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A MODEL PROPOSAL FOR SUSTAINABLE CAREER MANAGEMENT IN HOSPITALITY: GROUNDED THEORY PERSPECTIVE

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ABSTRACT
As throughout the post-pandemic world, hospitality facilities in Antalya, the destination of mass tourism in Türkiye, are struggling with the problem of labor shortage. Sustainable Career Management (SCM) efforts to recruit and retain competent and qualified young people are increasing in order to reduce the labor shortage. In this context, based on the grounded theory methodology, the study provides a holistic model of how SCM should be managed with the views of experienced managers in the hospitality sector.

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INTRODUCTION

In the post-Covid pandemic period, 50% of the employees in the tourism sector did not return to their jobs. In addition to its impacts on the sector, labor shortages and labor mobility (Kravariti & Johnston, 2020) affect employees' career choices (Baum et al., 2020; Hite & McDonald, 2020). It is time for the sector to recognize that manpower development is not an expense but an investment, not a cost but a value (Jafari & McCabe, 2024). In this sense, it is becoming increasingly important for organizations to offer sustainable career (SC) opportunities to employees in order to compete sustainably in an industry that serves people with people, such as hospitality (Kravariti et al., 2022). Organizations' holistic evaluation of micro, mezzo, and macro factors (King et al., 2021) that are effective in sustainable career management (SCM) increases their success.

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The view that SCM is too multidimensional to be addressed only through individual agents is widely supported in the literature (De Vos et al., 2020; Van der Heijden & De Vos, 2015). The SC process encompasses more than individual career management and requires the active involvement of all relevant stakeholders, such as the individual's family, peers, managers, employers, decision-makers, the education system, and society. An important assumption when developing a theoretical framework for SC is that a multi-stakeholder perspective is needed to better understand individual career sustainability (Colakoglu et al., 2006; De Vos et al., 2020). In this sense, a regular cycle is needed because of the interconnection of these elements. In this cycle, employees can sustain their careers by developing a learning style with a cycle of discovery, creation, protection, and restart in individual, organizational, and environmental areas (Heslin et al., 2020).

As a result of the literature review, the main research question in this study, which sets out with the prediction that a multidimensional model will be beneficial for SCM in the hospitality industry, is how the hospitality organizations will make SCM. In this context, interviews with the managers of hospitality organizations in Antalya, Türkiye, which have 50 years of experience in mass tourism, were conducted according to the data collection, analysis, and reporting standards of the grounded theory. The research findings provide important contributions to understanding how hospitality organizations holistically evaluate micro, mezzo, and macro factors (King et al., 2021) that are effective in SCM. The study offers practical guidance for hospitality businesses facing labor shortages, such as Antalya. The findings suggest that holistic SCM practices that specifically consider micro, mezzo and macro factors can effectively attract and retain young talent. These practices include tailored career development programs, supportive work environments, and inclusive HR policies that are aligned with employee needs and corporate goals. Furthermore, the study contributes theoretically to the SCM literature by presenting a comprehensive model based on empirical data. This model extends the field by integrating a multi-stakeholder perspective, emphasizing the importance of family, peers, managers, employers, decision makers, education system and society in career sustainability. Finally, by providing a nuanced understanding of career dynamics in hospitality industry, it underlines the importance of addressing individual, organizational and environmental dimensions in SCM.

LITERATURE REVIEW

A sustainable career (SC) is defined as a sequence of different career experiences of an individual, reflected by various patterns of continuity over time, passing through various social contexts, and characterized by individual actors who give meaning to the individual (van der Heijden & de Vos, 2015, p. 7). In other words, it consists of work experiences that intersect with many areas of life related to work, environment, nature, social environment, and family throughout one's life. This viewpoint arises when the nature of employment evolves at a faster pace due to socioeconomic reasons, such as the growing intricacy and worldwide reach of work and job markets. The distinguishing feature of the SC viewpoint, in contrast to other career paradigms, is its explicit and robust emphasis on the interplay of individual, temporal, and environmental factors in career management.

De Vos et al. (2020) developed a model that foregrounds health, happiness, and productivity to improve our understanding of what makes a career sustainable and to analyze what makes a career more or less sustainable. This is in fact based on Van der Heijden and De Vos' (2015) definitions that emphasize resilience, satisfaction and employability as key characteristics of a SC. It is emphasized that career management should take into account different contextual factors such as institutional, national, occupational, organizational and work group as well as the individual (Bozionelos et al., 2020; Jabeen et al., 2021). SC-related interventions, such as investing in employment-enabling activities, and issues are related to underlying norms and values regarding their timing (Chen et al., 2018; Jabeen et al., 2021). Van der Heijden and de Vos (2015) emphasize that organizational strategies for the lifetime physical, emotional or mental demands of a job should be carefully considered. Therefore, organizations must ensure that their policies and procedures are per the values, norms, expectations, and preferences of their employees (Straub et al., 2020). In other words, the relationship between employees and organizational stakeholders serves as a catalyst to ensure and enhance the long-term sustainability of people's careers. A study conducted in a multinational management consulting firm (Chudzikowski et al., 2020) reveals that career sustainability can be enhanced by aligning individuals' career interests and aspirations with those of organizations. In parallel, Hirschi et al. (2020) argue that SC can only be achieved if different areas of one's life, most importantly job and personal life, are in harmony.

It can be stated that a global crisis such as COVID-19 or political, economic, and environmental crises experienced by countries are career

shocks that affect SC (Pak et al., 2020). A study (King et al., 2021) examining the effects of COVID-19 on the hospitality industry according to three different dimensions (micro, mezzo, macro) showed that issues go beyond the individual and organizational contexts such as psychological contract, social policy, job insecurity, wage policy, migration, gender inequality, labor legislation and inability to unionize will also have an impact on careers. Considering the demands and expectations of employees, both organizations and their environment should attach importance to ethical behavior, legal systems and labor legislation, environmental sensitivity, and organizational climate (Taylor, 2022). In addition to these environmental impacts, flexible working models, in-company training opportunities, providing sufficient material and moral support for employees to live humanely, diversification of leave types, a fair and rewarding system, and work-life balance practices are influential issues in career management (Deery, 2008).

