



Research Article

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## Towards Sustainable Careers for Saudi Employees in Tourism and Hospitality Sector: The Impact of Career Competencies on Turnover Intention

Mohamed Ahmed Ali<sup>1,2,\*</sup>

Ghadah Alarifi<sup>3</sup>

Enas Fares Yehia<sup>1,4</sup>

<sup>1</sup>Hospitality and Hotels Department, Applied College,  
Princess Nourah Bint Abdulrahman University,  
Riyadh 11671, Saudi Arabia

<sup>2</sup>Hotel Management Department, Faculty of Tourism and Hotels,  
Minia University, El Minia 61519, Egypt

<sup>3</sup>College of Business and Administration,  
Princess Nourah Bint Abdulrahman University,  
Riyadh 11671, Saudi Arabia

<sup>4</sup>Tourist Guidance Department,  
Faculty of Tourism and Hotels, Minia University,  
El Minia 61519, Egypt

\*Corresponding Author

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### Abstract

The aim of this research is to provide a model for a healthy work environment for Saudi employees in the tourism and hospitality sector to decrease their turnover. The current research examines the causal relationships of career competencies (reflective, communicative, and behavioral), job involvement (JI), and organizational commitment (OC), with turnover intention (TI) of Saudi employees in the tourism and hospitality sector. This study utilizes structural equation modeling (SEM) and analyzes data collected from a sample of 436 Saudi employees in the tourism and hospitality sector, positive associations were found between career competencies (reflective and behavioral) and job involvement. Positive associations were found between career competencies (reflective and communicative) and organizational commitment. Furthermore, positive associations were found between job involvement and organizational commitment. On the other hand, the research revealed the negative associations between career competencies (communicative and behavioral), job involvement, and organizational commitment with employees' turnover intention. The organizational commitment had partial mediating effects on the relationship between career competencies and turnover intention. The implications of these findings for the industry and future research are deliberated as well.

**Keywords:** Career Competencies; Job Involvement; Organizational Commitment; Turnover Intention; Saudi Arabia

## 1. Introduction

Sustainable careers concentrate on employees' continuing employability in their careers (De Vos et al., 2020; Lawrence et al., 2015). The tourism and hospitality industry is characterized as a work environment where time use is significant and where changing behavior among multiple responsibilities is often required within a specified time period (Jang & George, 2012). The international tourism and hospitality industry is suffering from high turnover rates and labor shortages. Moreover, the understanding of employees' perceptions has become a crucial subject for the managers of tourism and hospitality establishments. One of the critical concerns is the perceptions of those prospective workers that do not have enough experience in this field. Low starting salary, promotion opportunities, and work-to-life conflict are proposed to significantly impact on prospective workers' attitudes toward the employment in tourism and hospitality field. Furthermore, these attitudes are projected to impact on intention to work in the tourism and hospitality industry and the intention to recommend others about the work in this field (McGinley et al., 2017).

The tourism and hospitality industry always keeps trying to recruit and retain well-qualified, skilled employees (Brien et al., 2017; Kong et al., 2012). The crucial part of the hospitality establishment to be successful are satisfied and loyal employees (Vetráková, 2016). The qualified employees' work is indivisibly tied to the competitive advantage over competitors (G. Lee et al., 2012). Though financial benefits could attract many candidates, they would not be loyal unless the establishment invests in areas that could foster employee organizational commitment through a responsive and helpful workplace; through reasonable and flexible organizational environment that allow the employees to be more productive (Wong et al., 2017).

The success of business depends on the quality of staff in hospitality and tourism industry. The level of employee turnover is considered among the important factors that define the success of the organizations in that, the less the turnover the superior the establishment is over the other establishments in the competitive set. Thus low turnover rates are essential for establishments in order to continue their existence and activities (Akova et al., 2015). High staff turnover rate has been manifest and prevalent trends in the tourism and hospitality sector in recent years. The service-oriented behaviors of staff play an more and more significant role in the success of the this sector (Yao et al., 2019).

Kingdom of Saudi Arabia government tries to localize the hospitality and tourism industry's workforce market. In 1992, a policy known as Saudization was announced to employ local employees. The government warranted that specific quota are assigned to private companies according to their actual performance, as well as the sizes of their employees. So, Expatriate employees will have to vacate all supervisory and managerial careers and they would take careers that local citizens don't desire to occupy and these careers are lowly paid (Othman, 2017; Sadi & Henderson, 2005; Sadi & Qazi, 2017). Parallely, in 2013, the Saudi Arabia government designed the 2030 vision, which aims to invest in tourism and minimize the exporting of oil as a source of national income. Many tourism investments in Saudi Arabia have started (Basendwah, 2018).

