

GOING ABOVE AND BEYOND

A study of career mobility and success of
hospitality and tourism alumni

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Going above and beyond: A study of career mobility and success of hospitality and tourism alumni

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Management

Declaration of own work

I herewith declare that

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2. This work has not been accepted in any previous application for a degree or diploma by me or anyone else.
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Abstract

While there has been an increase of research into career mobility and success separately in recent years, few have combined these dimensions and much less have done so for the global, seemingly dynamic hospitality industry. So, what are the effects of mobility on success for hospitality professionals with at minimum a bachelor's degree?

In an effort to clarify the relations and advance career development and students' decision processes, 84 individuals with a hospitality degree, most of which graduated at maximum ten ago and originated in Europe, filled in the survey distributed via alumni groups and snowball sampling.

Analysing the results with the software package SPSS, it became clear that there is no mediation effect, and the two types of mobility do not have any direct relation with each other. They do, however, almost exclusively show an effect on one success type each, psychological mobility, most noticeably a value-based orientation, enhancing Subjective Success and physical mobility showing an effect on Objective Success. It is to conclude that the hospitality industry is more traditional than commonly thought, as staying with a single company proves most beneficial to one's career.

Keywords: hospitality, alumni, success, career mobility, career development, international students

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Chapter 1 Introduction

1.1 The hospitality industry and students

Hospitality, an industry diverse in tasks and locations provides work to many individuals just as varied as the guests they host. Further, as the hospitality sector is steadily growing and very globally connected, with tourists travelling further, and expectations changing, more and more diverse skills are required to become a professional (EHL Insight, n.d.). To then stay ahead of the competition, innovate and cope with new developments like environmental conscious business, pandemics and more, the skill levels are ever-increasing (EHL Insight, n.d.).

Students, always trying to be most prepared for their future, reflect this global approach of hospitality, as well as the need for distinction in education, in their choice of tertiary training (Kim & Jeong, 2018). Increasingly, instead of vocational training, university courses are developed. More and more students hold a degree in hospitality, tourism, events or leisure management and large numbers of students and professionals alike search for their career abroad. While hospitality has long since been the field of work for many expatriates, it becomes more and more common nowadays to also study abroad (Finaccord, 2018).

Recently, there has been a rise in research into the destination choice of international students as well as their motivating factors behind moving abroad. Most commonly mentioned are political and social factors along with estimated future earnings potential and mobility (Mazzarol & Soutar, 2002; Shanka et al., 2006; Ahmad & Hussain, 2016; Ahmad et al., 2016; Javed et al., 2019; Stuen & Ramirez, 2019). Success and becoming successful seem to be intriguing concepts, also within the hospitality industry.

1.2 Diversity in mobility and professional careers

Careers are not a “one size fits all”, however. There are different approaches to what a career includes as well as what it means to be successful. These different pathways are signified by a range of mobility patterns and complementing mindsets as diverse as the professionals surveyed.

In recent research on careers the two conceptual directions of psychological and physical mobility are most prevalent (Sullivan & Arthur, 2006). Applied to reality, these concepts translated into mixed notions of traditional, Boundaryless and Protean career paths (Guan et al., 2019).

Traditional pathways are rather restricted to one or few employers and a single career path in a single location, the focal point being upward mobility in the company's hierarchy (Eby et al., 2003). The only expected exception from this norm is opening one's own company.

Contrarily, Boundaryless and Protean career approaches are less restricted. The first concept of a Boundaryless career emphasizes the desire for mobility between firms, jobs, careers, and countries, whereas a Protean career is rather defined by a self-directed approach to one's career, following values rather than predetermined pathways (Segers et al., 2008; Smith et al., 2018). The two concepts of Protean and Boundaryless career progression are highly connected, yet distinct, and often appear to some degree together.

Over time, the general distinction between the types of mobility has moved towards psychological and physical mobility from a theoretical standpoint, eliminating overlap and ambiguity (Sullivan & Arthur, 2006; Guan et al., 2019).

Along with this development and examination of the concept of mobility, there has been a change in the perception of what career success entails as well. With the migration away from upward advancement and the broadening of the career options, the duality and interdependence of Subjective and Objective Success have been highlighted (Arthur et al., 2005). Objective Success entails data measurable by an outsider, whereas Subjective Success is more concerned with the professional's inner life (Arthur et al., 2005) and their perception. This addition of recent years provides more insight into the psyche of the professionals and enriches the knowledge of the individuals and students.

1.3 What are international students?

International students are those that travel over international borders to fulfil their education needs (Ziguras & Law, 2006).

Following an education abroad is usually characterized by a host of motivations similar to those represented in Maslow's hierarchy of needs (McLeod, 2007), which also characterize the more common routes of migration towards higher standards of living and safety, as well as personal fulfilment: Many are longing for a better education than what is attainable in their home country (Lu & Adler, 2011; Stuen & Ramirez, 2019; Javed et al., 2016; Mazzarol & Soutar, 2002), facilitated by incentives for long-term migration (Ahmad et al., 2016; Ziguras & Law, 2006; Stuen & Ramirez, 2019). This is mediated by visa restrictions, language barriers, and cost of living (Lu & Adler, 2011; Stuen & Ramirez, 2019; Shanka et al., 2006; Ahmad et al., 2016; Ahmad & Hussain,

2017). Finally, international students often study abroad to experience a new culture, looking for an exciting new experience and a chance to develop an international identity (Lu & Adler, 2006; Javed et al., 2016; Ahmad et al., 2016). While the latter mentioned motivators of experience, excitement and personal gain have become more common in the past years, making for more travel and exchange between more developed countries, historically the main routes are from developing countries to OECD (Organization for Economic Co-operation and Development) countries (Ahmad et al., 2016; Ahmad & Hussain, 2017). One example would be the migration of many southern and south-eastern Asians to Australia (Shanka et al., 2006), or general Europeans to Germany and the UK, and many times studying in the country of choice aids the visa acceptance. Therefore, some international students utilize their studies as a leg up for attaining a visa or residency. Several “hotspots” have developed like the US, Australia or Switzerland due to general popularity and high living standards (Lu & Adler, 2006). More recently, the UAE has become a popular choice for education due to low entry and visa restrictions and a growing job market (Ahmad et al., 2016; Ahmad & Hussain, 2017).

When it comes to the choice of destination and education programme, besides visa restrictions and language barriers, the cultural fit, family, and friends, as well as proximity to the home country are the most commonly mentioned factors (Stuen & Ramirez, 2019; Shanka et al., 2016; Mazzarol & Soutar, 2002). The quality of education and the reputation, both of the institution as well as of the programme are further factors considered, along with the opportunities for internships and resulting job prospects, mitigated by tuition fees (Stuen & Ramirez, 2019; Shanka et al., 2016; Mazzarol & Soutar, 2002; Lu & Adler, 2006).

Further research is dedicated to the content of these educational programmes and curriculum innovations, as well as ways of teaching including practical education (Cho et al., 2006). There is also some research about the students’ integration into the local culture (Lu & Adler, 2011) and programme design guidelines based on ever-developing industry needs (Cho et al., 2006).

Consolidating, it can be said that many students study abroad in the hopes for a better life, a mobile lifestyle full of discovery, better career chances and success overall. They aim to later continue their mobility behaviour, chasing success and fulfilment.

1.4 Purpose and relevance of this study

This quantitative research, therefore, sought to test for relations between the concepts related to mobility – psychological and physical – and the types of success – objective and subjective –

for hospitality alumni. Furthermore, a potential correlation between studying for a hospitality degree abroad and mobility behaviour was tested for. Both the relationship between psychological and physical mobility, together with the factor of studying abroad, to establish potential relations between mobility mindsets and lived mobility behaviour. As studying abroad can be treated as a mobility behaviour, albeit not in the professional's career arch, it was included to test for any predictive capabilities. Then, to investigate the claim of mobility improving success, that relationship was further researched.

In general, much research is available on the choice of study destination, curricula, and integration of these international students, little has been researched about these professionals after their graduation. Little empirical research has connected international alumni to mobility patterns and career success. Therefore, this research was conducted to broaden the knowledge base on hospitality professionals after their graduation, as there is quite some research available on the motivation of students to study abroad but barely any following up on it or following their career.

This research tried to consequently clarify any relations between mobility and success and ease the decision process of students when deciding to study abroad and where to develop further on. Besides that, this research will also enable hospitality educators to tailor their personal development programmes.

1.5 Overview of the Thesis Chapters

After giving an overview of the topics, followed by definitions and justification of the focal point, the next two chapters will dive deeper into the theory. The second chapter will, first of all, give an overview of existing research and literature, before in Chapter 3 a conclusion about the investigation will be made. Here, the four major concepts as discussed in the literature review – psychological mobility, physical mobility, Objective Success, and Subjective Success – are combined into a conceptual model and hypotheses which were tested in this research project.

The chapters after that are concerned with establishing and conducting the research itself. Accordingly, Chapter 4 introduces the methodology, covering topics like the researcher's paradigm, the design including limitations thereof, instrument and sampling procedures, as well as the topic of research ethics. This chapter is followed by the results of the research

conducted, before eventually the hypotheses and the conceptual model, as proposed in the beginning, are evaluated upon in Chapter 6.

Finally, the empirical study is concluded in Chapter 7, where recommendations are given both for practice as well as for further research.

Chapter 2 Literature Review

The following chapter will present, contrast and compare literary resources related to the concepts of mobility and success. At first, the main types of overall mobility will be explained, after which the notion of psychological mobility will be discussed before continuing with physical mobility. The most common concepts are combinations of varying degrees of psychological and physical mobility, and it is therefore useful to examine these separately. Afterwards, the concept of success, split into Subjective and Objective Success, will be elaborated upon and an overview of the development, as well as a glance into research on perceptions of the forms of success, will be discussed.

2.1 Mobility

Mobility, also referred to as a change in location, function or similar, usually follows extensive considerations and planning. Each person has an opinion or perception of their ability for mobility as well. Therefore, it can be said that the major forms of mobility are made up of a mental and a physical component. The following paragraphs will elaborate on the most commonly known types of mobility which all place value on different things, starting with what is known as the traditional type of mobility and closely relates to the industrial society's opinion on work. This is followed by a completely opposing framework called Boundaryless career, before finally a more moderate type of career is introduced, called Protean Career. Then these concepts are taken apart, as there is much ambiguity and overlap with discussing these approaches. An alternative way of analysis is introduced, splitting the components of mobility by psychological and physical units.

2.1.1 *Most common types of mobility*

Traditional

The traditional career mobility is based on historical ways of career advancement. Accordingly, Driver (1982, as cited in Eby et al., 2003) defines it to be a linear, upward direction. In this career type it is common to stay with one company, advance upward, and then stay in that position for the rest of one's career (Driver, 1982 as cited in Eby et al., 2003). Schein (1978, as cited in Eby et al., 2003) calls this a hierarchical advancement and adds elements of specialization over the process timeline and a radical advancement to the definition of the traditional career.

Boundaryless

Contrary to a traditional career, a Boundaryless career thrives on changes, and professionals with Organizational Mobility Preference seek to pursue their careers across boundaries of any type in the search for new opportunities and relationships (Briscoe et al., 2006).

The concept of a Boundaryless career is defined as transcending organizational membership (Eby et al., 2003), and presents in physical mobility (Lo Presti et al., 2018), so actual movement between jobs, firms, occupations, or even regions and countries (Sullivan & Arthur, 2006 as cited in Lo Presti et al., 2018) The Boundaryless mindset – also referred to as Organizational Mobility Preference – which builds the base for a Boundaryless career, includes a preference to pursue a career and relationships across borders, be they organizational or international (Segers et al., 2008). The Boundaryless career is further symbolized by high mobility and a preference to navigate across boundaries (Sullivan & Arthur, 2006 as cited in Lo Presti et al., 2018), enacting a career characterized by different levels of physical and psychological movement (Volmer & Spurtk, 2010). While Arthur, Khapova and Wilderom (2005) propose a different definition and suggest a Boundaryless career to include any career progress that transcends any one employer, Arthur and Rousseau (1996, as cited in Sullivan & Arthur, 2006) define six types of Boundaryless career progression: The most commonly known types of Boundaryless advancement are across employers or companies and borders in general. Besides that, careers that draw validation from outside entities or those that are sustained by external networks also count into the types of Boundaryless careers, as they necessitate support and connections outside of one's company. Further Boundaryless career paths entail not following traditional hierarchical advancements, as well as the individuals that, for the sake of family, reject advancement opportunities. The last type of Boundaryless careerists are those who perceive for themselves a Boundaryless future, regardless of current developments (Arthur & Rousseau, 1996, as cited in Sullivan & Arthur, 2005).

Protean

Comparable in the resulting physical movement, a Protean career is still distinct from its Boundaryless counterpart: The motivation for a Protean career is fundamentally different. A person with a Protean mindset values a self-directed career and accepts changes and mobility in pursuit of their values and criteria of success. They actively manage their career, following

pathways that match their desired development, be it in a single company and region or country or in multiple (Gubler et al., 2014). It is important to keep in mind, however, that, especially with a Protean Career Orientation, professionals might also be content with the organization or position they are in and will stay, as their values and needs are fulfilled or that will even go lower on the career ladder to reach their goals (Hall et al., 2017).