Another issue that has come to the agenda with the increasing labor shortage in the post-pandemic period is what should be the policies, strategies, and practices of organizations in the sustainable career management (SCM) of talented employees. SCM is a career policy based on the concept of SC, in which employees move between different organizations by gaining different experiences rather than working for a lifetime in a single organization, and is influenced by environmental, organizational, and personal contexts (de Prins et al., 2015). There are six elements in this policy: employability and work ability of the employee; proactively anticipating the future; inclusive, employee-specific practices; one-to-one involvement of the employee; and career support for the employee. Post-COVID-19 growing economies and the world's creation of new sectors, social policies implemented by governments, environmental influences such as the structure of the sector (Van der Heijden & De Vos, 2015), and the symbiotic link between the employee's organizational and personal life can benefit from the evaluation of SCM from a pragmatic perspective (Tarique, 2021).

The demand for employees is increasing due to the declining youth population and the persistently high rate of not in education, employment, or training (NEET) (Çïzel et al., 2023). With increasing global competition, employees' perceptions of the risks of changing organizations are also changing positively (Schwab & Zahidi, 2020). Especially the ease of transitioning to different sectors enables employees to see this as an opportunity. For SCM, it is important to address all effective individual, organizational and environmental factors and develop the appropriate

ecosystem for SCM (Chen et al., 2018; Jabeen et al., 2021; Van der Klink et al., 2016).

When employees decide to work for an organization, they do not only make decisions about their careers, they also make choices about how and where to contribute to their intellectual capital. There is a view in the literature that it is not only their responsibility to manage their careers (Chudzikowski et al., 2020; de Vos et al., 2020). For example, organizations that see their employees as an asset, inform them about their status in this sense and structure their systems accordingly are much less likely to lose these employees than those that do not (Kirk, 2021). In organizations where employees are seen as valuable, there is a tendency not to leave the organization (Björkman et al., 2013). However, it is very valuable for these employees that the criteria for inclusion in talent pools are fully defined. The policies to be developed by organizations on sustainability should be transparent, fair and inclusive (de Prins et al., 2015).

The need for SC planning and the development of personalized coaching, mentoring and training programs is increasing day by day. According to Van der Heijden and De Vos (2015), SC means that people benefit from positive and safe conditions over time, enjoy well-being at work and achieve overall higher life satisfaction. Therefore, decent working conditions are a prerequisite for SCs. SC development can lead to better work experiences on a subjective level. To promote access to SC, it is important to promote access to decent work and safe job transitions. In this perspective, it is important that governments and organizations provide career support to workers for SCM (de Prins et al., 2015).

The hospitality industry, especially in regions such as Türkiye, is facing significant labor shortages post COVID-19. Studies (Baum et al., 2020; Hite & McDonald, 2020) emphasize the urgent need for SCM to attract and retain talent in this evolving environment, while influential studies in the SC field (De Vos et al., 2020; Van der Heijden & De Vos, 2015) show that effective SCM needs to integrate micro, mezzo and macro factors and requires the active engagement of various stakeholders, including individuals, families, managers, and policy makers. While the existing literature recognizes the need for a comprehensive approach to SCM, there is a lack of integrated models that holistically address the individual, organizational, and environmental factors that influence career sustainability. While most SCM research tends to be generalized across sectors, there is a dearth of studies specifically tailored to the unique challenges and dynamics of the hospitality industry, especially in tourism-

intensive regions such as Antalya. In this sense, despite theoretical advances, there is a need for empirical studies that provide concrete data on the effectiveness of various SCM practices in the hospitality sector, while providing relevant and actionable insights that can be directly applied to contexts in regions facing post-pandemic labor shortages. As a result, this study provides a detailed, empirically validated SCM model adapted to the hospitality industry, enabling to fill the identified gaps, while at the same time being able to demonstrate the understanding and implementation of SC practices in this critical sector.

METHODOLOGY

Grounded theory (GT) has been preferred in this study because of its ability to connect with and extend other theories with the same understanding as well as the possibility of developing theories by constructing knowledge (Morse et al., 2021) or providing new information to the literature. While it is observed that empirical studies have increased with De Vos et al.'s (2020) model proposal for SCs, the fact that there is no study that tries to reveal all factors, as in this study, has led us to benefit from GT.

As can be seen in Figure 1, a multi-stage path was followed for the analysis of organizations' SCM efforts by making use of GT (Bryant & Charmaz, 2019; Charmaz, 2020; Charmaz & Thornberg, 2021). This path is informed by the pragmatic constructivist perspective of Kathy Charmaz (Günbayı & Aşkun, 2023). In this sense, the study adopts the interpretive paradigm because the researchers aim to understand, clarify, and interpret the researched subject on the basis of hermeneutic interest (Günbayı & Sorm, 2020). The study is designed according to her roadmap for improving the quality of GT studies published posthumously, following implementation steps that allow researchers to touch the work rather than using any programs (Charmaz & Thornberg, 2021).

Context of the Study

Due to its natural, historical, and cultural attractiveness, Antalya (Türkiye) has a capacity of 1,253 facilities, 331,162 rooms, and 714,190 beds as of June 10th, 2022, and hosted 56.7 million tourists in 2023 (KTB, 2023). Antalya has a variety of accommodation types, mainly in the form of all-inclusive or full-board five-star hotels, holiday villages, golf resorts, and tourism complexes. It is a seasonal tourism destination and has tourism managers with many years of experience serving tourists of different nationalities. Antalya is

facing an increasing labor shortage in the post-pandemic period, despite the growing tourism sector and increasing need for employees (Erkuş & Terhorst, 2023). For this reason, intense efforts are made to retain talented employees in the sector. We believe that these elements make the research context appropriate for the study of SCM. Due to the nature of GT, data collection and analysis were conducted simultaneously, so the next section explains in detail why and how 20 participants in Appendix 1 were included in the study.