The quality of Saudis' performance and duration of their employment remains to be proven (Aldosari, 2013; Sadi & Qazi, 2017; Tayeh & Mustafa, 2011). The success of Saudization program is measured only in quantitative terms without considering the qualitative aspect. Hence, if tourism and hospitality establishments manage to attract enough numbers of local employees to fulfil the quota, this does not mean that these employees will necessarily be able to assume the job. However, tourism and hospitality industry is not a traditional career route for Saudis, who often deficiency customer service skills and dislike the working conditions. So, tourism and hospitality establishments could not find suitable Saudi applicants and had to employ any Saudi to make up the quota (Aldosari, 2013; Azhar et al., 2018).

So, this research project aims to identify the causal relationships of the career competencies, job involvement, and organizational commitment with turnover intention in Saudi Arabia to attain an

ideal business environment for Saudi employees in the hospitality and tourism industry. This environment allows Saudi employees to provide a high-quality service to the guests and reducing turnover of Saudi employees.

## 2. Literature Review and Hypotheses Development

Nowadays, tourism and hospitality has developed a crucial milestone globally as a source of earning hard currency and generation of employment (Kumar, 2015). Tourism and Hospitality industry is the largest service industry and largest employment generator in the world (Altintas & Tüzünkan, 2019). As tourism and hospitality sector is seen as ongoing to grow, the numbers of tourists will grow as well. The tourism and hospitality sector contributes to the gross domestic product of many countries (Burke, 2018). Staff are an obvious and important resource for organizations across the globe (Lambert et al., 2018).

Several new tourism and hospitality establishments are being established in Kingdom of Saudi Arabia to meet the increasing number of pilgrims and business tourists. The government of Saudi Arabia keeps trying to support the hospitality and tourism sector to achieve economic diversification and balanced regional development, not only for meeting the growth of pilgrims and tourists. Thus, Saudi Arabia gives a higher priority to employees' development in hospitality and tourism sector (Sadi & Qazi, 2017). Saudization (Kingdom of Saudi Arabia's localization policy) aims to lessening the dependence on foreigner workers (Aldosari, 2013). Of 1054000 direct jobs in the tourism and hospitality sector, only 28.9% are Saudis (Centre, 2018). Sometimes tourism and hospitality establishments could not find qualified Saudi applicants and had to hire unqualified Saudi to meet the quota. There is no compatibility between the goals of private sector competitiveness and profit and the single aim of getting numbers of Saudis hired in the tourism and hospitality industry. So, Investment in education and training are significant to ensure that local employees possess the necessary skills and capabilities (Aldosari, 2013; Azhar et al., 2018; Sadi & Henderson, 2005).

### 2.1 Effect of career competencies on job involvement

Career competency (CC) is defined as "an employee's adaptability in relation to their career, which enables them to fulfill career developmental tasks or to satisfy their career development needs" (Wang, 2013). Career competencies are related to the employee's career as a whole and may be obviously distinguished from job skills and work competencies, which are aimed to successful job performance. So, learning how to learn and continuous learning are the core career competencies (Hall & Mirvis, 1995).

Career competencies can be divided into three categories, namely, knowing why (the nature and extent of an employee's identification with the employing establishment's culture), knowing whom (the interpersonal relationships can employee contributes to an establishment networking activities), and knowing how (the skills and knowledge an employee brings to an establishment's overall know-how) (Arthur et al., 1995). Otherwise, career competencies are formed of reflective career competencies (RCC), communicative career competencies (CCC), and behavioral career competencies (BCC). Reflective career competencies refer to creating awareness of the career and reviewing employee's competencies with respect to the professional career, and they are constituted of reflection on motivation and reflection on qualities. On the other hand, communicative competencies refer to setting up effective communications that help to improve employee's chances of career success, and they are constituted of networking and self-profiling. Lastly, Behavioral competencies refer to shaping one's career by proactively taking action), and they constituted of work exploration, and career control (Akkermans et al., 2013).

Job involvement is a vital concept for both the employees and establishments and has therefore received an extensive consideration from researchers (Ekmekçi, 2011; Hoole & Boshoff, 1998). It is a complex concept based on cognition, action, and feeling (Saleh & Hosek, 1976). Job involvement

refers to “the degree to which a person is cognitively involved, occupied and interested in their current job” (Salessi & Omar, 2019). Furthermore, career competencies have a vital role in enhancing job involvement. Thus, The high level of career competencies may in turn lead to high levels of job involvement (Kong, 2013; Suharnomo & Johnpray, 2018). As well, career competencies have positive and significant influence on job involvement (Suharnomo & Johnpray, 2018). Hence, the following of hypotheses could be suggested:

*H<sub>1a</sub>: There is a positive association between reflective career competencies and job involvement.*

*H<sub>1b</sub>: There is a positive association between communicative career competencies and job involvement.*

*H<sub>1c</sub>: There is a positive association between behavioral career competencies and job involvement.*

