chi^2$ )	P. value	Sig
Job title	Hotel manager (GM)	15	13.27	13.68	.003	H. S
	Rooms Division Manager	10	24.65			
	Food and beverage manager	7	31.71			
	Human resources manager	13	28.27			

Significant at  $P \leq 0.05$  N. S= Non Significant H. S= High Significant

As shown in Table 12, with regards to replies, the result of the Kruskal-Wallis test was used to examine the differences among respondents towards the career development support and enhancement on job title, that P. value=.003 which was less than the level of significance 0.05. Thus, it concludes that there are differences among the respondents' replies towards the career development support and enhancement concerning job title. Hence, H.3 could be accepted.

To determine sources of differences, Mann-Whitney test has been used for each two of the groups as shown in Table 13.

**Table 13**

Sources of differences among the investigated respondents towards career development support and enhancement refers to job.

Demographic Data	Categories	Ranks		Test Statistics		
		N	Mean Rank	(z)	p. value	Sig.
Job title	Hotel manager (GM	15	10.10	2.422	.015	H.S
	Rooms division Manager	10	17.35			
	Hotel manager (GM	15	8.67	3.009	.003	H.S
	Food and beverage manager	7	17.57			
	Hotel manager (GM	15	10.50	2.775	.006	H.S
	Human resources manager	13	19.12			
	Rooms division Manager	10	7.75	1.231	.218	N.S
	Food and beverage manager	7	10.79			
	Rooms division Manager	10	10.55	.908	.364	N.S
	Human resources manager	13	13.12			
	Food and beverage manager	7	11.36	.479	.632	N.S
	Human resources manager	13	10.04			

Significant at  $P \leq 0.05$  N. S= Non-Significant H. S= High Significant  $\chi^2$ =Chi-Square

Table 13 revealed that sources of differences are among those groups who have job title (Hotel manager - GM and Rooms' division Manager) at P. value=.015. Moreover, there are difference among groups (Hotel manager - GM) and Food and beverage manager) at P. value= .003. Adding to that, there are differences among groups (Hotel manager - GM) and Human resources manager) at P. value=.006. **Hence, H.3 could be accepted.**

#### – Correlations among research Variables

To test the correlations among research variables, the researchers choose correlation analysis (R), the coefficient of determination (R Square). Studying relationships among research variables is important to identify the degree of effectiveness for each factor on the other factors.

**H.4:** There is a statistically significant correlation among staff awareness and interest in career development management and educational level at a significance level of 0.05.

According to results in table 14, there is a positive correlation between staff awareness and interest in career development management and educational level. Whereas, the correlation coefficient of spearman was 0.335, which is a positive correlation. This positive correlation indicates that the higher staff educational Level is, the more the staff awareness and interest in career development management increase and vice versa. Thus, the fourth hypothesis H.4 could be accepted.

**Table 14**

Correlation coefficient among staff awareness and interest in career development management and educational level

Nonparametric Test		Staff Awareness and Interest	Educational Level
Spearman	staff Awareness and Interest	Correlation Coefficient	1.000
		Sig. (2-tailed)	0
		N	379
	Educational Level	Correlation Coefficient	0.335
		Sig. (2-tailed)	0.00
		N	379

Correlation is significant at the 0.05 level and less

To determine the effect, the simple regression index has been used, which is a measure of the quality of the relationship between two variables in the form of a significant relationship.

**Table 15**

The simple regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.339a	.115	.112	.88010

Through Table.15, it has been found that R Square has a value of 0.115, while the Adjusted R Square is 0.112, which indicates a decrease in the difference between them at a standard error of 0.880, as it emphasizes the quality and accuracy of the results. Accordingly, it is clear that the independent variable is (Educational Level) that explains 11.2% of the changes in the dependent variable, which is (staff awareness and interest in career development management).

**H.5:** There is a statistically significant correlation among staff awareness and interest in career development management and experience level at a significance level of 0.05.