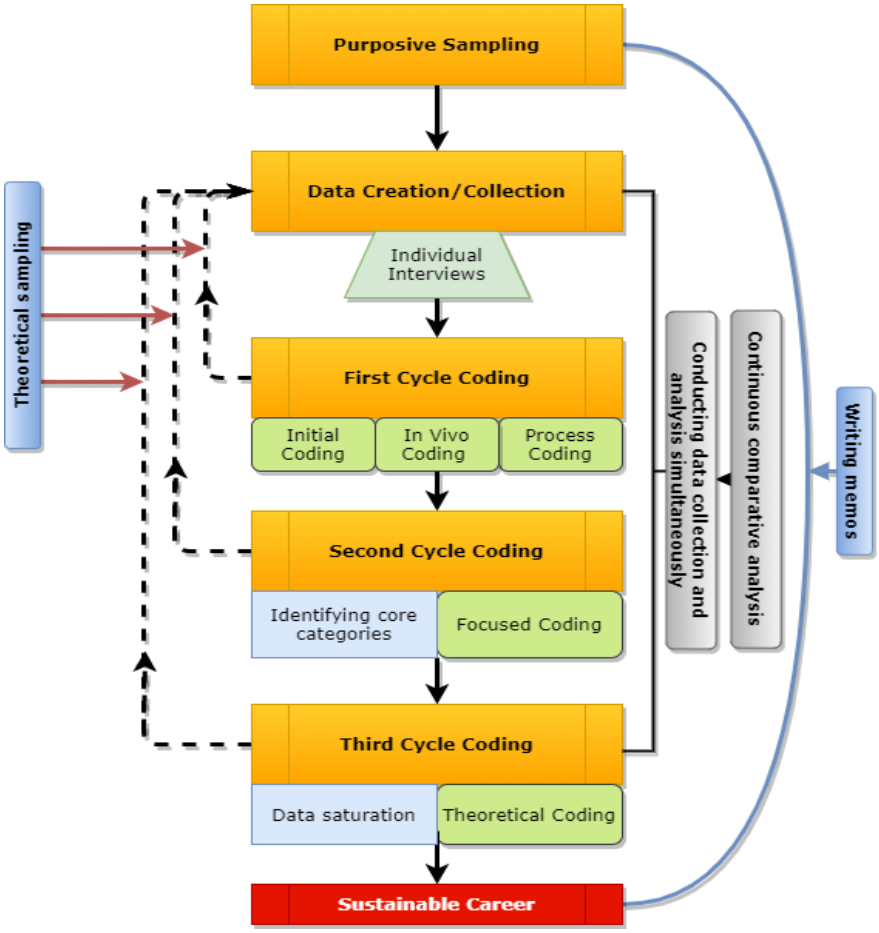


Figure 1. *GT Research Design*

Participants, Simultaneous Data Collection and Analysis

The section is explained with the help of Figure 1. For *purposive sampling* (Bryant & Charmaz, 2019), the first interview was conducted face-to-face on January 11, 2022, with the help of a semi-structured interview form with SC1, who is 76 years old and currently working as a consultant but has lived and experienced in Antalya (Türkiye) as a lecturer, HR specialist, director, association president, and has witnessed very different human resource dynamics. After this interview, data line-by-line coding (Charmaz, 2020)

was performed through the first cycle, *initial, in vivo*, and *process coding*. Following the first interview and analysis, the first *theoretical sample* consisted of HR managers who had witnessed human resource development in the sector and were thought to be effective in employee career paths. However, according to the development of *comparative analyses*, different field managers and sector consultants were reached to assess whether there were differences of opinion. In line with the GT philosophy, attention was paid to ensure that the participants had the perspectives to evaluate the issue in a way that would allow them to observe the issue from both inside (their own careers) and outside (employees' careers). Because it is important for the study that they stand at a point where they can observe the change in the careers of the employees with their own lived experiences.

All interviews were audio-recorded with the consent of the participants and transcribed for analysis using MS Word and Excel. The interviews were conducted face-to-face and with the help of Microsoft Teams and Zoom programs, lasted 40 minutes to 2 hours-39 minutes.

Within the scope of credibility, the researchers conducted second- and third-cycle coding (Saldaña, 2016) both by making constant comparisons (Charmaz & Thornberg, 2021) and with other practices in the name of strong reflexivity and 'methodological self-consciousness' (Charmaz, 2014) during the coding process. While making these coding, the application suggested by Saldaña (2016) was used and the text content was written double-spaced and justified on the left two-thirds of the page. Codes and notes were written on the right side. In addition, while coding, markings were made on the text with colored pens. Together with the primary coding, 531 initial codes emerged in the whole process. In the second coding cycle, focused coding was carried out and 12 different core categories were identified at this stage; and in the third cycle, theoretical coding (Bryant & Charmaz, 2019) was carried out, and three main categories (individual, organizational, and environmental dimensions) were identified because of both literature support and information emerging from the data.

In order to build theory throughout the study, analytical notes called memos (Charmaz, 2014; Charmaz & Thornberg, 2021) were written on colored papers assigned to each participant (Appendix 2) and were constantly updated during the process. The process of *writing memos* strengthened the researcher's ability to address the issue from both the inside and the outside, as was the case with the participants, and thus

provided the opportunity for *simultaneous comparison* between codes and categories. At the same time, the codes that emerged during the three cycles were hung on the study wall with colored post-its (Appendix 3), and small marks were left in the corner according to the color code of each participant. After these simultaneous action and process analyses, re-interviews were conducted with the help of the theoretical sample (Charmaz, 2020) with the newly adapted questions that emerged. For the theoretical sample that emerged from the analyses in the process, people who changed their career paths or did not change their career paths at all, such as from different sectors to hospitality, from hospitality to different sectors, from hospitality to the public sector, or who decided not to work for a certain period of time, etc., or according to demographic conditions such as gender, marital characteristics, etc., were interviewed. During this time, for the theoretical sample, it was also ensured that all participants had, at least once in their career journey, worked as a manager in a group hotel with over 1,000 employees. In this sense, providing information as a result of managers observing both their own career paths from the inside and employees' careers from the outside (Bryant & Charmaz, 2019; Charmaz, 2014; Morse et al., 2021) increases the quality of the study. The process, which started on January 11, 2022, with cyclical data collection, coding, constantly writing memos and updating post-its during the process, and analyzing the data simultaneously, ended on May 20, 2023, when the categories consisting of the data collected from the participants in Appendix 1 reached *data saturation* (Charmaz, 2014).