## 2.2 Effect of career competencies on organizational commitment

Organizational commitment is "a state in which an employee identifies with a particular organization and its goals, and wishes to maintain his or her membership in the organization" (Paxson, 2003, p. 524). Affective, continuance, and normative commitment are the three components of organizational commitment. Affective commitment refers to the extent to which a worker identifies with a specific establishment and its objectives to remain a member in this establishment. Continuance commitment is the perceived economic benefits of staying a member in an establishment compared to leaving it. Lastly, normative commitment refers to the obligation to continuing with the establishment for ethical causes (Yao et al., 2019). Many studies found statistically significant impact of career competencies on organizational commitment (Mutaqin & Chaerudin, 2020; Silaban et al., 2021). Based on the literature, the following three hypotheses are suggested to highlight on the association between career competencies and organizational commitment:

*H<sub>2a</sub>: There is a positive association between reflective career competencies and organizational commitment.*

*H<sub>2b</sub>: There is a positive association between communicative career competencies and organizational commitment.*

*H<sub>2c</sub>: There is a positive association between behavioral career competencies and organizational commitment.*

## 2.3 Effect of career competencies and turnover intention

The turnover rate of hotel employees has increased swiftly (Choi, 2006). Turnover intention was defined as “an employee’s intention to voluntarily change jobs or companies” (Schyns et al., 2007). The turnover intention of employees in hospitality sector based on many factors and affected by demographics of employees (Emiroğlu et al., 2015). Career competencies have an impact on turnover intention (Rusilowati & Maulida, 2020). Employees with high career competencies have realistic career expectations, understand their strengths and weaknesses, expand their social networks, and set definite and reasonable career objectives. Moreover, career competencies can help employees to gain a lot of chances to be promoted in the establishment. Therefore, turnover intention of employees with high career competencies will be weak (Chan & Mai, 2015; Rasheed et al., 2020; Rusilowati & Maulida, 2020; Wu, 2016). So, the hypotheses below could be suggested:

*H<sub>3a</sub>: There is a negative association between reflective career competencies and turnover intention.*

*H<sub>3b</sub>: There is a negative association between communicative career competencies and turnover intention.*

*H<sub>3c</sub>: There is a negative association between behavioral career competencies and turnover intention.*

#### 2.4 *Effect of job involvement and organizational commitment*

Job involvement was explained as the degree to which employees identify psychologically with their job. It also mentioned to the importance of career to an individual's total self-image (DuBrin, 2008). Job involvement was a noticeable workplace concept. A deep understanding of job involvement and its antecedents and consequent impacts had the potential to improve the performance and contribute to increase productivity in establishments (Lambert et al., 2018).

Job involvement and organizational commitment have been of the most important topics in the field of organizational studies at all and understanding and predicting turnover and absenteeism specially (Huselid & Day, 1991). Many of previous researches revealed that there are positive associations between job involvement and organizational commitment (Abdallah et al., 2016; Alammari et al., 2016; Ekmekçi, 2011; Esfahani et al., 2013; Gopinath, 2020; Kuruüzüm et al., 2009; Mazayed et al., 2014; Zopiatis et al., 2014). Establishments keep trying to improve the organizational commitment through enhanced job involvement (Ho et al., 2012). According to these studies the, the following hypothesis could be proposed:

*H4: There is a positive association between job involvement and organizational commitment.*

#### 2.5 *Effect of job involvement and turnover intention*

The turnover rate of hotel employees has increased swiftly (Choi, 2006). Turnover intention was defined as "an employee's intention to voluntarily change jobs or companies" (Schyns et al., 2007). The turnover intention of employees in hospitality sector based on many factors and affected by demographics of employees (Emiroğlu et al., 2015). Number of studies declared that job involvement associated negatively with employees' turnover intentions. Employees who involved more in their jobs, they start to stay in these jobs. Always employees try to find establishments that would suit their values and behaviors, when they have found these organizations, they are likely to settle in these establishments (Alshammari et al., 2016; Rawashdeh & Tamimi, 2019). It is expected that by enhancing the job involvement, the turnover will be lowered, and the establishments turn out to be more successful and beneficial (Ho et al., 2012; Nwibere, 2014). Consequently, the following hypothesis could be suggested:

*H5: There is a negative association between job involvement and turnover intention.*

#### 2.6 *Effect of organizational commitment and turnover intention*

Many studies indicated that organizational commitment negatively influenced on employees' turnover intention. A loyal and committed employees can be kept in decreasing the impact of job departures and career changes, and that such commitment can reduce absence, grievances, charge of responsibility to others, lack of organizational commitment (Fletcher, 1998; Kalidass & Bahron, 2015; Kim et al., 2015; C.-C. Lee et al., 2012, p. 2; Uzair et al., 2017; Yang, 2010; Zopiatis et al., 2014). A negative association was found between affective commitment and the intention to leave the establishment (Simo et al., 2010). Another study declared that there is a moderate negative relationship exists between organizational commitment and employees' turnover intention in the tourism and hospitality industry. Moreover, employees who have commitments to their organizations will have lower turnover intentions than other employees (Guzeller & Celiker, 2019). According to the previous literature, the following hypothesis could be suggested:

*H6: Organizational commitment negatively influences employees' turnover intention.*

2.7 The mediating role of job involvement and organisational commitment between career competencies and turnover intention

To assess whether job involvement and organizational commitment act as mediators between career competencies and turnover intention, it is essential to understand the direct impact of career competencies on job involvement and organizational commitment and that of JI and OC on turnover intention. The literature review displayed direct associations between job involvement and turnover intention (Abdallah et al., 2016; Esfahani et al., 2013; Gopinath, 2020; Mazayed et al., 2014), career competency is a significant predictor of turnover intention (Dong et al., 2020) and direct relation between organizational commitment and turnover intention (Alammar et al., 2016; Alshammari et al., 2016; Ho et al., 2012; Kim et al., 2015; Nwibere, 2014; Rawashdeh & Tamimi, 2019). Many studies assured demonstrated direct associations between job involvement and organizational commitment (Azhar et al., 2018; Chan & Mai, 2015; DuBrin, 2008; Esfahani et al., 2013; Huselid & Day, 1991; Kuruüzüm et al., 2009; Rasheed et al., 2020; Wu, 2016). Regarding the relationship between career competencies and turnover intention, many studies confirmed that career competencies have an impact on turnover intention (Chan & Mai, 2015; Rasheed et al., 2020; Rusilowati & Maulida, 2020; Wu, 2016). Thus, this study suggests the following hypotheses:

H7<sub>a</sub>: JI mediates the relationship between RCC and OC.

H7<sub>b</sub>: JI mediates the relationship between CCC and OC.

H7<sub>c</sub>: JI mediates the relationship between BCC and OC.

H8<sub>a</sub>: JI mediates the relationship between RCC and TI.

H8<sub>b</sub>: JI mediates the relationship between CCC and TI.

H8<sub>c</sub>: JI mediates the relationship between BCC and TI.

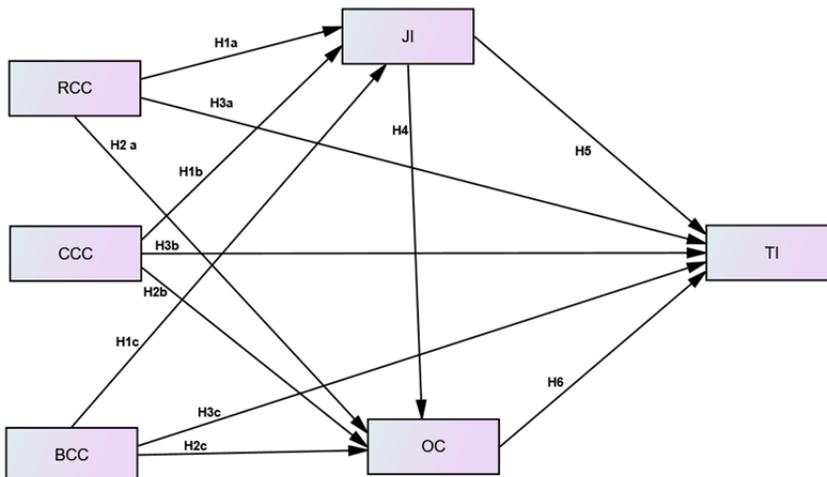
H9<sub>a</sub>: OC mediates the relationship between RCC and TI.

H9<sub>b</sub>: OC mediates the relationship between CCC and TI.

H9<sub>c</sub>: OC mediates the relationship between BCC and TI.

H10: OC mediates the relationship between JI and TI.

Based on the literature and proposed hypotheses, a conceptual framework model was established (see Figure 1), which illustrates the causal relationships of employees' CC, JI, and OC with TI.



**Figure 1:** Conceptual framework of the study. **Note:** RCC = Reflective Career Competencies; CCC = Communicative Career Competencies; BCC = Behavioral Career Competencies; JI = Job Involvement; OC = organizational commitment; TI = Turnover Intention

### 3. Materials and Methods

#### 3.1 Sample and Data Collection

The questionnaire is directed to Saudi employees in the sector of tourism and hospitality in Saudi Arabia, to investigate Saudi employees' career competencies, job involvement, organizational commitment, and turnover intention. The researchers distributed the questionnaire after the approval of institutional review board in Princess Nourah bin Abdulrahman university, Saudi Arabia on August 31, 2020. The questionnaire is translated, and back-translated by a specialized in linguistics to ensure terminological accuracy. A group of fifty employees were asked to review the questionnaire. Their comments resulted in minor modification in terms of its readability clearness of Arabic translation, e.g., the term "career" was changed to "job" in number of sentences, but no major changes were suggested. The questionnaire was available online between October 2020, and November 2021.

