CONSTRUCT VALIDITY OF CAREER ADAPTABILITY IN THE HOTEL INDUSTRYIN THAILAND

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Abstract: –

Purpose – The purpose of this study is to investigate the construct validity of career adaptability within the hotel industry in Thailand.

Design/methodology/approach – The research sample comprised 252 Generation Z employees working in operational roles in the hotel industry in Bangkok. A questionnaire based on the Career Adapt-Abilities Scale–Short Form (CAAS-SF) was used for data collection. The questionnaire utilized a five-point Likert scale, and the resulting Cronbach's α coefficient ranged from 0.80 to 0.82, indicating good reliability. Structural validity of the measurement model was assessed using Confirmatory Factor Analysis (CFA).

Findings – The goodness-of-fit indices for the first-order model were as follows: $\chi^2 = 80.43$, df = 45, $\chi^2/df = 1.79$, p = 0.00, CFI = 0.95, RMSEA = 0.06, and RMR = 0.03. These indices suggest that the model provided a good fit to the empirical data, confirming that career adaptability is measured by four components: Concern, Control, Curiosity, and Confidence. The goodness-of-fit indices for the second-order model were as follows: $\chi^2 = 88.06$, df = 45, $\chi^2/df = 1.96$, p = 0.00, CFI = 0.94, RMSEA = 0.06, and RMR = 0.03, indicating an adequate fit to the data. This second-order model further revealed that career adaptability is composed of four components, with factor loadings ranging from 0.76 to 0.97. The components, in descending order of factor loadings, are Confidence, Control, Curiosity, and Concern. All constructs demonstrated statistical significance at the 0.00 level, confirming that each is a significant component of career adaptability.

Research limitations/implications – Given that the sample consisted solely of employees from the hotel industry in Thailand, the results should be interpreted with caution. Future studies may seek to expand the sample to include other industries for broader applicability. Practitioners and managers can use the findings of this study to assess and enhance the career adaptability of employees.

Originality/value – The main contribution of this research is to demonstrate the applicability of the Career Adapt-Abilities Scale–Short Form (CAAS-SF) within the hotel industry context in Thailand, thereby extending its use in a non-Western, industry-specific setting.

Keywords - Career adaptability, Validity scales, Hotel industry

I INTRODUCTION

Career adaptability refers to the psychological traits that help individuals manage their current job, transition to future roles, and cope with the challenges posed by unexpected or undesirable changes in the work environment[1].As a key component of Career Construction Theory, developed by Mark L. Savickas, career adaptability highlights the dynamic relationship between individual needs and career development, playing a crucial role in navigating this process.

Savickas states that career adaptability is divided into four dimensions: concern, control, curiosity, and confidence. These dimensions reflect how individuals manage critical or problematic work situations, transition to future jobs, and cope with the challenges and unexpected events that arise along their career paths. The details of each dimension are as follows: 1) Concern: The awareness of one's future career path, planning, and preparation for tasks to be done both in the near and distant future. 2) Control: Self-discipline, determination, commitment, self-reliance, and the effort to manage work and problems instead of avoiding them. 3) Curiosity: The desire to learn, explore, and gather information related to work, as well as seeking experiences to develop knowledge and options for managing tasks appropriately in various situations. 4) Confidence: The belief in one's ability to succeed in work, make suitable career choices, and solve work-related problems effectively[1].

Previous research has highlighted several benefits of career adaptability for organizations. Career adaptability has been shown to decrease turnover intention[2], enhance employees' proactive skill development, improve employability, and boost in-role performance[3]. Additionally, career adaptability contributes to increased employee well-being and work engagement[4]. In an effort to identify strategies for enhancing career adaptability among employees, various researchers have examined the factors that influence this construct. Personal factors that contribute to career adaptability include