FINDINGS

From the analysis of our GT cyclical research, three main categories — individual, organizational, and environmental— and 12 different sub-categories emerged. The factors influencing the SC of employee in the hospitality industry are as shown in Table 1.

Individual Context

According to all participants, employees should "of course, first of all, have a *good education* (SC12)". The most important technical skill is knowledge of "*foreign language* as big advantage (SC10)", followed by *computer-technology, economics, and world politics knowledge*, respectively. This important skill is expressed by SC18 as: "Throughout my university life, I was always busy tampering with that computer, writing programs and discovering it. […] world literacy is another dimension."

Table 1. *Components emerging from main and sub-factors*

INDIVIDUAL						
Technical skills	Soft skills	Relationship management	Health	Professional competence	Identity/Role	Social support
- Good education - Foreign language - Computer-technology - Economics and world politics knowledge	- Self-control - Self-confidence - Solution-orientation - Analytical thinking - Work-life balance - Self-motivation - Self-awareness - Willingness to learn	- Strong communication - Adaptability - Empathy - Emotional intelligence - Ethics - Love for people	- Psychological fatigue - Well-being - Death in the family or someone's illness - Health problems	- Agility - Having the knowledge required by the era - Independent decision-making - Flexibility - High job performance - Responsibility - Knowing the sector and other sectors	- Marital status - Having children	- Having family support - Strong social network - Engaging in activities culture, sports, art

ORGANIZATIONAL		
Management style	Workplace	HR policies and practices
- Demonstrating the necessary value - Influence of the manager (+/-) - Nepotism - Mobbing/bullying - Marginalization/discrimination	- Working place and conditions - Organizational climate - Organizational culture - Departmental colleague support - Institutionalism - Flexibility in working time	- In-house training - Promotion system - Career planning - Performance management - Fringe benefits - Feedback - Psychological support - Wage policy

ENVIRONMENTAL		
Global impact	Territorial impact	
- Shocks or crises - Digitalization - The emergence of new sectors - Globalization - Migration - Climate change	- Shocks/crises in the country - Political decision-makers - Economy - Labor legislation - Social policy - Employment incentives	- Legal development - Geographical location - Education system - Values/norms - Structure of the sector

A common statement of all 20 participants relates to the development of soft skills as the most important element for the employees' career. Rather than technical skills, prevails the view that throughout career journey soft skills, such as *self-control, self-confidence, solution-orientation, analytical thinking, work-life balance, self-motivation, self-awareness, and willingness to learn* are important. This is considered as a parallel finding with those of the WEF (2020) in which 8 out of 10 skills expected in future jobs are soft skills.

Given that the hospitality industry serves people with people, all participants expect *strong communication* from the employees. In addition to this, *adaptability, empathy, emotional intelligence, ethics*, and *love for people* are seen as necessities for people to have successful communication management. Health-related factors such as *psychological fatigue, well-being, a death in the family or someone's illness, health problems* can cause irrational

decisions from time to time. In other words, conditions vary from person to person and do not lead to linear results.

As professional competence in the hospitality industry: *agility, having the knowledge required by the era, independent decision-making, flexibility, high job performance, responsibility, knowing the sector and other sectors* come to the fore. Considering SC8's warning for those who will work in the hospitality industry; "The most important element when choosing the tourism sector is how relevant tourism is to you when considering your professional career", it is seen that this is a sector where political, ideological, and cultural identities should never be discriminated against. He states that people who can work in a way that does not discriminate against different religions, languages, gender, etc. can have a career in this sector. In this sense, it is important for the employee to recognize the hospitality industry and other sectors.

Identity, role or status such as *marital status* and *having children* are more important for employees in the hospitality industry than in other sectors. In particular, it is observed that the sector has more challenging factors for employees who are married, have children or have new children. "We are starting to play extra responsibilities, extra roles (SC12)" implying that changes in marital status, having children, etc. can be effective in making irrational decisions.

Statements by the SC18, "That's the magic word, family support" and SC2 "Family is so important actually" imply that social supportive factors such as *having family support*, as well as *having a strong social network* and *engaging in activities such as culture, sports, art* affect the employees' careers. Family reactions from each of the participants affected their abilities in some way. Especially for mothers with new children, the support they receive from their families is more important for them to continue their careers. For example, SC16's support from her and her husband's family and SC20's support after her husband quit his job positively affected their careers.

Organizational Context

Demonstrating the necessary value to employee becomes even more important in post-COVID-19 period. Moreover, topics such as the *influence of the manager, nepotism, mobbing/bullying, marginalization/discrimination* are stated by the participants as effective factors not only in career but also in all areas of life.

SC9, who believes that "It is an asset that we need to increase its value, increase its value, like a jewel that we need to value, that we need to know its value", sheds light on showing the necessary value, which has become an extremely important issue post COVID-19. On the other hand, "It is a good thing if my manager gives you not only responsibility but also authority. It is a very bad thing if he gives responsibility but does not give authority at all, that is, if your field of action is completely limited (SC14)" expresses that in this sense, giving responsibility to the employee can be considered as giving value in a sense.

While the hospitality industry should not accept discrimination and marginalization by its nature, possible negative career effects are observed especially for female employees. "I am currently in the legal process. My lawyer in Istanbul, the first thing he said was 'you are my second client in the tourism sector, I think being a female manager is the reason behind what you are facing' [...] I was exposed to this not only from my superiors but also from the subordinates (SC15)". In a sense, what she experienced can be interpreted as *marginalization/discrimination* through sexism. In fact, we observe that this situation has a complete disruption effect on the person's career. "You cannot get to a point only with the environment, only with knowledge or only with love. In other words, when one of the parts is missing, none of them will work." SC3 emphasizes the importance of *working place and conditions* together with other elements. In addition to this, *organizational climate, organizational culture, departmental colleague support, institutionalism, flexibility in working time* also emerge as important at the same point.