To facilitate distribution of the questionnaire and data collection, the researchers contacted with number of officials in Saudization program, director of National Training Center for Facilities and Hospitality Management, and human resources managers of tourism and hospitality establishments. The researchers collected 476 completed questionnaires; the authors excluded 40 responses due to low quality answers. Based on that, the authors had 436 valid questionnaires.

#### 3.2 Measures

The researchers utilized the questionnaire survey as the tool for collecting data. The questionnaire form consisted of five main parts. The first part included demographics of the respondents, type of organization, and department. The second part included items related to career competencies, third part included job involvement, fourth part included organizational commitment, and fifth part included turnover intention. The career competencies factor was measured using an 21- item scale developed by Akkermans et al. (Akkermans et al., 2013). The CC factor included three constructs: reflective career competencies (seven items), communicative career competencies (seven items), and behavioral career competencies (seven items). Job involvement variable was measured using a 10-item scale developed by Kanungo (1982). The organizational commitment factor was assessed using an 18-item scale established by Meyer and Allen (1997). The OC factor included three constructs: normative organizational commitment (six items), affective organizational commitment (six items), and continuance organizational commitment (six items). Turnover intention was measured using an 6-item scale developed by Bothma and Roodt (2013). The CC, JI, OC, and TI variables adopted 5-point Likert scale.

### 4. Results

#### 4.1 Respondents' Profile

Table 1 explores that male were the majority of respondents with a percentage of 72.48% signifying the results of Al-Ismael et al., who indicated that negative social attitudes towards women working in hotels were a particular concern for Arab women generally and Saudi women specially (Al-Ismael et al., 2019). Regarding to respondents' age, more than 70% of the respondents were between 20 years and less than 40 years. It is notable that 38.5% of the respondents had a bachelor's degree and 37.6% of the respondents had a diploma degree. Majority of the respondents (54.1%) had been working in hotels, followed by 16.5% had been working in restaurants, and 12.8% had been working in travel agents. Length of employment with their current employer varied; 49.5% of respondents had been working for Less than 3 years followed by 17.4% of the respondents who had

been working for more than 12 years. Furthermore, 14.7% of the respondents had been working for between 3 years to less than 6 years, 11% of the respondents had been working for between 6 years to less than 9 years, and only 7.4% of the respondents had been working for between 9 years to less than 12 years.

**Table 1:** Respondents' Profile

		Number	%
Gender	Male	316	72.48
	Female	120	27.52
Age	Less than 20 years	16	3.7
	20-30 years	208	47.7
	31-40 years	124	28.4
	41-50 years	72	16.5
	More than 50 years	16	3.7
Marital status	Single	216	49.5
	Married	204	46.8
	Divorced	16	3.7
Educational Level	Below high school	8	1.8
	High school	36	8.3
	Diploma	164	37.6
	Bachelor	168	38.5
	Master	60	13.8
Type of the organization	Hotel	236	54.1
	Restaurant	72	16.5
	Travel agent	56	12.8
	Other	72	16.5
Length of employment with their current employer	Less than 3 years	216	49.5
	From 3 years to less than 6 years	64	14.7
	From 6 years to less than 9 years	48	11
	From 9 years to less than 12 years	32	7.4
	More than 12 years	76	17.4

#### 4.2 Normality

The authors calculated the skewness and kurtosis of the measures to assess the normality. Skewness of the measures ranged between -1.222 and 1.552 and kurtosis ranged between -0.533 and 3.911. Data is considered to be normal if skewness is between -2 to +2 and kurtosis is between -7 to +7 (George & Mallery, 2019; Hair Jr et al., 2021), so, normality was not a serious concern in this research.

#### 4.3 Measurement Model Evaluation

Factor loading of 0.30 is appropriate for a sample size of 350 or more (Hair Jr et al., 2021). Hence, the researchers selected factor loading of (0.30) for this study (N = 436) to ensure a high significance factor level. All factors of the study loaded above 0.30 except two items (J12 and J17). The researchers deleted J12 and J17 items from the study to get a good fit of data.

The researchers followed this up with a study of CFA using AMOS (version 23). The observed variables of the study are acceptably loaded to all corresponding latent variables with significant standardized factor loadings. Factor loading less than 0.5 should not be taken into account to calculate the statistical significance (Vries, 2012). All factor loadings in this study were over 0.50. Furthermore, Fornell and Larcker declared that the indices of the average variance extracted (AVE) should be over 0.5 (Fornell & Larcker, 1981). The AVEs of all constructs were between 0.56 and 0.72.

So, these findings consistently imply that the convergent validity of the measures is well developed.