From the results in Table 16, there is a positive correlation between staff awareness and interest in career development management and experience level. Where the correlation coefficient of spearman was 0.444, it is a positive correlation. This positive correlation indicates that the higher staff experiences level is, the more the staff awareness and interest in career development management increase, and the opposite is true. Thus, the fifth hypothesis **H. 5 could be accepted.**

**Table 16**

Correlation coefficient among staff awareness and interest in career development management and experience level at a significance level of 0.05.

Nonparametric Test			Staff awareness and interest	Experience level
Spearman	staff Awareness and Interest	Correlation Coefficient	1.000	0.444
		Sig. (2-tailed)	0	0.000
		N	379	379
	Experience level	Correlation Coefficient	0.444	1.000
		Sig. (2-tailed)	0.000	0
		N	379	379

Correlation is significant at the 0.05 level and less

**Table 17**

The simple regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.457a	.209	.207	.83197

According to the results in Table 17, we find that R Square has a value of 0.209 while the Adjusted R Square was 0.207, which indicates a decrease in the difference between them at a standard error of 0.831, as it emphasizes the quality and accuracy of the results, and accordingly we can say that the independent variable is (Experience level) explains 20.7% of the changes in the dependent variable, which is (staff awareness and interest in career development management).

**H.6:** There is a statistically significant correlation among job administration and satisfaction and positional level at a significance level of 0.05.

**Table 18**

Correlation coefficient job administration and satisfaction and positional level at significance level of 0.05.

Nonparametric Test			Job Administration and Satisfaction	Positional Level
Spearman	Job Administration and Satisfaction	Correlation Coefficient	1.000	0.248**
		Sig. (2-tailed)	0	0.000
		N	379	379
	Positional Level	Correlation Coefficient	0.248**	1.000
		Sig. (2-tailed)	0.000	0
		N	379	379

Correlation is significant at the 0.05 level and less

From the results in the previous Table, there is a positive correlation among staff job administration and satisfaction and staff positional Level, where the correlation coefficient of spearman was 0.248, it is a positive correlation. This positive correlation indicates that the higher the staff positional level is, the more the staff job administration and satisfaction increase, and the opposite is true. Thus, the sixth hypothesis H.Corr.6 could be accepted.

**Table 19**

The simple regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325a	.106	.103	.564

According to the results in Table (19), it is apparent that R Square has a value of 0.106 while the adjusted R Square was 0.103, which indicates a decrease in the difference between them at a standard error of 0.564, as it emphasizes the quality and accuracy of the results. Accordingly, the independent variable is (Positional Level) that explains 10.3% of the changes in the dependent variable, which is (job administration and satisfaction).

### Conclusion

It has been concluded that three-star hotels in Greater Cairo do not apply a systematic career development program. Although there are some awareness and interest of managers about the significance of applying career development programs, there is no actual implementation of such programs. Some problems are hindering the implementation of the programs in three-star hotels. This is clarified by the following:

- 80% of responded managers did not agree that employees' promotion is done depending on occupational criteria
- 73.3% of answered managers agree on the fact that performance appraisal is playing a key role in employees' promotion and 55.6% of them agree that career development is one of the important HR programs in the hotel
- 95.5% of managers agree that turnover is regarded as one of the crucial problems facing career development and 75.6% of them agree that staff demotivation and discouragement to get promoted are also barriers to career development
- 84.4% of respondents agree with conducting skills development and training programs for career development support and enhancement. Moreover, 77.8% of responded managers agree on setting occupational criteria for staff promotion

Results have also calcified that there are some moderate awareness and interest of staff about career motivation, but their work does not completely add to their experience and there is some dissatisfaction with their job. Furthermore, there are no reliable criteria for staff promotion. This is clarified by the following:

- The majority of respondents did not agree with the statement regarding their job satisfaction at (Mean =2.49, SD=1.14)
- The majority of replied staff disagree with the statement related to the HR management and evaluation of staff job satisfaction and career progression at (Mean =2.26, SD=1.15)
- The majority of responded staff disagree with the statement on staff promotion implementation depending on reliable criteria, logical proofs, and trustworthy evidence at (Mean =2.18, SD=1.06).