A Protean career, as Briscoe and Hall (2006) explain, involves a broader perspective, a developmental progression, and viewing a career as a calling and a way to self-fulfilment (Abessolo et al., 2017). In short, the professional uses their own identity and values as a guide for career decisions (Volmer & Spurtk, 2010).

Overall, Protean career progress is defined as self-directed and driven by the person instead of the organization (Gubler et al., 2014 as cited in Abessolo et al., 2017). Briscoe and Hall (2006) elaborate that, since the individual defines the career path, important influences are the corresponding person's values and their internal compass. Accordingly, the career is less defined by extrinsic motivators. Abessolo, Hirschi, and Rossier (2017) emphasize this point further and define Protean career progression as “the pursuit of one’s own criteria of career success” (Abessolo et al., 2017, p.243).

Generally, it is believed that individuals with a highly Protean mindset end up accepting mobility to ensure their desired developments, whereas professionals with a highly Boundaryless mindset actively search out opportunities for change.

The existence of overarching concepts such as Boundaryless and Protean careers is very helpful from a practical point of view, as it gives insight into lived mobility. For examining all components of mobility, however, this distinction is not the most helpful due to high levels of overlap and ambiguity in the concepts.

Besides the observable component, Holtschlag et al. (2020) mention Protean Career Orientation and Organizational Mobility Preference (the Boundaryless equivalent) which are by themselves already defined as a mix of motives, needs, attitudes, and values influenced by expectations and beliefs. These two concepts are the most common way to operationalize the psychological component of mobility.

Conceptually, this psychological predisposition then results in lived mobility. For individuals, voluntary physical mobility, in line with the concepts presented before, displays as a Protean career or a Boundaryless career progression. These types of career advancement, Protean and

Boundaryless, differ quite extensively from the traditional career. All three major types, however, entail both a psychological and a physical mobility component of varying degrees. Therefore, adjusting the differentiation to physical and psychological mobility instead of dealing with overlapping concepts makes more sense for this research and from here on out, that will be the distinction carried out.

2.1.2 Psychological Mobility

Psychological mobility is described as the perception of the capacity to make transitions (Verbruggen, 2012). Lazarova and Taylor (2009, as cited in Verbruggen, 2012) expand the definition to further include the attitudes towards transitions in general.

On a societal level, push and pull factors between countries influence psychological mobility most (Ahmad & Hussain, 2017). Connected to this are findings by Cassel, Thulemark, and Duncan (2018), who mention expectations as a great influence on mobility. This is the case for societal expectations and internalized expectations. Therefore, perceived common knowledge can be very influential, no matter if truthful or not and entice individuals to migrate.

For organizations, psychological mobility is necessary to be considered from a Human Resource perspective, possibly influencing tenure at a company, embeddedness and the strive for constant development and personal improvement (Rubenstein et al., 2019; Holtschlag et al, 2020). People that perceive themselves and their skills as transferrable and are willing to do so while sensing opportunities, will potentially leave a company. Psychological mobility might be one of the factors evaluated in the strategic hiring process, seeing that companies need to constantly innovate and strive for the most suitable personnel.

For individuals, the psychological mobility levels are often determined when focusing on career anchors (Kariru et al., 2013), which are a combination of skills and abilities, motives and needs, and attitudes and values. These anchors are the basic motivators behind the choices made concerning career (Danziger & Valency, 2006 as cited in Kariru et al., 2013). While some might value stability, others will search for adventure and that will be reflected in their career choices.

To become a successful psychologically mobile individual, Hall, Yip and Doiron (2017) emphasise the importance of Identity Awareness, Adaptability and Agency. In their opinion, only professionals who know themselves and how to shape the environment to their beliefs or know when and how to adapt to it will be successful.

But not all are alike: Forret, Sullivan and Mainero (2010) discovered in their study of 1095 US citizens that there are differences between genders, especially in the perception of forced mobility. Men, in line with societal beliefs and especially once they had children, viewed job-loss as a defeat in their ability as a provider. Women were more likely to view it as an opportunity to focus on their families and to re-evaluate their careers. The same study found generational differences only in the women they surveyed. It is therefore important to consider that while there are always considerations being made before physical mobility can be observed, they might not be done by the affected individual. In those cases of forced mobility, the affected individual will have to come to terms with the result.

2.1.3 Physical Mobility

Physical mobility, defined as transitions across any kind of boundary, is closely linked with psychological mobility (Sullivan & Arthur, 2006), and can be either voluntary or involuntary (Valcour & Tolbert, 2003). However, as mentioned by Hall, Yip and Doiron (2017), not all psychological mobility must precede physical change.

Of historical and global importance, physical mobility aligned with common trade routes, regions with rich agriculture and political events and was responsible for survival, prosperity, advancements and preservation of the human race (Ziguras & Law, 2006; Gonzalez et al., 2008; Javed et al., 2019). Nowadays, physical mobility is important as it shapes the demographics of many countries, especially concerning young, highly educated professionals and refugees, influencing age distributions and the culture in popular destination countries like Australia, Germany, the United States of America or, more recently, the United Arab Emirates (Ziguras & Law, 2006). But, much like the world has evolved and work tasks are more separated, individuals do not necessarily migrate for nutritional needs anymore and a host of other factors has become more important.

On a regional level, many theories try to describe and predict movement patterns, like the radiation model of mobility (Simini et al., 2012 as cited in Tolkach & Tung, 2019), which theorizes that humans migrate to where the littlest effort is expended. It takes into account factors like access to jobs, road networks, and familiarity of or closeness to the original location. This model, however, is best used to estimate short-haul mobility, but not long-distance (Tolkach & Tung, 2019). Stuen and Ramirez (2019) mention the Gravity model, which is closely related to the beforementioned, and network theory, which is also described by Ahmad et al. (2016). These two theories note that people will migrate between major hubs to where they see people

similar to themselves, for example those of the same nationality. There, a grouping of them will assist with integration and orientation at the destination. Finally, according to the Social Exchange Theory, individuals will stay in a location as long as they perceive the benefits of the current location outweighing the downsides or the benefits of a different location (Holtschlag et al., 2020). This can also be applied to employers for example.

Kariru, Odhuno, and Kambona (2013), who looked at Kenyan institutions, mention mainly individual factors as suitable predictors of physical mobility, emphasizing the age, the class in society, and the region or country of origin. Rubenstein et al. (2019) agrees on these factors, but adds further the earlier mobility behaviour, for example visible in tenure at the previous job. Other authors (Sullivan & Arthur, 2006; Valcour & Tolbert, 2003), differentiate personal factors further, mentioning explicitly culture and personality, and the mediating factor of gender.

Furthermore, a distinction can be made from the standpoint of inter- and intra-organizational mobility, the former sometimes also called “transitional” (Guan et al., 2019). Another attempt to distinguish types of physical mobility is by differentiating voluntary and involuntary mobility, sometimes also referred to as voluntary and forced, which is indicated by a mix of organizational and personal perspectives (Arthur et al., 2005). Forced mobility includes factors like being fired or moving for a significant other.

A very extreme case of physical mobility is called butterfly progress (Cassel et al., 2018), a comparatively extreme approach in career path switches, where an individual “flutters” from one job to the next.

Lastly, one of the proposed outcomes of career mobility is called movement capital, which is defined as an accumulation of human capital, social capital, self-awareness, and adaptability (Guan et al., 2019).

2.2 Objective Success

Historically, the eldest son in the family inherited the parents’ career and the corresponding facilities like a farm, smithy or castle for example (Dries, 2011). From the agricultural economy to the industrial economy, however, social structures became much larger and more organized. All children that did not get a chance to inherit moved to cities, enticed by large hierarchical organizations and lifetime employment. It was at this time that the notion of success in the traditional sense was coined, a linear progression through the organization, accompanied by pay raise and esteem. In the post-industrial economy, however, the economic situation became

more uncertain and with widespread organizational restructuring, a new approach to success became necessary (Dries, 2011).

Overall, career success can be defined as the achievement of desirable work-related outcomes over time (Arthur et al., 2005 as cited in Verbruggen, 2011). In recent literature, however, it has been split into Objective and Subjective Success, much similar to the progression away from traditional careers and towards alternative types. These concepts present the duality and interdependence of success (Arthur et al., 2005) and the growing emphasis on alternative ways of succeeding. It is understood that each individual's perception of success is shaped by mentors and supporters and possibly changes over the course of their life (Arthur et al., 2005).

Most definitions describe Objective Success as tangible and observable, often linked to other professionals and the ability to be compared by an outsider (Arthur et al., 2005; Abele & Spurk, 2009; Volmer & Spurk, 2010). This type of success is mostly considered in a traditional career trajectory, where success is defined by high pay and a high position in the company, earning status, and promotions (Hall & Mirvis as mentioned in Segers et al., 2008). This is also the way Objective Success is operationalized and most research includes the official job title, the salary, the number of promotions and the functional level a professional individual works at.

2.3 Subjective Success

Besides objective prosperity, subjective career success is also to be considered. Mirvis and Hall (1994), despite preceding the previously mentioned definition of success by Arthur, Khapova and Wilderom (2005), define career success in a rather progressive way, later titled Subjective Success: They describe it as "the experience of achieving goals that are personally meaningful to the individual, rather than those set by parents, peers, an organization, or society" (Arthur et al., 2005).

Subjective Success is mostly intangible and self-referent and closely linked to the personal career anchors and focal points (Abele & Spurk, 2009), which vary from person to person. It can involve feelings of fulfilment and satisfaction, pride or development of family and connections. Furthermore, Subjective Success includes skill development and employability, health, and well-being as well as meaningfulness (Abessolo et al., 2017; Guan et al., 2019). This concept is commonly operationalized with job and career satisfaction (Abele & Spurk, 2009), but many others have tried to find a more accurate way to encompass all areas of personal success.

A frequently mentioned example of jobs high in Subjective Success is primary school teachers as they do not have a chance for career advancement but receive satisfaction from their teaching and their pupils' success and growth.

Important from a company perspective, Wiese, Freund and Baltes (2002) found that selection, optimization and compensation have a positive impact on subjective career success and overall well-being. This is related to decision making, career commitment and delayed gratification. It is nevertheless important to actively pursue one's goals. Kong, Cheung and Song (2012) further add the importance of mentoring, job rotation or career appraisal, which are arguably even included in the previous factors selection, optimization and compensation.

On the opposite end, inhibitors to Subjective Success, Ng and Feldman (2014) found that they can be categorized into trait related hurdles, motivation hurdles, social network hurdles, organizational and job hurdles. This largely coincides with the three "knowings" – knowing-how, knowing-why, and knowing-whom – which together cover operational knowledge, incentive and interpersonal skills and knowledge and are supposed to predict success (Eby et al., 2003; Koekemoer, 2014). Koekemoer (2014), in an exploratory study of South African managers, reports that study participants rather mention an element of luck over personal factors and attribute most barriers to the business environment and institutions.

In a different study, Colakoglu (2011) linked the Boundaryless career progression to Subjective Success via the three "knowings". His findings underline the importance of understanding one's self-identity, autonomy and accumulating valuable skills, emphasizing the highly significant impact "knowing-how" and "knowing-why" on Subjective Success.

A study of Spanish female business executives (Segovia-Pérez et al., 2019) found that there are three levels shaping success: individual, interactional factors, and industry-specific factors, each with related barriers and insights. Growing up surrounded by expectations and accepted behaviour patterns, it will come as no surprise that self-perception and stereotyping are listed as the most common barriers.

These findings can also be linked to a study by Hay and Hodgkinson (2006), the results of which are later confirmed by another study (Segers et al., 2008), who found that more male, as well as younger female managers view success in the traditional sense, whereas the older males and more females emphasized the subjective components.

Especially in the hospitality industry, a field necessitating high commitment and work hours not helpful to family life while also lacking role models, women are more driven to find their

pathways and versions of success (Enache et al., 2011). In general, many older professionals value Subjective Success criteria more, like time with family or personal growth potential. This is more likely fulfilled by neglecting boundaries and finding own pathways, as mentioned by Guan et al. (2019). They also mention that in the short-term, physical mobility might be counterproductive for relationships, satisfaction and Subjective Success overall, as this means that the individual has to start over and get accustomed to a new environment and new colleagues for example every time. At the same time, in the long run, physical mobility contributes to skills such as adaptability and self-awareness, therefore improving the individual (Guan et al., 2019).

Overall, it can be said that career success is not unidimensional anymore. While the importance of Subjective Success has been already emphasized since the 1950s (Hughes, 1958, as cited in Shockley et al., 2015), little effort had been expanded in the decades following. Much of the factors mentioned and propositions had been tried to cram into a single dimension of Subjective Success (Warr et al., 1979; Greenhaus et al., 1990; Wiese et al., 2002) or had been operationalized by job and career satisfaction. In more recent research, however, the scope of Subjective Success research has been broadened to entail eight subdimensions: Shockley et al., in their 2015 study, proposed the dimensions of Recognition, Quality Work, the Meaningfulness of Work, and Influence, along with the dimensions of Authenticity, Personal Life, Growth and Development, and Satisfaction. All these nuances or subdimensions are repeatedly found in others' research on the topic of Subjective Success.