Each square root of average variance extracted ( $0.753 \leq AVE \leq 0.851$ ) is larger than the correspondent correlation coefficients which ranged between  $-0.05$  and  $0.767$ . Concerning the reliability, Cronbach's alpha coefficients ranged between  $0.91$  and  $0.93$ , and the composite reliability ranged between  $0.839$  and  $0.935$ . These results indicate that all scales have high reliabilities. According to Hair et. (2021) the general rule of thumb is that a Cronbach's alpha of  $0.70$  and over is good,  $0.80$  and over is better, and  $0.90$  and over is best. Moreover, if the composite reliability is more than  $0.7$  then the indicator variables loading on the latent variable have shared variance among them. (Hair Jr et al., 2021). On the other hand, these results meet Fornell and Larcker's criterion which identified that composite reliability should be over  $0.7$  (Fornell & Larcker, 1981). So, these finding consistently imply that the discriminant validity of the measures is well established.

**Table 2:** Quality criteria of measurement model

Construct	No. of Final items	CR	AVE	Cronbach $\alpha$
Reflective career competencies	7	0.911901	0.578919	0.920
Communicative Career Competencies	7	0.958247	0.725793	0.914
Behavioral Career Competencies	7	0.898019	0.567853	0.911
Job Involvement	8	0.909375	0.593139	0.919
Organizational Commitment	18	0.935508	0.594834	0.935
Turnover Intention	6	0.839629	0.618302	0.916

Note: CR = Composite reliability; AVE = Average Variance Extracted;  $\alpha$  = Cronbach's Alpha.

#### 4.4 Structural Model and Hypotheses Testing

The researchers used the structural equation modelling to assess the conceptual framework of the study. Model fit indices reveal that the postulated model is significantly fit, CMIN/DF = 2.945, RMR = 0.392, GFI = 0.996; NFI = 0.996, TLI = 0.979; CFI = 0.997; RMSEA = 0.067. Regarding to the hypotheses testing, the researchers calculated standardized path coefficients ( $\beta$ ) and the significance of the hypothesized relationships to test the proposed hypotheses (see Fig. 2). Results supported  $H_{1a}$  and  $H_{1c}$ , positive associations were declared between RCC and JI ( $H_{1a}$ ) ( $\beta = 0.354$ ;  $p < 0.001$ ), and BCC and JI ( $H_{1c}$ ) ( $\beta = 0.259$ ;  $p < 0.001$ ), whereas there is no significant association was declared relating between CCC and JI ( $H_{1b}$ ) ( $\beta = 0.096$ ;  $p > 0.05$ ). Also, findings supported  $H_{2a}$  and  $H_{2b}$ , positive associations were declared between RCC and OC ( $H_{2a}$ ) ( $\beta = 0.234$ ;  $p < 0.001$ ), and CCC and OC ( $H_{2b}$ ) ( $\beta = 0.290$ ;  $p < 0.001$ ), whereas there is no significant association was declared between BCC and OC ( $H_{2c}$ ) ( $\beta = -0.107$ ;  $p > 0.05$ ). As well, results propose that that  $H_{3b}$  and  $H_{3c}$  can be supported since negative associations were declared between CCC and TI ( $H_{3b}$ ) ( $\beta = -0.111$ ;  $p < 0.05$ ), and BCC and TI ( $H_{3c}$ ) ( $\beta = -0.108$ ;  $p < 0.05$ ), whereas there is no significant association was declared between RCC and TI ( $H_{3a}$ ) ( $\beta = -0.051$ ;  $p > 0.05$ ).

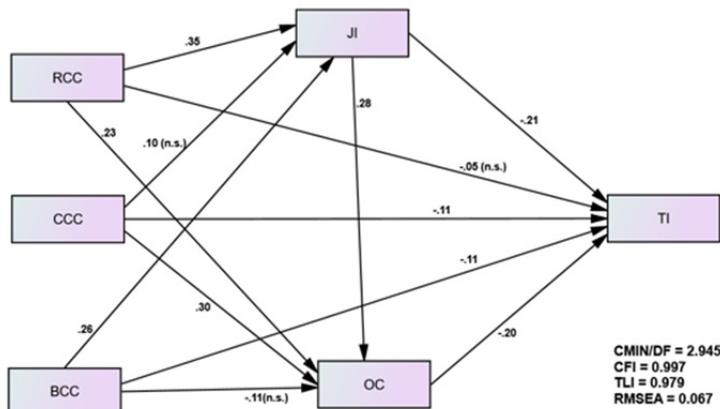
The findings declare that JI positively and significantly influences OC ( $\beta = 0.282$ ;  $p < 0.001$ ); accordingly, Hypothesis four is supported. The standardized path coefficient ( $\beta = -.210$ ;  $p < .05$ ) between JI and TI indicates that job involvement has a negative significant effect on turnover intention. So, Hypothesis five is also supported. Furthermore, Hypothesis six is supported because the path coefficient ( $\beta = -0.201$ ;  $p < .05$ ) between OC and TI is negative and significant.