"An effective HR is a building block that can really take the business to great places […] HR actually has a great importance here. HR can change the structure of the business, change its perspective. But as I said, it may or may not (SC4)". It is seen that HR policies and practices actually enable a systemic transformation and have a strong effect on retaining existing and attracting future employees. In this sense, the prominent topics in the context of HR policies and practices are as follows; *in-house training, promotion system, career planning, performance management, fringe benefits, feedback, psychological support, wage policy*.

Environmental Context

It has been observed in recent history that *shocks or crises* such as COVID-19, which emerged on a global scale, affect the careers of employees. Although this is the common view of all participants, SC9 summarizes the

situation as follows; "This crisis [COVID-19] has unfortunately taught us how valuable our employees are and how important they are. I wish we had learned this before the crisis". In this crisis, we actually see that organizations have given a big test, "If businesses do not support their employees financially in times of shock and crisis, people can target careers in different sectors (SC7)". When looking at other global factors, *digitalization, the emergence of new sectors, globalization, migration and climate change* come to the fore.

Regarding the *shocks/crises in the country*, SC3 said, "Everything that happens in the country [crisis] affects us anyway. Whatever is happening in the country affects the tourism sector", indicating that employees are affected by this and turn to different searches. For example, in the interview with SC8, it was revealed that he could not overcome the crises in the country when he worked in two corporate organizations and withdrew from the sector. He attributes this to the inability of corporate companies to compete due to the initiatives provided by *political decision-makers* to non-institutional organizations.

In a country that is trusted economically, there is less flight from uncertainty. Participants expressed this as follows; a *country's economy* "gives confidence, an element of trust (SC7)" and "A country's stance is very important [...] economically (SC6)". At the same time, "Tourism is actually a luxury. I mean, everything ends, it will come later (S17)". As can be seen in the discourse, if the purchasing power in the country is good, the sector can survive and offer employment opportunities to the talented people who will work here.

DISCUSSION

This study reveals that SCs for employee can be achieved through a holistic approach that includes environmental-level actions such as employment policies, organizational-level actions such as human resource development (HRD) policies, and individual-level actions that aim to support employee. Achieving long-term career sustainability depends on all stakeholders at micro, mezzo and macro levels within and beyond organizations recognizing the need for a tailored career strategy. This strategy recognizes the unique and changing nature of career pathways and aligns the changing needs of individuals, organizations and the environment (Brzykcy et al., 2019; Van der Heijden & De Vos, 2015). In this sense, we share the view that it would be valuable to offer a special prescription with our model Figure 2, provided that individuals, organizations, and governments in the

hospitality industry, with the support of the literature, do their taking into account the symbiotic relationship with the principle of SCM (De Prins et al., 2015).