conscientiousness and proactive personality [3], emotional intelligence, and self-esteem [5], as well as learning goal orientation [6].Organizational factors that foster career adaptability include perceived organizational support[7], high-performance work practices [8], transformational leadership [9], and feedback characterized by high quality and credibility[10]. The measurement of career adaptability has been widely conducted using the Career Adapt-Abilities Scale (CAAS), developed by Savickas and Porfeli[11].This scale includes four dimensions: concern, control, curiosity, and confidencecomprising a total of 24 items. It has been translated into various languages to accommodate different cultural contexts. Subsequently, Maggiori, Rossier, and Savickasdeveloped the Career Adapt-Abilities Scale–Short Form (CAAS-SF) [12], which retains the same four dimensions but reduces the number of items to 12. The results of their testing indicated that the CAAS-SF demonstrated high reliability, strong alignment with the original CAAS, and has since been adopted by several researchers. In the context of Thailand, Researchers analyzed the components of career adaptability among employees who had recently entered the workforce, with less than six months of experience in private organizations[13]. Their findings revealed that career adaptability comprises five dimensions: concern, control, curiosity, endurance, and courtesy. These five dimensions included a total of 25 indicators. Additionally, Duangsao, Sombatwattana, and Poonpol [14]conducted an analysis of career adaptability based on the CAAS framework among university students. Their results confirmed that the measurement model was consistent with the empirical data. In summary, while previous research has examined the validity of career adaptability scales in Thailand, it has been limited by its focus on the Career Adapt-Abilities Scale (CAAS), which contains 24 items. Additionally, the samples used in these studies have primarily consisted of students and new employees, excluding workers with more than six months of work experience. This gap in the literature provides the impetus for the present study, which aims to investigate the validity of the 12-item version of the Career Adapt-Abilities Scale–Short Form (CAAS-SF) within the context of the hotel industry in Thailand. The findings of this study will offer more concise and applicable assessments, suitable for use with a broader range of employee groups.

II. METHOD

Research population and Sampling method

The research population comprises Generation Z employees working in operational roles within the hotel industry in Bangkok. The total population size is unknown. The sample size was determined based on the guidelines for conducting Structural Equation Modeling (SEM), with a recommended sample size of 200 participants [15]. A convenience sampling method was employed to select the sample.

Measurement tool and Data collection

The 12-item Career Adaptability Scale questionnaire is structured into four dimensions: concern, control, curiosity, and confidence, with three items in each section. This instrument was developed based on the Career Adapt-Abilities Scale–Short Form (CAAS-SF) [12]. The questionnaire utilized a five-point Likert scale, where responses were rated as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

The questionnaire was reviewed by three qualified experts to assess its content validity, with each item's item-objective congruence (IOC) index exceeding the accepted threshold of 0.6. Furthermore, the questionnaire was pilot-tested with a sample of 30 hotel employees to evaluate its reliability. The resulting Cronbach's α coefficient for the questionnaire ranged from 0.80 to 0.82, indicating good reliability, as per the criteria set by George, D. & Mallery [16].

Self-administered questionnaires were distributed to the target group through coordination with hotels and via social media platforms. Screening questions included: “Do you work in a hotel within the Bangkok metropolitan area?” and “If you are over 27 years old, please do not continue with the questionnaire”. These screening questions were designed to ensure that the data collected accurately represented the target population for the study.

Data analysis

The analysis of basic statistical measures for variables using descriptive statistics, including frequency distribution, percentage, mean, standard deviation (S.D.), skewness, and kurtosis.

The analysis of the structural validity of the measurement model through Confirmatory Factor Analysis (CFA) using the AMOS software program.Model fit was evaluated using several indices. The chi-square (χ^2) test is considered significant if the p-value is below 0.05 for research samples larger than 250 cases.A chi-square/df ratio below 3.0 is considered a good fit. Additionally, the comparative fit index (CFI) should exceed 0.90, the root mean squared residuals (RMR) should be below 0.80, and the root mean square error of approximation (RMSEA) should be below 0.07, indicating an acceptable model fit[17].

III. RESULT

A total of 252 completed questionnaires were collected, with the values for mean, standard

deviation (S.D.), skewness, and kurtosis provided in the table1.

The analysis revealed that the 12 observed items had means ranging from 3.95 to 4.29. The absolute values of skewness for all observed items ranged from -1.10 to -0.06, which are well below the threshold of 3. The absolute values of kurtosis ranged from -0.38 to 1.90, remaining far below the threshold of 8. These findings indicate that all observed items follow a normal distribution[18].