Chapter 3 Issues for Investigation

The following sections will highlight once more the strands of reasoning that were examined in this research and propose a conceptual model to be examined further. The problem statement is given, along with research questions and hypotheses.

3.1 Problem Analysis

As portrayed and examined extensively in the previous chapters, mobility and success are topics of high interest for many industries. Cassel et al. (2018) and Kariru et al. (2013) found in their research that hospitality professionals are more active and mobile than their counterparts in other industries. It is therefore even more interesting to examine these behaviours and interactions of the factors within this group of hospitality professionals.

Due to the existence of highly entangled, yet distinctive concepts like Protean and Boundaryless careers, psychological and physical mobility, it is important for research to be concerned with those aspects. It is expected that any mobility by choice will have extensive thought processes and examinations of priorities, even if subconscious, as a precursor. In some cases, however, like with forced mobility by firing or mobility for the sake of a partner or family, psychological mobility might be gained or considered afterwards. Therefore, this research proposes a bi-directional relationship between those two variables.

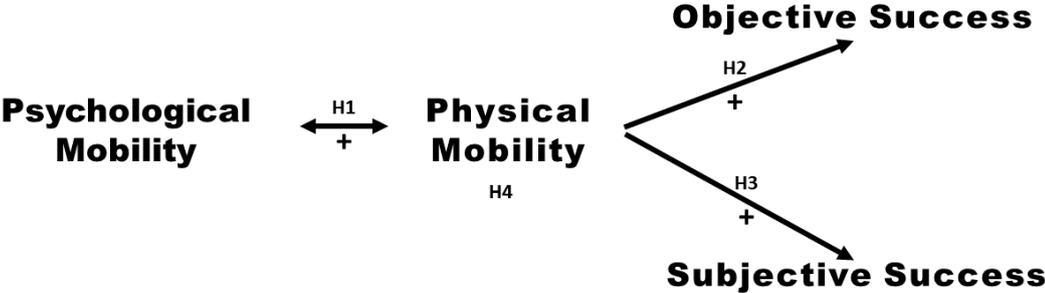
In hospitality, especially in the higher positions of the hierarchical pyramid, it has become common to encourage or even require mobility of some form from professionals. This drive for international exposure becomes also evident, for example, in management development programmes with placements all over the world. It is therefore hypothesised that physical mobility will have an overall positive effect on Objective Success. At the same time enacting physical mobility, while in the short-term inconveniencing and requiring professionals to keep starting over with certain parts of their life with each new location, in the long term will enrich their lives and lead to higher levels of Subjective Success.

3.2 Conceptual model

The following conceptual model has been developed based on examined literature and reasoning within as well as that observed from students.

A bidirectional relationship between psychological and physical mobility has been proposed; physical mobility in turn affecting the two forms of success – objective and subjective. It is proposed that physical success has a mediator function between psychological mobility and Objective and Subjective Success.

Figure 1: Conceptual model with mediator physical mobility, including types of mobility and success



3.3 Problem statement / Hypotheses

Mobility is a very relevant and much-discussed topic in the hospitality field. The same can be said about success, although regardless of field. This research strove to shed light on the mobility and success relations of hospitality alumni in their professional lives and the effects of studying abroad: Does it result in higher global and career mobility, and does it lead to more success, both objectively and subjectively? Does mobility affect success?

The following problem statement has been devised based on that and research questions and hypotheses were developed to guide the subsequent research processes.

Problem statement

What are the effects of mobility on success for hospitality professionals with at minimum a bachelor’s degree?

Hypotheses

H1: There is a bidirectional positive relationship between physical and psychological mobility.

H2: Physical mobility has a positive effect on Objective Success.

H3: Physical mobility has a positive impact on Subjective Success.

H4: Physical mobility acts as a mediator between psychological mobility and the two forms of success.

Chapter 4 Method

This chapter is concerned with presenting the considerations and thoughts behind conducting the research. After an introduction into the researcher's paradigm, the research type and design of the study will be elaborated on. Then the instrument will be examined and explained before the population and sampling is presented. Further, the data collection procedure is discussed, after which finally analysis methods and ethical considerations are reviewed. To round off, limitations of the design will be presented.

4.1 The postpositivist research paradigm

Research paradigms reflect the overall worldviews of the researcher (Mackenzie & Knipe, 2006). As explained by Kivunja and Kuyini (2017), there are several aspects to it, like the epistemology of the paradigm, concerned with the relationship of humans, and specifically the researcher, to knowledge, and the ontology of the paradigm, which is concerned with the nature of reality itself. Finally, the axiology is concerned with the ethics related to the research paradigm (Kivunja & Kuyini, 2017), and will be examined in a later chapter.

The positivist paradigm considers a scientific method of investigation, and four main aspects to consider: Determinism, the philosophical view that everything is the result of previously existing causes, which in turn can be researched by analysis of empirical data, so empiricism. Then parsimony or Occam's razor, meaning that the simplest way of connection is preferred, or in the case of research that the fewest independent variables possible are used as a base of explanation; and lastly generalizability (Kivunja & Kuyini, 2017). To do so certain criteria need to be assessed upon, namely internal and external validity, reliability, and objectivity. Each of these will be addressed in later chapters.

This research strived to find correlations between social phenomena, which are viewed as mostly fixed and detached from their actors, following a deductive approach (Bell et al., 2019). This is also the main approach considered in existing literature and research on the related topics.

A subdimension of the positivist paradigm is called postpositivism. This is also the paradigm the author of this thesis follows. According to Amakiri and Juliet (2018), contrary to positivism, which states that phenomena are fully explainable, a postpositivist viewpoint accepts that reality can never be fully understood and is imperfect. Nevertheless, reality can still be studied,

captured and understood (Kivunja & Kuyini, 2017). Kivunja and Kuyini (2017) call the result an approximation of reality.

4.2 Research Design

Going hand in hand with the postpositivist paradigm and the desired outcome of this research, Antwi and Hamza (2015) suggest quantitative methods, trying to distinguish explanations and connections.

Due to a large amount of research completed on related topics, this research aimed to connect several areas of study and apply it to a certain group of persons, in the hopes of explaining a phenomenon observed. According to Brotherton (2015), it is therefore considered explanatory research.

Quantitative research allows for gathering a large amount of data to be scaled, quantified, and possibly generalized to a certain point (Bell et al., 2019). Correlations and fine differences can be observed, and relationships explored (Bell et al., 2019). A quantitative design enables high accuracy and precision and is more likely to have higher accuracy when attempting to generalize to the described population (Brotherton, 2015). The use of statistics further makes for less error of judgement. External factors can be filtered out or compared, which on the downside, make for a usually more costly and time-intensive process (Bell et al., 2019).

In line with the paradigm and design, this research made use of a cross-sectional method and utilized a closed questions self-completing survey. Rather than surveying the population over a longer period, the study strived to gather data from different sections of the population in a moment in time of different points in careers (IWH, 2015). According to Tolkach and Tung (2019), the average professional holding a bachelor's degree changes position every two years. As the duration of the Master programme, as part of which this research was conducted, is twelve months, a longitudinal approach was neither relevant nor was the appropriate time frame possible. The useful gap in time between measurements exceeded the programme length.

4.3 About the instrument

Following the positivist paradigm, a self-completing survey with close-ended questions was selected as the instrument of choice for this research. This type of survey enables the researcher to reach remote and lesser-known participants, gather a large bulk of data and further gives the

participants the safety of anonymity (Brotherton, 2015). As the research was not centred around one location but rather around a set of characteristics the participants shared in the past, this instrument enabled more access.

Before publishing, five of the researcher's acquaintances were contacted with the request to pilot the survey. They gave feedback on the clarity of the text, choice of words, grammar and spelling as well as on ease of use and duration, based on which the survey was adapted before it was published to a larger group. Further, a research lecturer with extensive knowledge also in tool security and the German language was consulted.

The survey contents

Generally, it is advisable to fulfil respondents' expectations and follow the concepts in the conceptual model when designing a survey. It is also advisable to go from more general to more personal, from broad questions to more precise ones, to familiarize the respondents with the topic and to not leave anything out. Any extra information should be asked at the end when attention spans are shorter (Bell et al., 2019).

The survey for this research starts with the scales on Boundaryless and Protean career attitudes by Briscoe, Hall and Frautschy DeMuth (2006) to gather data on psychological mobility. Several different authors have used these to measure psychological mobility before, so it is a tested method to assess this concept. Hereafter, the Protean career attitude will be called Protean Career Orientation (PCO) and the psychological component of the Boundaryless career will be referred to as Organizational Mobility Preference (OMP) (Verbruggen, 2012).

To survey physical mobility, questions about transitions across organizational borders, countries and functional levels were asked, but as this research was conducted to gather knowledge on the career of the participants, any family related mobility was not included (Sullivan & Arthur, 2006), therefore leaving out parental leave periods for example.

To measure Objective Success, much like in previous research (Arthur, Kaphova & Wilderom, 2005; Abele & Spurk, 2009; Verbruggen, 2012) the participants were asked to indicate their salary group, number of promotions they had since graduation and their current functional level. The salary groupings were based on average Hotel Managers' Salary brackets, retrieved from Salaryexplorer (Hotel Manager Average Salary in Germany 2021 - The Complete Guide, n.d.).

Furthermore, for measures of Subjective Success, the scale developed in the mixed-method study by Shockley, Ureksoy, Rodopman, Poteat, and Dullaghan (2015) was utilized. It is based on the often used and heavily reviewed scales for Job satisfaction by Warr, Cook and Wall (1979) and the one for Career satisfaction by Greenhaus, Parasuraman and Wormley (1990), while providing a more recent tool.

Lastly, the survey collected information on Age and Gender, which has been found to be relevant by several researchers (Hay & Hodgkinson, 2006; Segers et al., 2008; Segovia-Pérez et al., 2019; Enache, 2019), as well as years since graduation, other degrees attained and the country of study. Years since graduation aided in equalizing the transitions made and allowed for direct comparison; other degrees attained gave insight, as it cuts the working time in question shorter, while it has been found not to give too much of an advantage (Hay & Hodgkinson, 2006). The country of study will indicate a predisposition for mobility, even before the professional career and will be important in distinguishing if international studies do have an impact, as has been theorized by many students.

Scaling, reliability and validity

Most of the scales utilized in the examined, earlier studies that were adapted for this research used 5-point Likert scaling, in one instance a 7-point Likert scale. To streamline and adapt the scales and avoid confusion or unclarity between scale items, a 5-point Likert scale was used for this research. The scales of psychological mobility and Subjective Success followed a scale of disagreement-agreement, and most other sections, like the salary and functional level, had choices also divided into five sections.

All scales being devised and used in previous research ensured construct and measurement validity (Bell et al., 2019). The survey parts measuring psychological mobility and Subjective Success, as well as the surveys those were built from, have been used time and time again, proven to encapsulate the concept adequately. As for the other two concepts, physical mobility and Objective Success, they were built upon extensive accounts from multiple sources each that described the indicators used in great detail. Using pre-existing questions is useful as reliability and validity have been proven for them already (Bell et al., 2019). It is still necessary to concern oneself with those for the research as a whole, though. The survey was administered in German and English to avoid as many misunderstandings with vocabulary as possible.

Together with minute accounts of the process and scale, this results in a repeatable study, consistent over time and replicable if so desired, furthering reliability overall (Bell et al., 2019).