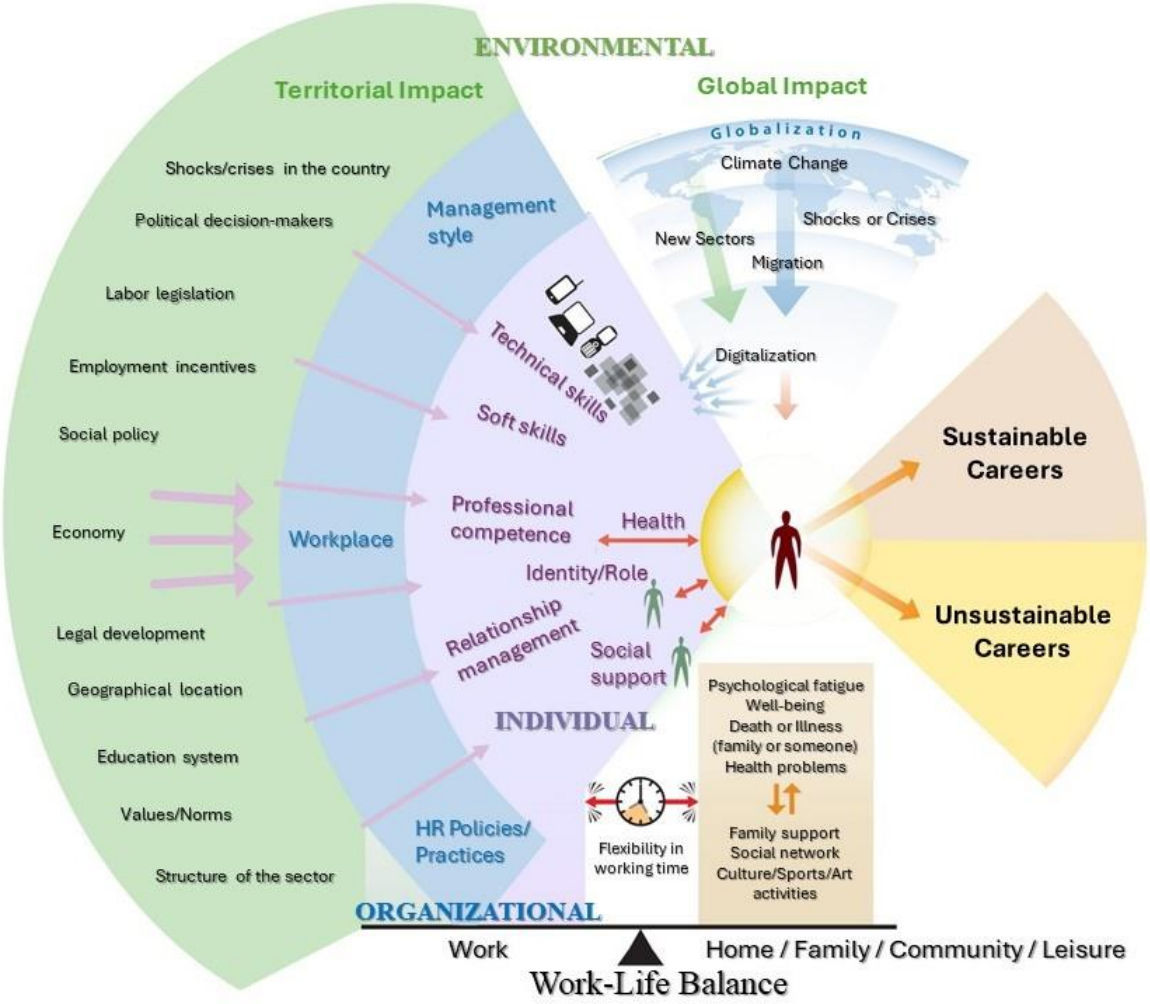


Figure 2. *SC Model in Hospitality*

Implications for SCM at Individual Level

In particular, it is essential to possess and strive to develop both the technical (good foreign language and computer technology skills, economics and world politics knowledge) and soft (self-control, self-confidence, solution-orientation, analytical thinking, work-life balance, self-motivation, self-awareness, willingness to learn) skills that hospitality is looking for. It is extremely important that both technical and soft skills are expected in the future (WEF, 2020). The literature suggests that the alignment between individual skills and preferences and lifelong institutional support is crucial for maintaining individual and environmental harmony (Sturges & Guest, 2004).

Furthermore, consistent with the existing research (Kossek & Ollier-Malaterre, 2020), this study demonstrates that actively attempting to reduce one's workload can be advantageous for the individual. However, if important individuals within the organization do not endorse this approach, it can harm long-term career prospects and lead to a decline in organizational commitment and job performance due to a breach in the psychological contract. Supporting the careers of both employees and managers to achieve work-life balance (Bozionelos et al., 2020) plays an important role in the lifelong SCs. Secondly, the ability of employees to adapt to their environment is an important issue for career sustainability.

Career success depends on employees' ability to adjust swiftly to changing organizational and working relationship conditions without skill mismatch. The hospitality industry serves people; thus, personnel need good communication skills, empathy, ethical beliefs, and emotional intelligence to grow and maintain their professions. Participants agree that employees "need to love people". Communication skills and other relationship materials pertain to interactions with colleagues and emphasize the necessity of tourist-culturally sensitive communication (Bagheri et al., 2020). In collectivist countries like Türkiye, employee communication and social networks are increasingly significant (Minkov & Hofstede, 2013).

When we look at the studies conducted in the field of employability (Blokker et al., 2019; Bozionelos et al., 2020; Jabeen et al., 2021), agility, having the knowledge required by the era, independent decision-making, flexibility, high job performance, responsibility, and knowing the sector/other sectors under the professional competencies in our study are in line with the titles. Especially in the hospitality industry, having these competencies is necessary for both employability and SC, and employees should invest in personal development that increases intellectual capital.

Implications for SCM at Organizational Level

Organizational structure, management philosophy, and human resources management (HRM) policies can support employees. Hospitality employers often fail to foster talent (Baum, 2019). The data also demonstrate that talent career management requires understanding their demands. According to this study, the industry should value diversity and inclusion and be sensitive to discrimination/marginalization. The organization should also ensure the manager is a good leader, reduce nepotism, address mobbing/bullying, and prevent discrimination/marginalization. Nepotism

in the hospitality organizations in Türkiye, a collectivist society (Minkov & Hofstede, 2013), can contribute to employee disengagement (Kerse & Babadağ, 2018). Thus, merit-based recruitment and HRM are crucial for organizations. In response to sexism and mobbing/bullying, employees may switch industries, especially in managerial roles or transitions. Mentally exhausted people who think they can't change industries opt to move organizations or quit. Sexism in particular reflects Türkiye's 124th place out of 146 nations in international gender reporting at the organization level (WEF, 2022a).

As well as physically improving the working environment (staff cafeterias, lodgings, and social areas used by the staff), the right management approach of the managers creates effects that will make employees feel that they belong to the organization and increase their loyalty, while also contributing to their psychological well-being. It is critical to create working conditions that promote health and psychosocial well-being in the workplace, as well as to regulate working hours and income levels, in order for employees to gain access to decent work and thus promote SC development (ILO, 2020). It is emphasized that in Antalya, the context of the study, there are a limited number of hospitality enterprises that provide such opportunities.

Seasonal work is an important feature of the research context. Hospitality industries are characterized by seasonal work, low wages, and high employee turnover (Bagheri et al., 2020; Baum, 2019). Organizations can make a significant contribution to SC by creating flexible working opportunities (Kossek & Ollier-Malaterre, 2020) for employees without losing their employee rights. Another important issue for practitioners is creating flexible working opportunities to help women achieve a work-life balance. This is especially the case when a woman gets married or has a new child, in which case making improvements for women to work will contribute significantly to achieving this balance. Because socially, housework and child-related issues are piled on women, this is likely to provide an opportunity for employees who will possibly interrupt or terminate their careers. Similarly, by providing nursery services to mothers with new children, organizations can succeed in retaining employee.

Professional counselling, one-on-one coaching, and mentoring may help individuals and direct managers prolong their careers in SCM (Heslin et al., 2020). Systematic training and HRD can increase career sustainability indices (Bozionelos et al., 2020; Shirmohammadi et al., 2021). Findings in Antalya, there are in-house hospitality trainings, but they are not done for

SCM and the necessity of investing in them was stressed. While in-organizational trainings are helpful, customized programs are more relevant. Providing training, support, compensation, and autonomy to employees can improve job satisfaction after the pandemic (Altınöz & Çakıroğlu, 2022; Özgül & Aykaç, 2021). The study found that hospitality workers seek career possibilities and prefer not to work for one company. Self-confident and competent people can succeed in their careers because they invest in themselves (Betz & Voyten, 1997). Managers pay more attention to SCM as employees acquire an attitude of inter-organizational mobility to fit into any reputable organization and become accountable for their career growth. Skills and knowledge development improve bargaining power within and across organizations, ensuring employability.