Items	Mean	S.D.	Sk	Ku
CC1	3.95	0.89	-0.70	0.39
CC2	3.98	0.87	-0.73	0.51
CC3	4.10	0.82	-0.72	0.34
CT1	4.04	0.84	-0.79	0.66
CT2	4.20	0.76	-1.01	1.90
CT3	4.24	0.79	-1.10	1.69
CU1	4.21	0.82	-1.07	1.38
CU2	4.19	0.81	-0.68	-0.25
CU3	4.17	0.80	-0.60	-0.38
CO1	4.05	0.88	-0.64	-0.15
CO2	4.29	0.75	-0.70	-0.33
CO3	4.17	0.79	-0.76	0.15

Table1 Descriptive statistics

Frist Order Confirmatory Factor Analysis

The goodness-of-fit indices for the first-order model were as follows: $\chi^2 = 80.43$, df = 45, $\chi^2/df = 1.79$, p = 0.00, CFI = 0.95, RMSEA = 0.06, and RMR = 0.03. These results indicate that the model demonstrated a good fit to the empirical data [17], as shown in Table 2. This means that career adaptability is measured by four components, namely:

Concern, which comprised 3 items, with factor loadings ranging from 0.53 to 0.70. Item no. CC 3 demonstrated the highest reliability in measuring the Concern construct ($R^2 = 0.49$).

Control, consisting of 3 items, with factor loadings ranging from 0.62 to 0.71. Item no. CT 2 demonstrated the highest reliability in measuring the Control construct ($R^2 = 0.50$).

Curiosity, with 3 items, and factor loadings ranging from 0.55 to 0.73. Item no. CU 3 demonstrated the highest reliability in measuring the Curiosity construct ($R^2 = 0.54$).

Confidence, composed of 3 items, with factor loadings ranging from 0.53 to 0.65. Item no. CO 3 demonstrated the highest reliability in measuring the Confidence construct ($R^2 = 0.42$).

All factor loadings exceeded 0.4, which is considered acceptable [19].

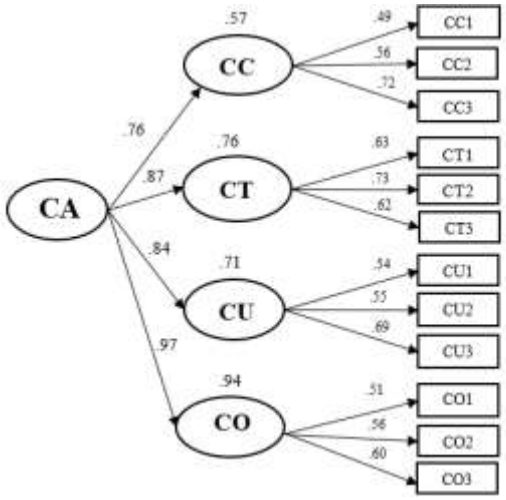
Second Order Confirmatory Factor Analysis

The goodness-of-fit indices for the second-order model were as follows: $\chi^2 = 88.06$, df = 45, $\chi^2/df = 1.96$, p = 0.00, CFI = 0.94, RMSEA = 0.06, and RMR = 0.03. These results suggest that the model demonstrated an adequate fit to the empirical data [17], as illustrated in Figure 1 and Table 3. This means that career adaptability is measured by four components, all of which exhibited factor loadings ranging from 0.76 to 0.97. The factor loadings, listed in descending order, are as follows: Confidence, Control, Curiosity, and Concern. All constructs demonstrated statistical significance at the 0.00 level, indicating that each construct is a significant component of career adaptability.

Components /Items	S.E.	C.R.	Factor loading	R^2
Concern (CC)				
CC1: You plan how to achieve your career goals.	-	-	0.53	0.29
CC2: You prepare yourself for future work, such as through training.	0.18	6.05	0.57	0.33
CC3: You are aware of the choices you need to make, both in terms of career and learning in work or education.	0.18	6.58	0.70	0.49
Control (CT)				
CT1: You do not hesitate to make decisions while performing tasks.	-	-	0.66	0.44
CT2: You take responsibility for your actions while working.	0.11	8.67	0.71	0.50
CT3: You feel that you can always rely on yourself.	0.11	8.05	0.62	0.39