Table 1: Questionnaire design and content description

Concept	Working definition	Subdimensions or explanation	References
Psychological mobility	perception of the capacity to make transitions, attitudes toward mobility	<ul style="list-style-type: none"> • Protean Career Orientation: focused on values orientation and self-direction • Organizational Mobility Preference: focused on mobility 	<p>Briscoe et al., 2006; Briscoe & Hall, 2005; Hall et al., 2017 Arthur & Rousseau, 1996, as cited in Sullivan & Arthur, 2005 Valcour & Tolbert, 2003 Arthur et al., 2005 Sullivan & Arthur, 2005 Verbruggen, 2012 Smith et al., 2017 Cassel et al., 2018 Holtschlag et al., 2020</p>
Physical mobility	transition across borders of any type	<ul style="list-style-type: none"> • transitions across company borders • transitions across countries • transitions within borders • transitions across functional levels 	<p>Arthur & Rousseau, 1996, as cited in Sullivan & Arthur, 2005 Arthur et al., 2005 Sullivan & Arthur, 2006</p>

Objective Success	Other-referent, tangible, observable by others	<ul style="list-style-type: none"> • Salary / Wage group (per month in €) • Number of promotions since graduation • Functional level 	<p>Arthur et al., 2005</p> <p>Abele & Spurk, 2009</p> <p>Verbruggen, 2012</p>
Subjective Success	self-referent, based on own thoughts and satisfaction, not observable by others; accomplishment of desirable work-related outcomes at any point in a person's work experiences over time	<ul style="list-style-type: none"> • Recognition • Quality Work • Meaningful Work • Influence • Authenticity • Personal Life • Growth and Development • Satisfaction 	<p>Warr et al., 1979, as cited in Verbruggen, 2012</p> <p>Greenhaus et al., 1990</p> <p>Shockley et al., 2015</p> <p>Arthur et al., 2005</p> <p>Abele & Spurk, 2009</p> <p>Colakoglu, 2011</p> <p>Enache et al., 2011</p> <p>Abessolo et al., 2017</p>
Background information		<ul style="list-style-type: none"> • Age • Gender • Years since graduation • Country of study • Other degrees attained 	<p>Gattiker & Larwood, 1986</p> <p>Hay & Hodgkinson, 2006</p> <p>Segers et al., 2008</p> <p>Forret et al., 2010</p> <p>Segovia-Pérez et al., 2019</p> <p>Lu & Adler, 2011</p>

4.4 Population and sample

Domains

This research started with the goal of examining the mobility and success of hospitality professionals. An additional aspect was to investigate the differences between studying abroad or in their home country. Consequently, the population consists of individuals that have at minimum a Bachelor degree in the field of hospitality. Some variation in the name of the study programme was also accounted for. Therefore, courses of tourism or similar name with a strong hospitality focus were also included where possible.

Operationally, it is impossible to reach all professionals that fit the description. Therefore, in the first phase of this research, the subset of German nationals was considered. Later on, it was decided to widen the scope again to include all nationalities.

Sampling techniques

As for the sampling techniques, two approaches were utilized: After establishing a sampling frame for the countries of Germany and the Netherlands, both for the alumni groups as well as for the individuals, a self-selecting sampling procedure was utilized. At the same time, snowball sampling was used to enrich the sample and increase the sample size.

Self-selection is based on a group of people sharing certain identification criteria (Verhoeven, 2015). The group is proposed as a whole, often in form of advertisement or similar, and the individuals can then choose themselves if they wish to participate or not. A case can be made about the respondents being self-motivated in the group who also take initiative in other parts of their life, therefore creating a bias. Still, the results are usually representative, which in this case makes it an applicable sampling type even for quantitative research (Walsh et al., 1992).

Second of all, snowball sampling was used. This form of convenience sampling is commonly used when there is no existing database or sampling frame available, making it difficult to find and reach the individuals needed (Verhoeven, 2015). Starting with a person known to fit the criteria defining the group, they can then contact other individuals they know of and share the questionnaire. This usually does not result in a representative or large sample (Verhoeven, 2015).

Sample

As for the accessible groups within the population, professionals in alumni groups on social professional networks LinkedIn, as well as Facebook were considered. Checking all existing tertiary education institutions in Germany and the Netherlands offering hospitality education on a Bachelor level for applicable groups aimed for a representative and wide enough sampling frame (Bell et al., 2019). Further distribution via the contacts in the field aided with increasing the range of respondents. Lastly, posting calls to action with the survey links in as many Facebook groups as possible widened the access to global professionals.

Working with a web-based survey resulted in the final operational population of bachelor graduates from the field of hospitality and tourism with access to the internet and membership to major social media. A minimum final sample of 125 respondents was strived for, following Cohen (1992), but not achieved. Together with the addition of snowball sampling and an insufficiently large sampling size, external validity could not be guaranteed. Only a sample size of 84 could be achieved.

Overall, these steps resulted in a sample and sample size of smaller size than suggested by Cohen (1992) and originally planned but the process also led to far more diversity in the population than planned. This impacts the generalizability, as the participants together are representative of a more diverse group of individuals, but care has to be taken to consider the groups of professionals to which this research can be generalized. Still, knowledge gained from this research can be insightful and interesting.

4.5 Data collection procedure

For the selection of educational institutions of which the alumni would be contacted, a list of all schools offering hospitality and tourism education or a sub-category thereof, which are located in Germany and the Netherlands was made. After this, schools were filtered first by the title of their education, eliminating degrees that only offer tourism, event management or similar without at least a specialization in hospitality. As there has to be a way of contacting alumni, the next step was to search via LinkedIn and Facebook for Alumni network groups. This further eliminated some of the schools from the list, as did the willingness of the group managers to be contacted. Later on in the process, once the decision had been made to include all nationalities, this process was repeated for different countries.

On Facebook, groups of hospitality professionals were joined. There the condition of a degree in the appropriate field was mentioned as a condition for filling in the survey.

The surveys were posted in the corresponding groups, available to anyone in the group and accessible population. This results in a self-selected sample. A message was drafted in both English and German explaining the gist of the research, at the end of which interested participants could click on the shortened link to the survey in their chosen language. This further allowed respondents to choose the language they were more comfortable with.

Shortly after publishing the survey, as response rates were negligent, it was decided that snowball sampling would be included to increase the sample size. Thereafter, the survey was published on all social media accounts of the researcher, in Teams environments of the educational institute, shared with LinkedIn connections and WhatsApp contacts, classmates and acquaintances were asked to fill in the survey and/or distribute it to their contacts.

In general, Microsoft Forms was used as the questionnaire tool of choice. The high popularity of Microsoft applications, in general, ensured that this programme was easy to use and familiar to the study participants. Furthermore, it enabled ease of data extraction as responses, even though there is some aftercare and formatting needed, can simply be downloaded in an excel file. This provider also has appropriate data security settings, not allowing anybody besides the creator of the survey and those explicitly chosen by the creator to gain insight into responses. Data is not sold or used for marketing purposes.

Throughout data collection, several reminders were sent and the survey was published again and again to re-appear at the top of timelines.

4.6 Data analysis methods

First and foremost, descriptive statistics can give a good overview of a study and its participants. Reporting on the background variables further has the added benefit of increasing the replicability, and is considered good practice (Bell et al., 2019). Assessing the overall population for skewness and kurtosis will also be helpful, as that could otherwise limit future analysis possibilities (Navarro & Foxcroft, 2019).

Assessing the reliability is done for the sake of knowing how stable the measures used are or how consistent. It is also used to distinguish the best combination of measures that describe it, which is especially useful when a never before used set of questions was applied (Bell et al.,

2019). However, a reliability analysis should still be done with tested scales, especially when parts of it are to be combined in a new joined score. Cronbach's α , along with a correlation heatmap is useful here (Navarro & Foxcroft, 2019). Overall, the items selected to present a (sub-)dimension are chosen based on a mixture of item-rest correlation, preferably exceeding .3, and the score for Cronbach's α if item dropped. However, each case will be evaluated separately.

Another step of the analysis to be integrated is correlation analysis. Here a correlation matrix is of utmost help as it gives an indication of the strength and direction of any correlations explored. Pearson's correlation coefficient is the most suitable tool for this (Bell et al., 2019). It can further already give much insight into future regression models and act as a cross-check point for the following analyses. Mistakes can therefore be detected easier in future analyses.

Taking it one step further, linear regression analysis can be conducted, which is closely related to the concept of correlation (Bowerman et al., 2012). The base assumption is that there is a relationship between a predictor variable and a dependent variable. If plotted, all data points should be scattered around a single straight line. This line or its formula can be used as the basis for predictions, and the better the fit – or the smaller the standard error – the better the prediction and the more significant the prediction relationship (Bowerman et al., 2012). Here, r^2 is a helpful coefficient to report on besides the F Test which tests the overall significance of the model (Bowerman et al., 2012).

Lastly, a t-test, or test comparing two means, can be helpful to examine differences between two separate groups like gender or home country and international students. The means of each group are compared and tested for significance.

While the general theoretical basis of analysis has been covered in the last few paragraphs, the following two models give insight into the different effects and relationships that will be analysed with the help of the techniques explained.

The figures below give a visual presentation of the analysis that was conducted. Starting with the regression of Pathway a, the analysis was continued with regressions analyses for path b. The subdimensions were used as dependent variables separately where applicable and ordinal regressions were utilized for some of the Objective Success items. As a last step of analysis, to check for mediation, the paths c and c' were compared in a stepwise regression.

Figure 2: Step one of the regression analyses conducted

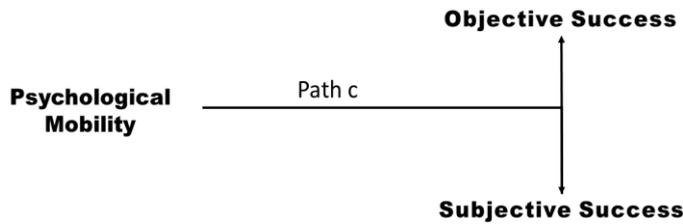
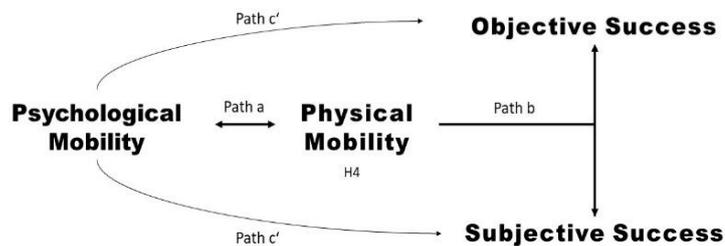


Figure 3: Path descriptions of Regression analyses two and three conducted



4.7 Honesty and Research Ethics

Generally, each researcher has two dimensions of ethical responsibilities to consider: The ethics of own actions and personal integrity, which also includes honesty and frankness; and the ethical responsibilities towards research participants (Walliman, 2011). In general, it can be said that this research strived to follow the general principle to avoid any harm (American Psychological Association, 2017; Bell et al., 2019).

Honesty, frankness and personal integrity

During all research processes the researcher tried to be completely honest (Walliman, 2011). This included citing all work not of the authors origin and respecting intellectual ownership. Further, as part of the research community, it was important to uphold standards set (Walliman, 2011), like minute reporting on techniques or information obtained. Care was taken not to speculate or misrepresent data or to be too selective in reporting. As much as possible, the researcher tried to eliminate any bias. (Walliman, 2011)

Finally, there was care taken that the researcher was not harmed, and no data was fabricated or altered or left out without justification.

Ethical responsibilities towards the subjects

Following the notion of informed consent (Walliman, 2011), the first page of the survey introduced the researcher, topic and aim, and reach of the research, furthermore explaining the privacy and confidentiality setup. To further protect the participant and avoid undue intrusion, especially in the section of Objective Success, intervals were provided with brackets to select from, especially in instances like salary reporting. Besides that, there was no obligation to answer a question if not desired (Bell et al., 2019). Seeing that the population consists of adults only, who can answer at leisure or chose not to, there was no need to take additional steps to secure consent.

While there is no source of funding for the research, the affiliation to NHL Stenden was also revealed on the introductory page of the survey and respondents were fully informed on their rights to leave out questions or to retract their answers at a later point in time.

As a matter of respect for the person, simple yet formal language was used, and the word choice was adjusted according to the education and language level of expected respondents (Walliman, 2011). The questionnaire was further offered in the German language to avoid misunderstandings and all surveys sent out were fully checked by seasoned research professionals before publishing.

All participant data was collected anonymously and potentially telling details were handled with the utmost confidentiality, only shared with the responsible teaching staff or included in the thesis in generalized form. This was communicated clearly to the participants. Moreover, a survey tool of suitable privacy policies was selected to ensure the security of people, jobs and prospects (KNAW et al., 2019).

All distributors, both gatekeepers for the social media groups as well as friends and family of the researcher who were responsible for sharing the survey and therefore snowballing, were approached but not pressured into their role (Walliman, 2011). As for respondents, while a reward in the form of entering a raffle was offered upon filling in the survey, participation was voluntary. It was simply used as an incentive for strangers of no relation with the researcher to give more consideration to consider filling in the survey and compensate for the time taken (Walliman, 2011).

To additionally avoid any harm brought to employers of respondents or educational institutions, any mention was avoided, and no questionnaire items asked for such data (Walliman, 2011).

4.8 Limitations of the Design

Generally, in each research, there have to be decisions made on certain topics. While that leads to a clear and repeatable study with clear parameters, each decision or external constraint makes for more limitations. The ones related to the design of this study will be elaborated upon in the following.

The first limitation is related to the time-bound nature of the study programme and therefore to the impossibility of a longitudinal study. Longitudinal studies are usually used to examine for effects of one variable on another and follow the study participants over some time, observing developments and changes, as well as cause and effect relationships (Faulkner & Faulkner, 2018). Instead, this research had to fall back on a cross-sectional design which means a subgroup of the population is looked at at a single point in time (Faulkner & Faulkner, 2018). Therefore, while a correlation relation might be reported, no temporal component can be inferred.

A second limitation has to do with access and the population in general. It is hardly possible for a single university student to gain access to the entirety of all bachelor graduates from a hospitality or tourism study. Therefore, as the sampling frame can never be fully complete, the results can never be fully generalized to such a population (Bell et al., 2019). Respondents have to be examined carefully to extract the group of people the results might be applicable for.