Top management, supervisory board members, and HRM influence HR policies. In HRD, in-company training, promotion, career planning, performance management, fringe benefits, feedback, psychological support, and remuneration policy concerns from our study are given significant emphasis. HR department should assess employees' current status and training needs provide necessary training, and create a fair promotion system, wage policies, and career planning using the 360-degree performance evaluation method (Aguinis & Burgi-Tian, 2021). Hospitality companies must consider organizational succession when planning employee careers. To maximize training benefits, feedback is crucial. We also criticize the lack of HRD career research (Shirmohammadi et al., 2021). Post COVID-19 from an SCM perspective, there is a general perception that skills shortages, greater investment in HR planning and succession planning activities, larger budgets for employer branding practices, and more attention to improving employee retention are needed. This is supported by the fact that the organization's HR policies and their implementation have an impact on motivation, commitment, and behavior (Collings & Mellahi, 2009). When there is HRD in the organization, employees have a successful career, but they can easily become frustrated if they are given different roles instead of those where they can apply their skills or develop their talents (Collings & Mellahi, 2009). Analyzing employee skills well and placing them accordingly is especially important for competent employees. In the short term, personalized career planning can be advantageous for employees and may serve as an indicator of SC (Straub et al., 2020). In this sense, it is beneficial for organizations to develop practices within the scope of HRD and help talents customize according to their needs and desires by offering multiple career options on behalf of their turnover intentions (Shuck et al., 2014).

Implications for SCM at Environmental Level

Career shocks are contextual factors because they are usually outside the individual's control (Akkermans et al., 2018). Thus, expected positive shocks are more personal, and expected negative shocks work-related (Morrell et al., 2004). Interpersonal, organizational, environmental, or geopolitical shocks can influence individuals or societies. Tourism in Türkiye halted after COVID-19, as in other countries. After then, it gradually recovered. However, employees struggled throughout this time. Many workers had poor working conditions, minimal social protection and employment benefits, and no organizing or collective bargaining rights. Some people moved to logistics to meet the demands of digitalization-driven online trade (WEF, 2022c). With freelancing and e-commerce growing, hotel workers have found alternative jobs. The analysis found the government's short-term working allowance for hospitality employees during the epidemic beneficial. Post-COVID-19, the government can handle seasonality by providing more people with 12-month permanent jobs, either by continuing the short-term working allowance or by cutting Social Security Institution payments.

Australia, Canada, Germany, the UK, and the US are the top five labor market competitors. Singapore, Switzerland, Denmark, and the UK have joined this competition (Khilji et al., 2015). Türkiye has the opposite migration situation. Less skilled migrants working for lower wages, notably in hospitality, cause career challenges for skilled locals. Government regulation and an inclusive talent migration policy are needed. Climate change may affect worker health and well-being and be related to migration. Climate, like economics, causes migration (WEF, 2022b). Clearly, governments and organizations must act immediately. Developing nations risk a lack of funding and technology to handle global concerns like climate change. This will make it harder to hire qualified workers (WEF, 2022b), affecting the hospitality industry.

An examination of the country-specific factors affecting the employee SC shows that the government needs to act. Today, the government should encourage young people to stay in the field and create decent jobs. In this sense, the government should provide opportunities (incentives) for companies to compete fairly, take the necessary steps to ensure a good national economy, properly enforce labor legislation in the hospitality industry, ensure adequate social policy (active and passive employment policies), provide adequate employment incentives, secure the legal system, make improvements to the education system, take measures

to eliminate the negative effects of seasonal work, and enact a critical tourism labor law. The complexity of the current labor legislation prevents individuals in need from benefiting from incentives, while the negative effects of seasonal work are driving educated people away from the sector in Türkiye. A "labor law" for the hospitality industry would solve many of these problems. The government should act on this issue, which sector representatives and academics have been raising for years.

Especially in developing countries such as Türkiye, decision makers have a great influence on the SC of employees in the hospitality industry, even if indirectly. In this sense, the economy of the country, the social policies implemented, the functioning of the legal, and educational system are the first topics evaluated by the participants. Aside from the macro-dimension of evaluating the topics discussed here, it is highly likely that positive or negative changes will affect organizations, and from organizations to employees. With this assessment, developed countries need to ensure regulations and transformations in line with the post-COVID-19 era in these topics, while developing countries need to implement structural reforms in the short, medium, and long term.

The government has an important role to play in ensuring that companies can compete fairly. It allows international corporate organizations, which the participants are very happy to work for, to flee the country due to this unfair competitive environment. This, in turn, has a significant impact on the decline in management quality in an uncompetitive environment, and hence the flight of employee from the sector. Government incentives and social policies (both active and passive employment policies) can protect both investors and employees. By providing adequate employment incentives and protecting employee wages and benefits, it will be possible to attract more employee to the hospitality industry.

With the correct wage policy and SCM, qualified workers may enter the sector. Hospitality investors must analyze risk and create long-term plans to train qualified system contributors at high schools and universities. In countries like Türkiye, where hospitality generates foreign currency inflows, the right wage policy to attract employees and prevent the repatriation of foreign currency spent on foreign workers requires a more comprehensive social policy and employment incentives. To meet industry needs and incorporate social and human sciences, vocational high schools and colleges must modernize their curricula. A lack of practical skills in university education is discouraging students from working in hospitality

(Barron, 2008). A foundation of transferable abilities that may be built upon is also ideal (Raybould & Wilkins, 2005). These abilities prepare hospitality graduates to work in varied situations and handle the unpredictable nature of modern work. Public institutions (polytechnics) and private higher education institutions under the Ministry of Education have organized national awareness campaigns, conferences, skills competitions, seminars, forums, and social responsibility projects to improve hospitality education in Malaysia (Hussain et al., 2020). Such practices are exemplary. Hospitality partnerships help students move to the workforce and build graduate talent (Kravariti et al., 2022). Specialized on-the-job training can boost graduates' managerial skills. One of the most striking findings is that the norms of countries, especially those that develop with their historical dynamics, affect people's careers. With the influence of norms in the country, policy decision-maker choices, social policy, education, economy, and legal development issues affect employees through positive or negative transformations (Acemoglu & Robinson, 2020; Aşkun et al., 2021). The fact that these issues are among our findings shows the success of the study in this sense. At this point, structural reforms are needed.