**Table 3:** Summary of hypotheses and results for direct relationships

Hypotheses	Standardized path coefficient	t-Value	p-Value	Results
$H_{1a}$ : RCC $\rightarrow$ (+) JI	0.354	5.483	***	Supported
$H_{1b}$ : CCC $\rightarrow$ (+) JI	0.096	1.574	0.116	Cannot be Supported
$H_{1c}$ : BCC $\rightarrow$ (+) JI	0.259	4.096	***	Supported

Hypotheses	Standardized path coefficient	t-Value	p-Value	Results
H2 <sub>a</sub> : RCC → (+) OC	0.234	3.45	***	Supported
H2 <sub>b</sub> : CCC → (+) OC	0.290	4.665	***	Supported
H2 <sub>c</sub> : BCC → (+) OC	-0.107	-1.525	0.127	Cannot be Supported
H3 <sub>a</sub> : RCC → (-) TI	-0.051	-1.067	0.287	Cannot be Supported
H3 <sub>b</sub> : CCC → (-) TI	-0.111	-2.333	0.020	Supported
H3 <sub>c</sub> : BCC → (-) TI	-0.108	-2.2725	0.024	Supported
H4: JI → (+) OC	0.282	5.778	***	Supported
H5: JI → (-) TI	-0.210	-2.19	0.028	Supported
H6: OC → (-) TI	-0.201	2.768	0.006	Supported

Note: RCC = Reflective Career Competencies; CCC = Communicative Career Competencies; BCC = Behavioral Career Competencies; JI = Job Involvement; OC = Organizational Commitment; TI = Turnover Intention.; \*\*\*Significant at  $p < 0.001$



**Figure 2:** Results of the structural model. **Note:** RCC = Reflective Career Competencies; CCC = Communicative Career Competencies; BCC = Behavioral Career Competencies; JI = Job Involvement; OC = organizational commitment; TI = Turnover Intention; n.s. = non-significant

The findings (see table 4) showed that job involvement had partial mediating effects on the relationship between RCC (Sobel test = 6.422,  $p < 0.001$ ), CCC (Sobel test = 6.523,  $p < 0.001$ ), and BCC (Sobel test = 7.147,  $p < 0.001$ ) and organizational commitment. Also, that job involvement had partial mediating effects on the relationship between RCC (Sobel test = -3.457,  $p < 0.001$ ), CCC (Sobel test = -2.496,  $p < 0.05$ ) and turnover intention. Nevertheless, job involvement had no mediating effects the relationship between BCC and turnover intention. Furthermore, organizational commitment had partial mediating effects on the relationship between RCC (Sobel test = -7.074,  $p < 0.001$ ), CCC (Sobel test = -6.482,  $p < 0.001$ ), and BCC (Sobel test = -6.065,  $p < 0.001$ ) and turnover intention. Moreover, organizational commitment had partial mediating effects on the relationship between job involvement and turnover intention.

**Table 4:** Summary of hypotheses and results for indirect relationships

Hypotheses	Sobel test	Standard error	p-Value	Mediating effect
H7 <sub>a</sub> : RCC → JI → OC	6.422	0.099	0.00	Partial
H7 <sub>b</sub> : CCC → JI → OC	6.523	0.068	0.00	Partial
H7 <sub>c</sub> : BCC → JI → OC	7.147	0.0809	0.00	Partial
H8 <sub>3</sub> : RCC → JI → TI	-3.457	0.024	0.00	Partial

Hypotheses	Sobel test	Standard error	p-Value	Mediating effect
H8 <sub>a</sub> : CCC → JI → TI	-2.496	0.020	0.012	Partial
H8 <sub>b</sub> : BCC → JI → TI	-0.261	0.030	0.794	None
H9 <sub>a</sub> : RCC → OC → TI	-7.074	0.020	0.00	Partial
H9 <sub>b</sub> : CCC → OC → TI	-6.482	0.021	0.00	Partial
H9 <sub>c</sub> : BCC → OC → TI	-6.065	0.018	0.00	Partial
H10: JI → OC → TI	-5.884	0.015	0.00	Partial

Note: RCC = Reflective Career Competencies; CCC = Communicative Career Competencies; BCC = Behavioral Career Competencies; JI = Job Involvement; OC = Organizational Commitment; TI = Turnover Intention.

## 5. Discussion and Conclusions

Career competency is considered as a promising area of research and has received a lot of attention from scholars (Akkermans et al., 2013). Notably, career competencies influence workers' turnover intention. Corporates can lessen the staff turnover intention and ensure the stability of staff by managing and developing their career competencies (Wu, 2016). However, hospitality and tourism studies have been limited in dealing with the relationship between career competencies and employees' turnover intention. Specifically, the lack of research in the field of tourism and hospitality sector generally in KSA, to recognize the impact of career competencies on employees' turnover intention from the academic perspectives of human resources management, the research discussed the association between career competencies (reflective, communicative, and behavioral), job involvement, organizational commitment with turnover intention of the employees of tourism and hospitality sector in Kingdom of Saudi Arabia. The use of SEM allowed the researchers to achieve overall view of the causal relationships of the constructs of the study.