Furthermore, the way the population was reached comes with several limitations. Older people, further removed from their university days and not necessarily versed in social media, are harder to reach. This made the respondents' age distribution skewed toward the lower ages. Moreover, not all of the alumni groups were willing to let the researcher join alumni groups or publish the survey. Snowballing did contribute to this limitation as well and as it is itself not a probability sampling method (Bell et al., 2019), the results of this study should not be generalized without further examination.

The next set of limitations is related to the survey design. While some aspects reported on are factual, many are attitudinal, which brings the potential for self-reporting bias (Bell et al., 2019). Especially on the subject of success, respondents might overinflate. Furthermore, some

cultural tendencies have to be taken into consideration, like middle bias (Bell et al., 2019) or the tendency to not choose the outermost values some Asian countries have.

Lastly, some limitations stem from the way respondents were approached and experienced the survey. Being a web-based survey at a time where much research is being conducted, both by other students on all levels but also by businesses and governments to assess mindsets post-COVID, and many are exposed to much information online on the daily, response rates were estimated to be low (Bell et al., 2019). As they ended up being abysmal, and an incentive was introduced in the form of a raffle, some groups within the population might have been more welcoming than others towards filling in the survey (Walliman, 2011). Adding to that is the self-completing nature of the questionnaire. The researcher cannot be sure that all criteria were filled, and the respondents did belong to the desired population (Bell et al., 2019), even though the way of sampling increased the odds. The self-completing questionnaire also makes for higher risk of bias (Bell et al., 2019).

Chapter 5 Results

In this chapter, the results from the previously described processes will be presented and explained. All analysis was done with the statistical software SPSS. Firstly, an overview of the sample will be given with the help of descriptive statistics. This is followed by an overview of the dimensions that make up the parts of the questionnaire and conceptual model. Thereafter, the results of the reliability analyses are presented before the regression analyses of the different paths as presented in the method chapter are put forward.

5.1 About the respondents

With the help of descriptive statistics, an overview of the characteristics of the sample can be given, the results of which are visible in Table 2. In total, 86 hospitality and tourism alumni filled in the questionnaire, 29% of which are male (n=25) and 71% female (n=61). Besides the bachelor's in hospitality and/or tourism, 32 (40%) went on to further complete a master degree and three participants (4%) took some additional vocational training courses.

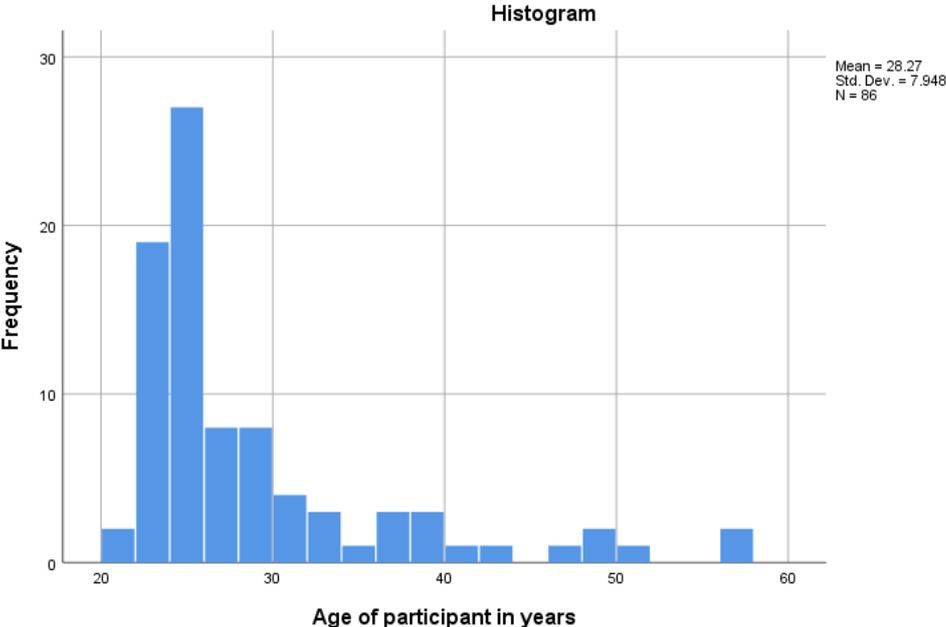
Table 2: Descriptive statistics describing the sample

	Valid Frequency	Valid Percent		Valid Frequency	Valid Percent
Gender			Educational Level		
male	25	29%	Bachelor	44	56%
female	61	71%	Master	32	40%
			Vocational Training	3	4%
Total	86	100%	Total	79	100%
Country of Origin			Country of Study		
Germany	49	57%	Germany	26	30%
Netherlands	21	24%	Netherlands	53	62%
Asia	7	8%	Asia	4	5%
Other European	7	8%	Other European	2	2%
Africa	1	1%	Africa		
North America			North America	1	1%
Total	85	100%	Total	86	100%
Studies abroad					
At home	50	58%			
Abroad	36	42%			
Total	86	100%			

Besides that, most of the study participants are of German nationality, which can be attributed to the research starting limited to German nationals. Besides the 57% Germans (n=49), most other participants are Dutch (24%, n=21).

The participants, however, studied mostly in the Netherlands (62%, n=53), which can be attributed to the researcher's network which came into effect thanks to snowball sampling. Overall, this results in a sample with a sizable amount of people studying in a country that is not their home country (42%, n=36).

Figure 4: Histogram of the sample's age distribution



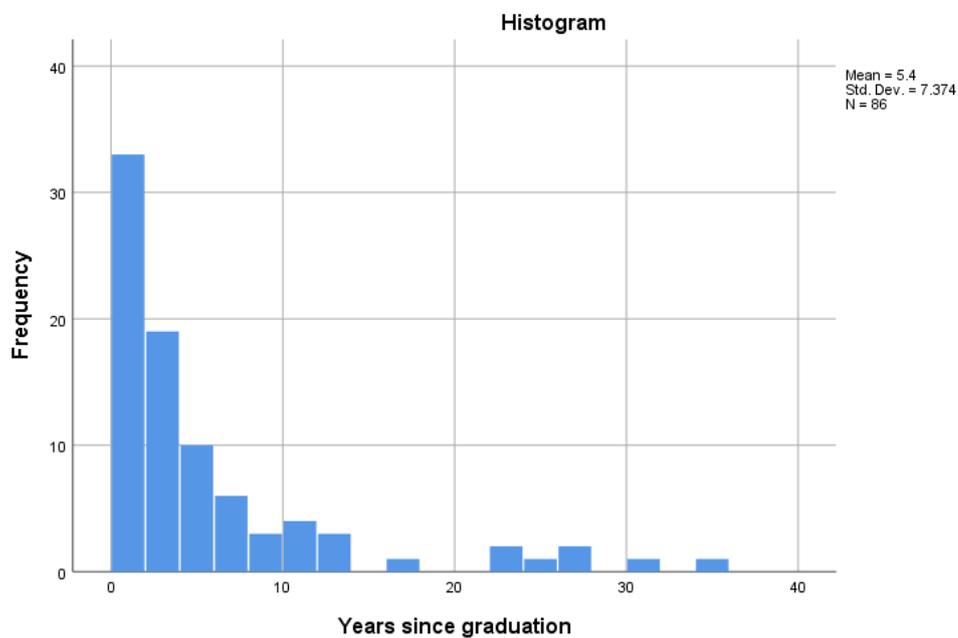
The professionals that participated in the study are mostly below the age of 30, with an average sample age of 28.3 years old, attributable both to the reach of social networking applications, as well as to the educational system change and the emergence of hospitality

and tourism studies. Nevertheless, a few outliers up to the age of 56 enrich the dataset and increasing the standard deviation to 7.7 years.

The abovementioned factors also influence the distribution of the time that passed since finalizing the bachelor's degree. The majority of respondents achieved their degree within the past ten years.

It has to be noted that the age of the population is skewed, which might affect other outcomes. The population was checked for the outliers if they influence the results with help of a scatterplot.

Figure 5: Histogram of the sample's time (in years) since graduation



5.2 Descriptive analysis of the Dimensions

As visible in the conceptual model, the research proposed four main dimensions to be investigated, some of which consist of subdimensions. An elaboration of these can be found in Chapter 2 Literature Review, and a more detailed description of the make-up of the survey is given in chapter 4.3 About the instrument. The following section will be concerned with a descriptive analysis of the independent variable psychological mobility, which includes the subdimensions Protean and Boundaryless career orientation, the proposed mediator physical mobility and the two dependent variables concerned with success (Objective Success

and Subjective Success). All subdimensions have been described and explained extensively in Chapter 2 Literature Review and detailed accounts can further be found in Table 1.

Firstly, Protean Career Orientation, as presented in Table 3, is reported with overall positive opinions; all means are above the scale’s midpoint of three. Respondents report the highest agreement with statements about their freedom of choice and self-reliance when it comes to their career (Indicators 4-6), whereas opinions diverge most on the topic of judgment by others. The standard deviation varies between 0.58 and 1.02, which indicates some smaller differences in opinions on the topic of Protean Career Orientation, but everything is in the frame of acceptance for a 5-point Likert scale.

Table 3: Descriptive statistics of the dimension Psychological Mobility - Protean Career Orientation

Protean Career Orientation	N	Mean	Std. Deviation
When development opportunities have not been offered by my company, I’ve sought them out on my own.	86	4.02	.811
What I think about what is right in my career is more important to me than what my company thinks.	85	4.08	.790
Overall, I have a very independent, self-directed career.	85	3.92	.820
Freedom to choose my own career path is one of my most important values.	85	4.41	.583
I am in charge of my own career.	85	4.38	.617
Ultimately, I depend upon myself to move my career forward.	85	4.24	.718
Where my career is concerned, I am very much “my own person.”	85	4.05	.596
In the past I have relied more on myself than others to find a new job when necessary.	85	4.07	.923
I navigate my own career, based on my personal priorities, as opposed to my employer’s priorities.	85	3.75	.898
It doesn’t matter much to me how other people evaluate the choices I make in my career.	85	3.38	1.023
What’s most important to me is how I feel about my career success, not how other people feel about it.	85	4.08	.775
I’ll follow my own conscience if my company asks me to do something that goes against my values.	85	3.82	.819
What I think about what is right in my career is more important to me than what my company thinks.	85	3.53	.825
In the past I have sided with my own values when the company has asked me to do something I don’t agree with.	85	3.34	.880

For the subdimension of Boundaryless career orientation (Table 4), respondents generally report positively on the statements. The most variation can be found in two of the tendency questions which are concerned with the topic of familiarity and comfort within an

organization (Indicators 9 & 13). The statement overall rated the highest, while also having the lowest standard deviation, is “I am energized in new experiences and situations” (4.36 ± .572). The standard deviation varies between 0.57 and 1.07.

It is visible from these results on two subdimensions of psychological mobility that the respondents generally are positive about mobility and rather outgoing and energetic in new situations and with new people. This fits the overall description of a hospitality professional, generally meeting new guests and colleagues and being energetic.

Table 4: Descriptive statistics of the dimension Psychological Mobility - Boundaryless Orientation Organizational Mobility Preference

Organizational Mobility Preference	N	Mean	Std. Deviation
I seek job assignments that allow me to learn something new.	85	4.33	.625
I would enjoy working on projects with people across many organizations.	86	4.21	.813
I enjoy job assignments that require me to work outside of the organization.	86	3.81	.847
I like tasks at work that require me to work beyond my own department.	86	4.13	.779
I enjoy working with people outside of my organization.	86	4.08	.707
I enjoy jobs that require me to interact with people in many different organizations.	86	4.03	.804
I have sought opportunities in the past that allow me to work outside the organization.	86	3.50	.991
I am energized in new experiences and situations.	86	4.36	.572
I like the predictability that comes with working continuously for the same organization. (Switched tendency question)	85	3.19	1.018
I would feel very lost if I couldn't work for my current organization. (Switched tendency question)	85	3.64	.974
I prefer to stay in a company I am familiar with rather than look for employment elsewhere. (Switched tendency question)	86	3.43	1.069
If my organization provided lifetime employment, I would never desire to seek work in other organizations. (Switched tendency question)	86	4.08	.923
In my ideal career I would work for only one organization. (Switched tendency question)	86	4.15	.927

For the dimension of physical mobility, which is not reported based on opinions but rather based on experience, Table 5 can give insight. Here it is important to note that all values reported on were first divided by the years since graduation to allow for comparison between individuals that just graduated and those that are further in their career journey. Most transitions are reported between companies and between functional levels with annual averages of .84 each. Generally speaking, it can be said that in two years an average

hospitality professional will experience all kinds of physical mobility reported on. It is important to consider, however, that the standard deviations are mostly larger than the group average, indicating large variations in mobility behaviour. This can potentially be attributed to the recent COVID-19 pandemic and the large number of respondents who also followed a master course, lowering the overall opportunities for transitions.