## Recommendations

The following recommendations have been proposed for the support of career development programs generally in Egyptian hotels and specifically in three-star hotels

### **First:** Recommendations for the management of three-star hotels in Greater Cairo

- Adopt a new methodology for staff career development through benchmarking best practices of five-star hotels in Greater Cairo, with adjustment to the three-star hotels' circumstance.
- Apply awareness campaign to employees about the significance of career development in the hospitality industry to encourage their eagerness for upgrading skills and career progression instead of leaving or transferring their career
- Provide specialized training courses to HR staff about the procedures of staff career development and different methodologies for planning employees' career path, starting from the date of recruitment
- Setting a standardized criterion for the promotion to the supervisory and managerial positions in the hotel
- Utilize performance appraisal reports as a key tool for staff career development
- Prepare a series of standardized managerial skills development and training programs for qualifying the nominated staff for promotion.

### **Second:** Recommendations for researchers and academic experts

- Publish more academic papers and researches discussing the significance of career developments in hotels and addressing the main difficulties confronting HR management for better implementation of career development programs
- Implement research projects favor a group of hotels, especially three-star hotels, for implementing career development programs with a plan of career path and promotion of newly appointed staff.
- Assist in three-star hotel management of benchmarking studies to best patterns of national and international hotels' career development programs
- Assigning some modules in the undergraduates and postgraduates' studies about career development as a major function of HR management
- Preparing new studies about the betterment and enhancement of career development programs in four-star and Five-star hotels in Greater Cairo.
- Developing future studies about career development in other tourist cities in Egypt

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## برامج التطور الوظيفي في الفنادق الثلاثة نجوم بالقاهرة الكبرى

مايكل مجدي ذكي

أستاذ مساعد، قسم الدراسات الفندقية  
كلية السياحة والفنادق، جامعة الأقصر.

نهلة محمد حلمي

أستاذ مساعد، قسم إدارة الفنادق،  
كلية السياحة والفنادق، جامعة بنى سويف.

### المخلص

يعتبر التطور الوظيفي من البرامج الضرورية لتنفيذ ودعم الخطط المهنية للعاملين داخل مؤسسات الضيافة. يتطلب برنامج التطور الوظيفي إعداد خطط للمسار الوظيفي للعاملين وتطبيقها من خلال إجراءات مدروسة ومنظمة. يهدف البحث إلى التقييم الشامل للوضع الحالي لعملية التطور الوظيفي وترقية العاملين والتعرف على المشكلات التي تقف عائقاً ضد تطبيق برامج التطور الوظيفي واقتراح التوصيات اللازمة لدعم البرنامج. تم اختيار 15 فندقاً للبحث وهي تمثل 42.85% من إجمالي عدد الفنادق الثلاثة نجوم بالقاهرة الكبرى. وقد استعان البحث باستبيان تم توزيعه على عدد 45 مديراً واستبيان آخر للعاملين تم توزيعه على عدد 450 عاملاً بوظائف تشغيلية بفنادق العينة وتم استلام عدد 379 استمارة صالحة للبيانات. وتوصلت نتائج البحث إلى عدم وجود وعي كاف لدى العاملين بأهمية المسارات الوظيفية في ظل عدم وجود جلسات توعية للعاملين عن التطور الوظيفي مما أدى إلى ضعف حماس العاملين وعدم تحفيزهم للتقدم والرضا الوظيفي. وقد اقترحت الدراسات بعض التوصيات مثل أهمية عمل دراسات مقارنة مع الفنادق التي تطبق برامج التطور الوظيفي بنجاح ووضع مقاييس لخطط التطور الوظيفي ومعايير ترقى العاملين.

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