The results found an enrichment of knowledge on the impact of high career competencies to decrease employees' turnover intention. First, both reflective and behavioral career competencies have significant and positive effects on job involvement, CCC has not significant impact on JI. These results imply that employees, who have a high level of reflective and behavioral career competencies, have high job involvement. The findings also declared that the employees who have a high level of reflective and behavioral career competencies, have a high degree of identifying with their job, actively participates in it, and considers their job performance to be crucial to their self-worth. Employees with a high level of this involvement deeply identify with and really care about the kind of work they do. Additionally, the current research noticed that communicative career competencies have a stronger impact on organizational commitment than reflective career competencies, behavioral career competencies has not a significant effect on OC. This interesting finding highlights the significance of RCC and BCC on the bond that employees develop with their organizations, and the positive feel towards their establishments. Second, job involvement has significant and positive impact on organizational commitment. Third, CCC and BCC have similar, significant, and negative impacts on employees' turnover intention, RCC has not significant and negative impacts on employees' turnover intention.

The results affirmed the hypothesis that there is a positive association between job involvement and organizational commitment, also supporting the findings of many studies (Alshammari et al., 2016; Hall & Mirvis, 1995; Kalidass & Bahron, 2015; Kim et al., 2015; Kong, 2013; C.-C. Lee et al., 2012; Nwibere, 2014; Rawashdeh & Tamimi, 2019; Uzair et al., 2017). Nowadays, job involvement and organizational commitment and are even more crucial since they are considered as the encouraging forces behind an establishment's performance. Establishment that have job involvement culture, their employees are committed with their establishments than via involvement in decision-making and other related matters of one's job (Mazayed et al., 2014). As hypothesized, job involvement and organizational commitment have significant negative influences on employees' turnover intention. While penetrating through the studies it was apparent that many studies assured that the employees

with highly-job-involved display high-levels of OC (Ekmekçi, 2011; Zopiatis et al., 2014) and are less expected to leave their establishments (Gopinath, 2020; Kong, 2013; Kühnel et al., 2009; Zopiatis et al., 2014).

The findings of the current study confirms that job involvement partially mediate the relationship between career competencies (RCC, CCC, and BCC) and organizational commitment. Furthermore, job involvement partially mediates the relationship between career competencies (RCC and CCC) and employees' turnover intention. On the other hand, job involvement doesn't partially mediate the relationship between behavioral career competencies and employees' turnover intention. Moreover, organizational commitment partially mediates the relationship between career competencies (RCC, CCC, and BCC) and employees' turnover intention. As well, organizational commitment partially mediates the relationship between job involvement and employees' turnover intention.

Career competencies as part of human capital development, the tourism and hospitality organizations can be developed it through education and training (Lertwannawit et al., 2009). Training in hospitality and tourism establishments has many benefits such improving career competencies. Regrettably, establishments do not tend to put forth much effort and money into implementing effective training programs (Jaworski et al., 2018). It is very important for tourism and hospitality organizations' staff to be cross-trained in different departments or within the various tasks within the department. An effective cross training programs can outcome in improved job performance, employee retention and service quality (Salem & Abdién, 2017). Training can be viewed as a management practice that can be controlled to elicit a desired set of unwritten, mutual attitudes and behaviors, including job involvement, motivation, and a commitment to the establishment (Taylor, 2016). To enhance employees' perception of consumer focus, managers should increase employees' job involvement (Yeh, 2013). Reward, assessment, training, and selection increase commitment. In the way a well loyal and committed employees can be kept in reducing the influence of job resignations and career shifts. (Uzair et al., 2017). Tourism and hospitality establishments should provide the appropriate environment where employees are engaged with their workplace of do their jobs, establishments must rise to the challenges that this entails. For instance, the management of tourism and hospitality organizations should be attentive, as they perform and apply strategies and policies which will enhance commitment to the establishment, including the sharing of decision-making and profits. (Zopiatis et al., 2014).

Notwithstanding, this study provide some noteworthy contributions, the researchers would like to suggest number of limitations. Firstly, the sample of the study consisted of tourism and hospitality employees in KSA as a destination in Asia and a member of the Cooperation Council for the Arab States of the Gulf, may restrict the generalizability of the results in other countries. Secondly, the examination of the relationship between career competencies and turnover intention declares the importance of training of the tourism and hospitality organizations. Thirdly, the future studies could investigate the impact of career competencies on other consequences (e.g., employees' satisfaction, career success, and employees' performance). Lastly, tourism and hospitality organizations should adopt the recruitment of staff from the career competencies perspective.

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