Finally, in the hospitality industry, employees in the post-COVID-19 sector are eager to experience different career paths by leaving the organizations, sectors, and countries that exploited them, high-stress, sometimes unhealthy, and low-productive old ways of doing business, in anticipation of transformations in their old ways of doing business. If organizations and governments ignore these aspirations of employees and dismiss them as temporary, it will be difficult to convince employees to work in the hospitality industry, and it is likely to lose them in a short time. In this sense, responsibilities need to be shared among talents, organizations, and decision makers to manage cultural expectations regarding empowerment activities such as differentiation, integration, reduced workload in SCM practices, and other important issues (Kossek & Ollier-Malaterre, 2020).

Limitations and Suggestions for Future Research

"In a single example (study), we can never discover any force or necessary connection, any quality that links cause to effect and makes one the infallible consequence of the other. The only thing we can find is that one does indeed follow the other" (Hume, 2020). There is no fixed and precise method to arrive at the truth and there will always be a margin of error in the conclusions reached (Rovelli, 2020). This study is limited by focusing on

local hospitality industry employees working in Türkiye. It is not designed as a comparative study with other countries to better understand SC in hospitality industry. This study is also limited in that it focuses only on the careers of those working in the hospitality without including other sectors. This study is limited to hotels, agencies, and the social networking platform LinkedIn, which the researchers had access to for data collection. Additional studies are needed to improve how SC are measured.

This study provides several opportunities for further research to better understand SC with the feature of cumulative scientific knowledge progression. The information technology sector and other sectors can be included in the study, especially samples of senior managers. Also, people with different titles from different departments can be included in the study to observe the differences between them. Furthermore, a comparison study could be conducted by including international employees in the data collection process and evaluating the data in terms of significant differences between local and foreign employees. Since the research reveals the factors affecting employees' careers, it is important to support and study them not only in the tourism context but also in other contexts. In this study, 12 different sub-factors and three main factors were identified. These factors can be examined both quantitatively and qualitatively separately in different studies. On the other hand, some of the issues in the context of hospitality that emerged in the study and were not previously encountered in the literature may need to be studied in more depth. To mention a few of these; climate change, migration, the emergence of new sectors, discrimination/marginalization such as sexism, the values and norms of societies, the geographical location of countries, roles of skills such as marital status, health problems or death of someone in the family, participating culture, arts, and sports activities.

Furthermore, workshops and class discussions are just some of the many programs that can be implemented to raise awareness about SC and provide accurate information on career paths to employees in all departments in hospitality industry and other sectors. The pilot program could include an element of faculty training to help students maximize their role in career promotion. Both experimental and mixed-methods studies (Aşkun & Çizel, 2020) could be conducted to understand how employees' reactions change after being exposed to higher levels of information and encouragement about SC.

CONCLUSION

The SC perspective is characterized by an explicit consideration of the contextual elements of career management, both individual and organizational and environmental. The dynamic nature of the hospitality industry also affects people's career journeys. The labor shortage, which is expected to worsen in the post-pandemic period, necessitates understanding the career expectations of that employee or the factors influencing it, as well as implementing SC practices for employees in order to retain or attract employees.

The claim of this study is that it makes three main contributions: theoretical, practical and methodological. Firstly, the results of this research advance the field of SCs by providing a comprehensive theoretical framework. Second, the results of this research provide valuable perspectives and concrete data that should be considered by anyone who is pursuing or planning to pursue a career in hospitality. The importance of the results of this research is that the model is based on empirical data, providing a clear framework for individuals, organizations and the environment to follow when it comes to career planning in the hospitality sector. In conclusion, the approach and results of this study provide a valuable methodological contribution by effectively demonstrating the effectiveness of using GT design.

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Appendices

Appendix 1. Participants' characteristics

	Gender	Marital Status	Position	Age	Working Experience	Interview time (h:m)	Sectors	Top Reasons for Work and Sector Transitions
SC1	Male	MC	Consultant	76	59	2:39	H	institutionalism, manager
SC2	Male	MC	HR Manager	50	30	1:12	H	sector structure
SC3	Female	Single	Manager	45	26	1:08	H	family support, colleague support, sector structure
SC4	Male	MC	HR Manager	48	26	1:08	H -EP - H	crises in the country, family support, nepotism
SC5	Female	Single	HR Manager	38	18	0:57	H -EP - H	crises in the country, global crisis
SC6	Female	MC	HR Manager	34	11	1:31	OS -H - EP - AS	new child, digitalization, flexibility in working time
SC7	Female	MC	Manager	38	15	0:45	AS -H	demonstrating the necessary value, work-life balance, institutionalism, ethics, wage policy
SC8	Male	MC	HR Manager	57	39	1:01	H -AS - H	global crisis, family support, marriage
SC9	Male	MC	HR Manager	50	27	1:06	OS -H	institutionalism, manager, work-life balance
SC10	Male	SC	Manager	51	28	1:46	OS -Public - H - AS - H	flexibility in working time, new child, marriage, organizational culture
SC11	Male	SC	Manager	55	35	2:21	AS -H	manager, family support, crises in the country
SC12	Male	MC	HR Manager	48	24	0:55	OS -H and EP	flexibility in working time, health problems, institutionalism
SC13	Male	MC	HR Manager	39	16	1:06	H -OS - Public	manager, health problems, nepotism
SC14	Female	Single	Manager	44	22	1:13	OS -H - Public	illness in the family, manager, discrimination
SC15	Female	Single	HR Manager	35	12	1:17	AS -H – Open to Work	mobbing, discrimination
SC16	Female	MC	HR Manager	48	25	0:45	OS -H	manager, new child, working place and conditions
SC17	Male	MC	Consultant	48	25	1:12	H - Academy and EP	work-life balance, health problems, nepotism
SC18	Male	MC	Consultant	55	30	1:09	AS -H - AS - H and EP	death in the family, working place and conditions
SC19	Male	MC	HR Manager	44	22	0:40	H	family support, marriage
SC20	Female	MC	HR Manager	43	20	1:25	H	manager, organizational climate, family support

AS: Another Sector; EP: Entrepreneurship; H: Hospitality; MC: Married with Children; OS: Other Sectors; SC: Single with Children

Appendix 2. *Memos*



Appendix 3. *Post-It Codes*