Table 5: Descriptive statistics of the dimension Physical mobility (in average transitions/year)

Physical mobility (average per year since graduation)	N	Mean	Std. Deviation
Transitions across company boarders	86	.844	.980
Transitions across countries	85	.436	.603
Transitions within boarders but across regions	85	.571	.929
Transitions across functional levels	85	.839	.822

On the dimension of Objective Success, which is made of one interval/ratio variable (Figure 6: Average annual promotions since the Bachelor graduation) and two ordinal variables (Table 6). Most respondents report earning less than 4000€ or equivalent in their own currency per month (89.5%, n=77) and are mostly Head of their department or lower in the hierarchy (91,9% n=79). Also in the average annual promotions since the Bachelor, the high numbers of recent graduates and Master students are visible.

Table 6: Descriptive statistics of the dimension Objective Success

	Frequency	Valid Percent		Frequency	Valid Percent
Salary			Functional Level		
< 2500€	50	58.1	Employee	45	52.3
2500€ - 4000€	27	31.4	Team Leader	17	19.8
4000€ - 5500€	6	7.0	Head of Department	17	19.8
5500€ - 7000€	2	2.3	Regional Manager	3	3.5
> 7000€	1	1.2	Executive	4	4.7
Total	86	100.0		86	100.0

Figure 6: Average annual promotions since the Bachelor graduation

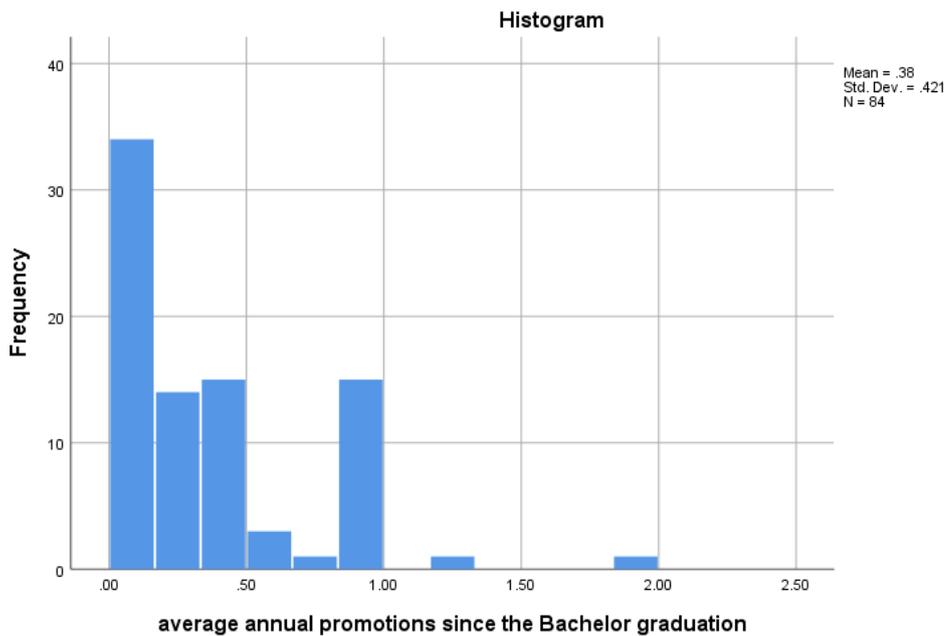


Table 7 reports the descriptive statistics for the dimension of Subjective Success. It is divided into eight subdimensions (Recognition, Quality Work, Meaningful Work, Influence, Authenticity, Personal Life, Growth and Development, and Satisfaction), each of which entails three indicators.

As was the case with psychological mobility, respondents generally report positively on the items, indicating a general feeling of success.

The section of Recognition is overall rated the highest with averages above 4 (out of five), while respondents report a little less enthusiastically on the influence they perceive to have, the perceived meaningfulness of their work and also partially on their personal life or work-life balance.

Overall, the sections of Recognition, Authenticity and Growth and Development have the highest means overall and some of the lowest standard deviations, indicating that the surveyed professionals are generally positive about these aspects especially when it comes to their success. This last-mentioned section is also the one where we find opinions diverging the most, resulting in a standard deviation up to 1.160. Other than that, all standard deviations reach a maximum of 1, which again is an expected variation for a 5-point Likert scaling.

It seems like respondents feel overall positively encouraged and recognized on a personal level but struggle a bit more with perceiving their work as important and like they have

influence in their company. This might be attributable to the hospitality and tourism industry, mostly concerned with leisure time and consisting of larger corporations and chains.

Table 7: Descriptive statistics of the dimension Subjective Success

Subjective Success	N	Mean	Std. Deviation
<u>Recognition</u>			
My supervisors have told me I do a good job.	86	4.37	.633
The organizations I worked for have recognized me as a good performer	86	4.21	.753
I have been recognized for my contributions.	85	4.12	.778
<u>Quality Work</u>			
I am proud of the quality of the work I have produced.	86	4.27	.602
I have met the highest standards of quality in my work.	86	3.92	.755
I have been known for the high quality of my work.	86	4.17	.706
<u>Meaningful Work</u>			
I think my work has been meaningful.	86	3.87	.716
I believe my work has made a difference.	86	3.77	.850
The work I have done has contributed to society.	86	3.43	1.012
<u>Influence</u>			
Decisions that I have made have impacted my organization.	86	3.85	.861
The organizations I have worked for have considered my opinion regarding important issues	86	3.90	.783
Others have taken my advice into account when making important decisions.	86	3.95	.750
<u>Authenticity</u>			
I have been able to pursue work that meets my personal needs and preferences.	86	3.78	.900
I have felt as though I am in charge of my own career.	86	4.12	.693
I have chosen my own career path	86	4.15	.790
<u>Personal Life</u>			
I have been able to spend the amount of time I want with my friends and family.	86	3.17	1.160
I have been able to have a satisfying life outside of work.	86	3.93	.865
I have been able to be a good employee while maintaining quality non-work relationships	86	4.02	.686
<u>Growth and Development</u>			
I have expanded my skill sets to perform better	86	4.22	.621
I have stayed current with changes in my field	85	3.94	.661
I have continuously improved by developing my skill set.	86	4.10	.614
<u>Satisfaction</u>			
My career is personally satisfying.	86	3.77	.916
I am enthusiastic about my career	85	3.72	.881
I have found my career quite interesting.	86	4.02	.933

5.3 Analysis of scales and reliability

In order to take maximize the predictability of the questionnaire, all dimensions and subdimensions were analysed on reliability. This aided in deciding if deleting certain items would be beneficial as well as with overall consistency. More in-depth analysis tables can be found in Appendix III.

Psychological mobility

For the dimension of Protean orientation, originally 14 items, one was taken out of consideration: "I'll follow my own conscience if my company asks me to do something that goes against my values". This increased the α coefficient from .696 to .702. The item furthermore had very a low item-total correlation.

For Boundarylessness or Organizational Mobility Preference, the item "I have sought opportunities in the past that allow me to work outside the organization" was excluded from interpretation, increasing the α coefficient from .792 to .794. While the change is not that large, the decision was made based on the items total correlation was also below .3.

This resulted in the independent variable of psychological mobility being represented by the two subdimensions Protean Career Orientation and Organizational Mobility Preference made of 13 and 12 indicators respectively.

Subjective Success

The subdimensions of Subjective Success were each analysed. Maintaining all items for Recognition resulted in an α coefficient of .829 while excluding "I am proud of the quality of the work I have produced" increased the coefficient for the dimension Quality Work by .029 to .799. For the dimension of Meaningful Work, deleting the item "The work I have done has contributed to society" raised the α coefficient to .846. In the section on Influence, excluding one item ("Decisions that I have made have impacted my organization.") made for a coefficient of .712. For the sections on Authenticity and Personal Life, all items could be maintained, resulting in the α coefficient of .760 for Authenticity and .783 for Personal Life. Finally, the subdimensions of Growth and Development and Satisfaction also retained all items, resulting in coefficients of .661 and .841 respectively.

Overall, within the Subjective Success, Recognition is ranked the highest with the highest mean ($4.23 \pm .620$), followed by Growth and Development ($4.09 \pm .488$), and Personal Life with the lowest mean score. The standard deviation ranges between .620 and .19, indicating an acceptable range in opinions for a 5-point Likert scale.

Table 8: Descriptive statistics & reliability statistics of each dimension and subdimensions

	N	N of items	Cronbach's Alpha	Mean	Std. Deviation
<i>Psychological Mobility</i>	86				
Protean Career Orientation	86	13	.702	3.99	.382
Organizational Mobility Preference	86	12	.794	3.95	.461
<i>Physical Mobility</i>	86	4	.848	.71	.795
<i>Objective Success</i>	86	3			
<i>Subjective Success</i>	86				
Recognition	86	3	.829	4.23	.620
Quality Work	86	2	.799	4.05	.667
Meaningful Work	86	2	.846	3.82	.731
Influence	86	2	.712	3.92	.675
Authenticity	86	3	.760	4.02	.657
Personal Life	86	3	.783	3.71	.772
Growth and Development	86	3	.661	4.09	.488
Satisfaction	86	3	.841	3.83	.819

Physical mobility, which is represented by the four types of transitions, has an α coefficient of .848, proving very reliable.

As visible in Table 8, the finalized number of items amounted to 53, 46 of which were allocated to the dimensions surveying opinions, whereas seven indicators represented the dimensions where respondents reported on lived experiences and facts.

In general, most α coefficients are above .7, proving satisfactory measures that each represent their dimension cohesively.

5.4 Correlation analysis

As the first step of analysis of the relationship between dimensions, correlation can be of great aid as it indicates both direction and strength of the relation. A correlation matrix, therefore, gives a great overview before starting more advanced analysis techniques. The complete table can be viewed in Appendix IV. An overview of the intra-concept correlation will be prioritized, after which the inter-concept correlation is looked at.

Intra-concept correlation

The two dimensions Protean Career Orientation and Organizational Mobility Preference are indeed correlated with each other ($r=.219$, $p<.05$); they represent the concept of psychological mobility together.

The second concept to be examined for correlation is the concept of Subjective Success. Within, all subdimensions are of positive correlation value, even though not all are significant. Especially towards the lower right side of that section (“Meaningful Work”, “Influence”, “Authenticity”, “Personal Life”, “Growth and Development”, and “Satisfaction”), the correlation becomes highly significant. “Quality Work” and “Recognition” prove the least significant relationships with other variables. The single highest correlation of the section can be found between “Satisfaction” and “Authenticity” ($r=.712$, $p<.01$), but overall, the section on Subjective Success is rather well correlated to be representative of one concept.

The last section to be examined for intra-item correlation is that on Objective Success. Here, the items are all strongly related to each other and significant at the 0.01 level, with correlations varying from .529 up to .796.

Inter-concept correlation

This section discussed the results of Table 9, following the concepts from left to right. Each concept will be evaluated on correlation with the others before moving on to the one to its right.

Starting again with the concept of psychological mobility, correlation to other concepts, as can be seen in Table 9, will be described. The correlation between psychological mobility dimensions and physical mobility is of very low relevance with low correlations at non-significant levels; still, correlation with Organizational Mobility Preference (OMP) overtakes that of Protean Career Orientation.

Correlation to the concept of Subjective Success can only be observed at significant levels when examining Protean Career Orientation. Here, five out of eight subdimensions prove a significant ($p<.05$) or highly significant ($p<.01$) correlation.

The same is the case for the correlations between psychological mobility and Objective Success, where one highly significant correlation can be observed.

In general, while Protean Career Orientation is often strongly and positively correlated, Organizational Mobility Preference correlates often negatively, but the strengths of correlation are barely worth mentioning.

Moving on to the other relationships of physical mobility, as measured in “Average annual transitions”, it can be said that there are no significant correlations with the concept of Subjective Success; there is no single significant relationship between “transitions” and this type of success.

With the concept of Objective Success, however, physical mobility is reported with a negative correlation. Especially with the indicator “salary group”, the concept is significantly related ($r=-.276, p<.01$).

The last inter-concept correlation still to be examined is between subjective and Objective Success. Here, an overall positive correlation can be observed for the respondents, with many significant correlations. The most significantly related Subjective Success subdimension is “Influence”, and “Salary group” is the most often significantly related dimension of Objective Success.

Table 9: Correlation Matrix

	PCO	OCM	Average annual transitions	Subjective Success: Recognition	Subjective Success: Quality Work	Subjective Success: Meaningful Work	Subjective Success: Influence	Subjective Success: Authenticity	Subjective Success: Personal life	Subjective Success: Growth & Development	Subjective Success: Satisfaction	Salary group	Promotions since the graduation	Current functional level
Protean Career Orientation	1													
Organizational Mobility Preference	.219*	1												
Average annual transitions	.077	.151	1											
Subjective Success: Recognition	.205	-.012	-.198	1										
Subjective Success: Quality Work	.201	.052	-.004	.291**	1									
Subjective Success: Meaningful Work	.349**	-.165	.051	.132	.216*	1								
Subjective Success: Influence	.343**	.024	.043	.544**	.243*	.318**	1							
Subjective Success: Authenticity	.344**	-.059	.116	.139	.191	.496**	.410**	1						
Subjective Success: Personal life	.131	-.032	-.206	.285**	.198	.316**	.228*	.246*	1					
Subjective Success: Growth & Development	.380**	.194	.098	.280**	.427**	.437**	.401**	.518**	.243*	1				
Subjective Success: Satisfaction section	.258*	.015	.181	.245*	.151	.595**	.419**	.712**	.281**	.545**	1			
Salary group	.155	-.027	-.254*	.246*	.166	.262*	.323**	.282**	.129	.178	.249*	1		
Promotions since the Bachelor graduation	.200	-.020	-.148	.189	.120	.265*	.158	.145	.081	.060	.100	.796**	1	
Current functional level	.315**	-.017	-.026	.324**	.109	.173	.335**	.208	.042	.185	.185	.529**	.627**	1

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

5.5 Analyses of effect

After analysing the correlations between different dimensions, regression analysis was used to further determine the abilities of prediction. The analysis was used to determine the predictive powers as explained in section 4.6 Data analysis methods. The following subchapters will therefore be concerned with the different paths as explained previously. Extended versions of the statistical analyses can be found in Appendix V.