Components /Items	S.E.	C.R.	Factor loading	R^2
Curiosity (CU)				
CU1: You are interested in new opportunities related to your work.	-	-	0.55	0.30
CU2: You study and consider carefully before making decisions.	0.16	6.21	0.55	0.30
CU3: You observe various work processes in different forms during your tasks.	0.18	7.18	0.73	0.54
Confidence (CO)				
CO1: You perform your duties effectively.	-	-	0.53	0.28
CO2: You actively seek opportunities to develop yourself in your work.	0.14	6.22	0.53	0.29
CO3: You pay attention to and focus on the tasks you are assigned.	0.16	7.08	0.65	0.42

Table2The result of first order confirmatory factor analysis



Notes: χ^2 = 88.06, df = 45, χ^2/df = 1.96, p = 0.00, CFI = 0.94, RMSEA = 0.06, and RMR = 0.03.
Figure1 Structural model of career adaptability

Components	S.E.	C.R.	Factor loading	R^2
Concern	0.06	5.97	0.76	0.57
Control	0.05	8.49	0.87	0.76
Curiosity	0.05	7.06	0.84	0.71
Confidence	0.06	7.40	0.97	0.94

Table3The result of second order confirmatory factor analysis

IV. DISCUSSION

The results of the first-order and second-order confirmatory factor analyses of career adaptability revealed that career adaptability consists of four components: Concern, Control, Curiosity, and Confidence, with 12 indicators in total. The model demonstrated a good fit with the empirical data, indicating that these constructs are significant components of career adaptability.These findings suggest that individuals with career adaptability exhibit four key characteristics as follows:

Concern: This refers to an individual's awareness and proactive approach to their career development, which involves actively thinking about and planning for future career needs and challenges. It reflects a person's foresight, motivation, and commitment to shaping their career trajectory.This is consistent with the research by Zhang, Guan, Zhou& Lu[20]which found the importance of concern as a driving force behind proactive career management. By planning for future needs and challenges, individuals with high concern are better equipped to engage in job crafting, make informed career decisions, and adapt to changes in the work environment.

Control: This refers to the ability to manage and regulate one's impulses, emotions, and behaviors in order to achieve long-term goals. It involves the conscious regulation of one's actions, making decisions that align with values and objectives, and managing emotional responses and behaviors, particularly in situations that require patience, perseverance, and discipline.This is consistent with the research by Lubis[21], which found that the relationship between self-control and career adaptability suggests that students' emotional regulation improves, allowing them to better manage

their actions during the process of adapting to career development.

Curiosity: This refers to an individual's eagerness to explore new opportunities, seek out information, and learn about different aspects of their work and career environment. This aligns with Savickas' Career Construction Theory [1], which identifies curiosity as a key dimension of career adaptability. According to the theory, curiosity involves the desire to learn, explore, and gather information related to work, as well as actively seeking experiences that enhance knowledge and expand options for effectively managing tasks in various situations.

Confidence: This refers to an individual's belief in their ability to effectively manage tasks, pursue growth opportunities, and maintain focus on their work responsibilities. This is consistent with the study by Yuwannakul and Kleebbua [22], which examined a group of students in Thailand. Their structural equation modeling analysis revealed that confidence is a key component of career adaptability.

Theoretical implications

The results of this research, which found that the Career Adapt-Abilities Scale–Short Form (CAAS-SF) can be effectively applied in the hotel industry context in Thailand, support the findings of previous studies by Maggiori, Rossier, and Savickas [12].

Practical implication

Practitioners and managers can therefore implement measures to investigate andimprove the career adaptability of employee using this study.

The findings of this research indicate that the component of career adaptability, specifically Confidence, has the highest weight among the components. Therefore, organizations should prioritize the development of employees' confidence. This can be achieved through techniques such as assigning challenging tasks, providing detailed feedback for development, and recognizing and praising employees' strengths.

Limitation and future research

Since the sample consisted of employees in the hotel industry in Thailand, the results should be interpreted with caution.

In future research, data could be collected from samples working in different organizations, such as government agencies or nonprofit organizations, in order to compare whether the components of career adaptability differ across organizations with distinct job characteristics.

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