5.5.1 Effect Psychological mobility – Physical mobility

As a first model, the path a was explained in a previous chapter was examined. It was tested if the two components making up the independent factor psychological mobility could significantly predict the mediator variable physical mobility, with the addition of the knowledge if the individual studied abroad or in their home country. Later this was followed up by an analysis of the other direction.

Overall, as can be seen in Table 10, only one item can successfully be predicted by the mobility mindsets together with knowledge of the study location. The transitions across country borders can significantly be predicted ($R=.384$), but it is to consider that the only significant contributor to the model is the dummy variable of studying at home or abroad ($.318, p<.01$). The only significant effect can be seen with transitions across countries ($R=.384$), where 14.7% of the results can be explained by the independent variables. This predictive model shows an overall good fit ($F(3,81)=4.668, p<.01$).

All other models prove to be not significantly predicted by the tested variables and neither do the independent factors prove any significant relations by themselves. There is no significant effect of Protean Career Orientation, Organizational Mobility Preference, or the study location measurable for the dependent factors of average annual transitions, both for average annual transitions overall, but also for average annual transitions cross company borders, across regional borders and across functional levels.

Overall, it can be said however that knowing if an individual went abroad for their studies is most helpful in predicting lived mobility across country borders. Neither PCO nor OMP contribute significantly to any of the predictive models, nor can any of the other transition types be explained by the independent variables examined.

Table 10: Regression analysis of Path a - dependent physical mobility (in average transitions/year)

Variables	transitions across company borders		transitions across countries		transitions across regions		transitions across functional levels		ALL transitions	
	Beta	p	Beta	p	Beta	p	Beta	p	Beta	p
PCO	-.001	.992	.133	.212	.106	.346	-.027	.807	.050	.657
OMP	.130	.250	.148	.162	.161	.153	.137	.226	.139	.217
At home / Abroad	.021	.848	.318	.003	-.018	.870	.120	.277	.055	.613
R	.132		.384		.212		.182		.167	
R ²	.017		.147		.045		.033		.028	
F	.485		4.668**		1.267		.927		.786	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

"At home/Abroad" is a dummy variable (0 ≙ studied in their home country, 1 ≙ studied abroad)

When analysing the effects in the opposite direction, the only significant effect can be observed when predicting the study location ($F(4,80)=3.190$, $p<.05$). Mirroring the results of the previous analysis, transitions across country borders contribute most, and are the only significant variable, when examining the location that individuals studied in.

Table 11: Regression of bidirectionality - dependent psychological mobility and mobility predisposition

Variables (in average transitions/year)	PCO		OMP		At home/abroad	
	Beta	p	Beta	p	Beta	p
Transitions across company borders	-.191	.335	-.027	.892	-.107	.573
Transitions across country borders	.185	.152	.137	.289	.382	.002
Transitions across regional borders	.281	.090	.145	.382	-.200	.205
Transitions across functional borders	-.117	.475	.004	.980	.165	.293
R	.250		.219		.371	
R ²	.062		.048		.138	
F	1.333		1.012		3.190*	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

"At home/Abroad" is a dummy variable (0 ≙ studied in their home country, 1 ≙ studied abroad)

5.5.2 Effect Physical mobility – Success

The second and third models were concerned with pathway b, predicting the types of success with the knowledge on transitions.

As a first part, the indicators of Objective Success were examined, namely functional level, salary level and promotions. It is to note that functional level and salary level were, also due to

privacy reasons and comparability measured as ordinal variables, whereas promotions were reported on as counted since the graduation before being averaged per year. Therefore, the effects of transitions on functional level and on salary level were calculated using an ordinal regression, whereas the effect on promotions was calculated with a logistic regression.

Here it is noteworthy that the effect size for both functional level and the salary level is marginally significant. The biggest positive valued contributor to the effect is the transitions across functional level, which has a significant relationship with the current functional levels of the participants, which was to be expected. The missing relation with the salary might indicate pay raises in smaller increments than were surveyed on or that this kind of transition does not mean that the professionals will get paid more.

For the effect on average annual promotions, the model can be reported on as highly significant ($F(4,79)=8.941, p<.001$). Here, though, transitions across functional levels are the only significant contributor and all other transitions can be neglected for their effect.

Noticeably, “transitions across company borders” proves to have a significant negative influence on both the functional level (Estimate=-1.040, $p<.5$) and the salary level (Estimate=-1.056, $p<.5$). This indicates that moving to a different company will likely mean a lower position and lower salary. The average annual promotions, however, are not significantly affected.

Table 12: Regression analyses of Path b1 - dependent Objective Success

Variable (in average transitions / year)	Functional level		Salary level		Avg. annual Promotions	
	Estimate	p	Estimate	p	Beta	p
transitions across company borders	-1.040	.021	-1.056	.045	-.261	.128
transitions across countries	.548	.180	.249	.629	.023	.833
transitions across regions	.281	.416	.155	.709	.140	.323
transitions across functional levels	.775	.050	-.053	.898	.633	.000
					R	.558
Cox & Snell Pseudo R ²	.090		.104		R ²	.312
Chi-Square	8.013		9.296		F	8.941***

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

*** Correlation is significant at the 0.001 level (2-tailed).

Moving on to the second type of success, Subjective Success, as can be seen in Table 13, it can be observed that only the subdimension “Recognition” can adequately be predicted by the mobility behaviour. The biggest contributor to this effect is the significant relation of “transitions across functional levels” with this dimension (Beta=.513, p<.01). Of interest regardless of strength is the multitude of negative, albeit weak, Beta coefficients present, giving insight into smaller relations.

Table 13: Regression analysis of Path b2 - dependent Subjective Success

Variable (in average transitions / year)	Recognition		Quality Work		Meaningful Work		Influence	
	Beta	p	Beta	p	Beta	p	Beta	p
transitions across company borders	-.307	.111	-.263	.180	-.006	.974	-.199	.313
transitions across countries	-.111	.369	.183	.151	.190	.146	-.031	.805
transitions across regions	.013	.933	-.205	.208	-.064	.700	.224	.173
transitions across functional levels	.513	.002	.292	.073	-.132	.426	.243	.137
R	.356		.293		.194		.274	
R ²	.126		.086		.037		.075	
F	2.896*		1.880		.779		1.618	
Variable (in average transitions/year)	Authenticity		Personal Life		Growth and Development		Satisfaction	
	Beta	p	Beta	p	Beta	p	Beta	p
transitions across company borders	-.056	.782	.026	.894	-.215	.283	-.058	.769
transitions across countries	.029	.823	-.145	.262	.213	.103	.105	.416
transitions across regions	.247	.141	.026	.874	.007	.967	.064	.701
transitions across functional levels	-.090	.587	-.154	.350	.156	.345	.149	.367
R	.185		.220		.217		.216	
R ²	.034		.048		.047		.047	
F	.707		1.014		.984		.978	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

5.5.3 Mediation effect psychological mobility – Physical mobility – Successes

This research was conducted partially to test the presence of a mediator variable. Therefore, as part of examining mediation, the predictive power of the psychological mobility dimensions on the success dimensions before the effect of introducing the mediator is investigated upon. At first, with the aid of Table 14, the dependent variable Objective Success will be examined before moving on to Subjective Success (Table 15).

Starting with the first indicator of Objective Success, the psychological mobility mindsets cannot predict salary levels nor does adding the mediation variables increase to a significant effect. When predicting the functional level, the variable of Protean Career Orientation is highly significant (Model 1 Beta=.337, Model 2 Beta=.332) and influences the overall effect, making for an overall significant prediction model (Model 1 $F(2,82)=4.996$, $p<.01$). Adding the physical mobility variables, however, does not add value to the prediction. For the prediction of the last indicator of Objective Success, for comparative reasons portrayed by average annual promotions, adding the physical mobility variables significantly increases the model's predictive power. Here, again as mentioned before, the transitions across functional levels prove the most enhancing and are the only variable of significant relation (Beta=.650, $p<.001$).

Table 14: Stepwise regression of pathways c1 and c'1 - dependent variable Objective Success

	Salary				Functional level			
	Model 1		Model 2		Model 1		Model 2	
	Beta	p	Beta	p	Beta	p	Beta	p
PCO	.170	.131	.163	.149	.337	.002	.332	.003
OMP	-.067	.552	-.024	.831	-.094	.383	-.100	.353
Avg. transitions across company borders			-.337	.088			-.368	.054
Avg. transitions across countries			.041	.751			.135	.276
Avg. transitions across regions			.008	.962			-.015	.923
Avg. transitions across functional levels			.016	.919			.322	.041
R	.169		.341		.330		.420	
R²	.028		.117		.109		.177	
F	1.202		1.715		4.996**		2.790*	
ΔR²			.088				.068	
ΔF			1.944				1.612	

	Promotions			
	Model 1		Model 2	
	Beta	p	Beta	p
PCO	.120	.291	.133	.179
OMP	.002	.986	-.084	.395
Avg. transitions across company borders			-.237	.168
Avg. transitions across countries			.010	.930
Avg. transitions across regions			.115	.424
Avg. transitions across functional levels			.650	.000
R	.121		.575	
R²	.015		.331	
F	.602		6.338***	
ΔR²			.316	
ΔF			9.086***	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

*** Correlation is significant at the 0.001 level (2-tailed).

As the second part of examining mediation, the same analysis as conducted for the dependent variable “Objective Success” was also conducted for “Subjective Success”. This was done as the model proposed these both as dependent variables.

In general, the models concerned with the psychological mobility variables only were suitably predicting, making “Meaningful Work”, “Influence”, “Authenticity”, and “Growth and Development” significant. However, Protean Career Orientation proved to be the individual variable with the highest statistical predictive power. The mediator did mostly not contribute in a meaningful way.

Only in the case of “Recognition”, the significant effect of “transitions across functional levels” contributed and ended up making the entire model significant. Further, in the model predicting “Quality Work”, it showed a significant relationship but did not affect the significance of the model meaningfully.

Table 15: Stepwise regression analysis of paths c2 and c'2 - dependent Subjective Success (Part 1)

	Recognition				Quality Work				Meaningful Work				Influence			
	Model 1		Model 2		Model 1		Model 2		Model 1		Model 2		Model 1		Model 2	
	Beta	p	Beta	p	Beta	p	Beta	p	Beta	p	Beta	p	Beta	p	Beta	p
PCO	.259	.020	.300	.006	.200	.075	.222	.049	.410	.000	.405	.000	.367	.001	.372	.001
OMP	-.088	.423	-.092	.384	.010	.925	.022	.845	-.253	.015	-.252	.018	-.062	.556	-.090	.400
Avg. transitions across company borders			-.252	.176			-.220	.258			.064	.728			-.130	.485
Avg. transitions across countries			-.154	.206			.139	.275			.150	.217			-.088	.471
Avg. transitions across regions			-.058	.712			-.271	.100			-.141	.363			.132	.400
Avg. transitions across functional levels			.548	.001			.318	.049			-.084	.582			.287	.064
R	.255		.457		.202		.366		.432		.464		.359		.448	
R²	.065		.209		.041		.134		.186		.215		.129		.200	
F	2.840		3.434**		1.746		2.016		9.392***		2.570**		6.053**		3.257**	
ΔR²			.144				.093				.029				.072	
ΔF			3.554**				2.104				.722				1.749	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Table 16: Stepwise regression analysis of paths c2 and c'2 - dependent Subjective Success (Part 2)

	Authenticity				Personal Life				Growth and Development				Satisfaction			
	Model 1		Model 2		Model 1		Model 2		Model 1		Model 2		Model 1		Model 2	
	Beta	p	Beta	p	Beta	p	Beta	p	Beta	p	Beta	p	Beta	p	Beta	p
PCO	.375	.001	.357	.002	.146	.194	.164	.158	.355	.001	.357	.001	.267	.017	.265	.021
OMP	-.139	.189	-.159	.148	-.067	.548	-.028	.809	.119	.256	.110	.303	-.042	.699	-.077	.492
Avg. transitions across company borders			.008	.965			.057	.776			-.144	.444			-.010	.960
Avg. transitions across countries			-.015	.903			-.172	.193			.131	.285			.067	.603
Avg. transitions across regions			.169	.294			-.016	.925			-.109	.488			.000	.999
Avg. transitions across functional levels			-.048	.762			-.135	.414			.197	.203			.180	.267
R	.371		.397		.147		.269		.398		.438		.261		.333	
R²	.137		.158		.022		.072		.158		.192		.068		.111	
F	6.526**		2.431*		.908		1.015		7.715***		3.091**		2.996		1.623	
ΔR²			.020				.051				.034				.043	
ΔF			.468				1.067				.814				.941	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Chapter 6 Discussion

Every business strives to be successful, and every individual wants to be so, too. There are, however, many shades to success and lots of personal perceptions and values attached. Furthermore, the hospitality and tourism industry are signified by moving across borders, travelling to new places and meeting new people – finding a home away from home. This tendency of internationalization is reflected by many international students and hospitality students overall, and therefore the questions arose if there are any relationships between said mobility and success and if studying abroad actually enhances your career. Hypotheses had been made formed from literature and will be evaluated now based on the findings presented in the previous chapter.

This chapter, after the statistical findings of this research project have been interpreted, will be connecting them to the existing literature as examined in Chapter 2. The hypotheses that were tested will be addressed along with a review of the conceptual model as was proposed in Chapter 3. Lastly, the limitations of these findings will be highlighted.

6.1 Evaluation of hypotheses

H1: There is a bidirectional positive relationship between physical and psychological mobility.

Although the overall hypothesis has to be rejected based on statistical findings of this research, some nuanced findings can give insight into this relationship: Mostly the relationship between transitions across countries and the location of study is of interest and with knowledge on the location of study, one can estimate the level of mobility across country borders and the other way around. This finding is in line with the results of Tolkach and Tung (2019), as earlier mobility predicts later mobility.

At the same time, this study's findings could not support the results of Holtschlag et al. (2020) as an overall link between psychological and physical mobility could not be established. Further, neither could the findings of Kariru et al. (2013) be replicated for the surveyed group of people: No relation between Protean Career Orientation and company transitions could be established.

It is to observe that the relationship between psychological mobility and physical mobility is weaker than thought for the surveyed group. Physical mobility does not necessarily follow and people do not become more psychologically mobile from physical mobility. Only known mobility behaviour can give insight into future endeavours.

It is to note that this complete lack of effect between the psychological and physical mobility implicates that there is indeed value to examining them separately. Further, this implies that there might be some other factors mitigating any effect here.

H2: Physical mobility has a positive effect on Objective Success.

The only overall relationship that could be established with physical mobility was that with promotions. Here, however, the only contributing factor is that of transitions across functional levels, which was also found by Verbruggen (2012) which is closely related and often interpreted similarly. Contrary to findings by Yanjun et al. (2019), however, no negative relation between company transitions and the number of promotions could be proven.

Overall, the hypothesis has to be rejected, which contrasts findings by Eby, et al. (2003, as cited in Arthur et al.,2005); the results of this research point towards mobility across company borders being harmful to salary and functional level, but proves no relation with other forms of mobility. This is in line with findings by Verbruggen (2012), as well as by Yanjun et al. (2019), and it is, therefore, safe to say that transitions between companies are hindering one's Objective Success.

Changing companies and starting all over with new systems, properties, colleagues and bosses can impede the Objective Success chances and individuals might be willing to have a lower salary or enter a lower position with the corresponding salary just to make the move feasible. Still, as they do have the skills necessary, a move across company borders does not necessarily impede promotions and individuals will receive offers much the same.

To put it in a nutshell, it can be said that mobility is harmful or at least does not contribute to one's career success as a hospitality alumnus. This suggests that, in order to reach Objective Success, individuals should try and work for brands that offer many internal opportunities and which are well-aligned with their personality and lifestyle. This will ensure that they have much potential to fulfil and will not have the need to work for a different company because of work environment, company mentality or lack of advancement, as such a move could decrease their Objective Success chances.

H3: Physical mobility has a positive impact on Subjective Success.

Overall, this third hypothesis has to be rejected as well: Only a relation between two of the sub-dimensions could be confirmed from the sampled data. These findings contrast with those of Yanjun et al. (2019), who had found that voluntary mobility increases satisfaction.

There is a significant relationship between (functional) mobility and Recognition. These findings are reflected in the study by Kong et al., who report on the importance of appraisal, training and development for competency and satisfaction. This result might be explained by the fact that most functional transitions come with a pay raise, training or other rewards which make the individual feel more recognised (Gulyani & Sharma, 2018). Many companies have reward systems like employee of the month and other tools like appraisal talks are routinely used as the grounds for promotions as positions become available.

This lack of overall relationship, though, signifies that lived mobility does not influence the perceived success in general. This also has implications for the international students, who might enjoy moving to new regions, countries or companies, as there is an added benefit for one's Subjective Success indicators. It is to hope that despite the inconveniences associated with mobility, it contributes positively to their life in a different way not part of this research.

H4: Physical mobility acts as a mediator between psychological mobility and the two forms of success.

The abovementioned significant contributions of functional mobility to predict promotions and functional level, as well as the overall significant relation between mobility and Recognition, are also the only ones adding value to the prediction when looking at mediation. Overall, this is insignificant, though, and therefore it can be said that physical mobility does not act as a mediator between psychological mobility and success. The fourth hypothesis has to be rejected as well.

It is of interest to mention that Protean Career Orientation seems to be the single most impactful variable overall, especially when considering Subjective Success. Partially, findings by Volmer and Spurk (2010) can therefore be supported, as can be findings by Lo Presti et al. (2017). At the same time, the findings contrast with some other studies like those by Colakoglu (2011), Enache et al. (2011), and Verbruggen (2011) as Protean Career Orientation was found to support both objective and Subjective Success partially, whereas Organizational Mobility Preference can be neglected in this relationship.

Overall, it can be said that those individuals that know themselves and their values and try to shape their career end up being the most successful overall. Physical mobility does not mediate the relationship and therefore does not contribute.

The table below once more summarizes the general findings as they are applied to the hypotheses.

Table 17: Evaluation of hypotheses

Hypotheses	Evaluation ✓ ✗
H1 Psychological mobility ↔ Physical mobility	✗
H2: Physical mobility →+→ Objective Success.	✗
H3: Physical mobility →+→ Subjective Success.	✗
H4: Physical mobility as a mediator	✗

Other findings

Outside of the hypotheses, there were some other findings that came about.

Generally, instead of the proposed mediation, it was found that psychological and physical mobility act as independent variables from each other with no direct relationship. In turn, these two independent factors show pretty linear effects on the success variables each: Physical mobility impacts Objective Success, while psychological mobility – PCO in particular – impact the subjective mobility indicators. This implies that it is most valuable to one’s career to be aware of own values and follow a career path based on that, all while as much as possible stay with the same company. This finding was notably absent from discussion in any of the reviewed literature, where the researched connection was always treated as a given fact or only one of the concepts – either psychological or physical mobility – was researched separately.

Another finding is that the overall enjoyment of crossing borders of any kind, as well as the actual lived mobility negatively impact success. The reviewed literature shows split agreement on this finding: Yanyun et al. (2019) reported on the benefits of voluntary mobility, which increased salary and satisfaction, which contradicts this study’s findings. Further, Valcour and Tolbert (2003) had found benefits of inter-organizational mobility on the Subjective Success, which also was not replicated by this study. Only results by Verbruggen (2011), which were

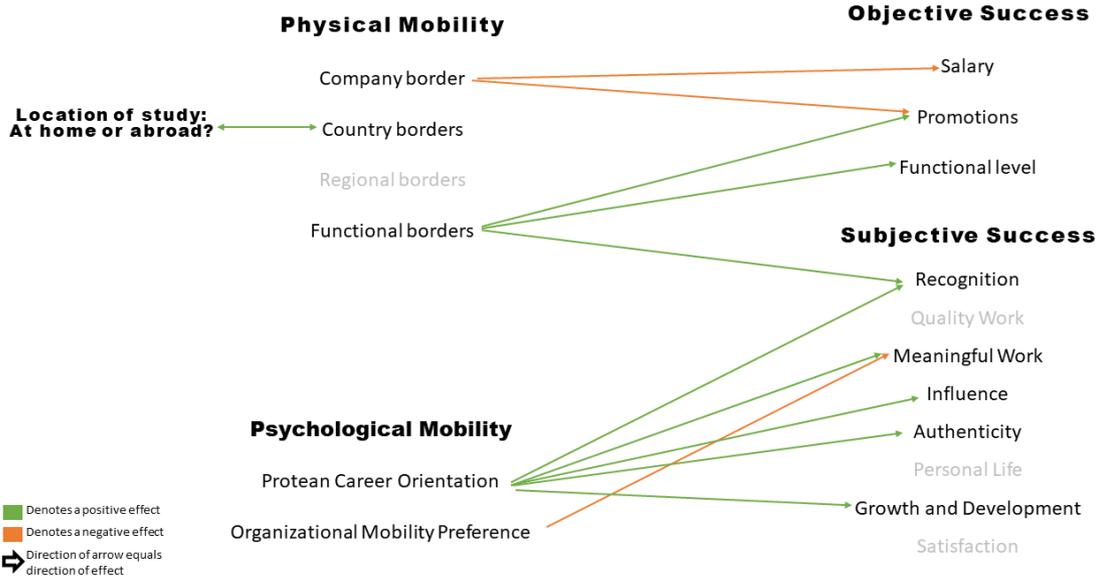
also contradicting Valcour and Tolbert (2003) could be also found in this surveyed group, as it was found that organizational mobility negatively impacts the Objective Success.

Lastly, as was to be expected, transitions across functional levels positively affect the number of promotions and the overall functional level of the individual, making the individual feel recognized by their superiors.

6.2 Review of the Conceptual model

After a thorough analysis of the respondent data and examination of the results in comparison to existing studies and literature, an updated conceptual model that include the results of this research can be found below. A lot of the dimensions only proved relations with subdimensions each. Accordingly, only relevant dimensions are highlighted in the adapted model.

Figure 7: Adjusted conceptual model



As shown above, there is a relation between the location of study, if the individual studied abroad or in their home country, and their mobility behaviour across country borders since their graduation.

Further, it is to note that the two forms of mobility share no relation between them and are to be treated as two independent variables, instead of the mediation relation which was originally proposed. This division most likely is not industry specific as mindsets develop over

time and not only during one's work life. Differences between industries are not well-researched, though, so no definitive statement can be made.

Psychological and physical mobility influence the two forms of success: An almost exclusive effect of physical mobility on Objective Success can be observed, whereas psychological mobility factors solely show an effect on Subjective Success. This points towards the mindset being heavily featured in the "success of the mind" or feelings of success, whereas outwardly observable factors lead to outwardly observable results. This is contradicting much previous research, which indicates that this division of influence might be specific to the hospitality industry or that there are other unknown factors at play.

Two factors which are part of this research have proven harmful for the success pursuits of hospitality professionals. Transitions across company borders negatively impact salary and promotions and the mindset of Organizational Mobility Preference hinders the Subjective Success dimension of Meaningful Work.

The biggest positive contributors are the transitions across functional borders, which significantly impact both promotions and the functional level held at the time the research is conducted, as well as the Subjective Success factor Recognition. This implies that the functional levels as used in the measuring tool are well aligned with the hierarchies in the hospitality sector. Promotions to a higher function also make the individuals feel recognized by their company and superiors.

Of the mindsets, Protean Career Orientation is very influential on five out of eight Subjective Success factors: The orientation positively affects the areas of Recognition, felt meaningfulness of own work, feelings of Influence, Authenticity, and Growth and Development. As can be seen, a value orientation significantly impacts the personal perceived success. This highlights the importance of knowledge of one's values and the agency to act upon them. A self-directed approach to career management will leave the hospitality alumnus feel personally successful in many areas.

Overall, these relations or the lack of them imply that psychological and physical mobility should be treated as separate and not related topics. For hospitality professionals, contrary to what is written in previous research about other industries, it is important to know their values and act upon them while staying with the same company as much as possible. This will optimize their success chances.

This reviewed conceptual model expands the existing literature and gives more insight into research that did not differentiate between types of mobility and types of success for example. Arthur et al. (2005), for example, can be re-examined with new insight, and so can the research by Verbruggen (2012). In turn, this implies that there might have been some interplay in the measuring instruments of some research articles which only measured these categories broadly, through which some effects got overlooked. Further research might give more insight.

6.3 Limitations of Findings Chapter

Besides some limitations linked to the design, there are also limitations to the results presented, which will be discussed in the following.

One of the major limitations influencing the power of the results of this research has to do with the timing of when the research was conducted: In the middle of the COVID-19 pandemic. Taking into account the high number of recent graduates that participated in this research, along with the overall constraints and challenges the hospitality industry and world overall experienced in 2020 and 2021, it is clear that this limitation has to be considered carefully. Many professionals lost their jobs or pushed back plans because of the pandemic, mobility was harder, and many countries closed their borders.

Besides that, the main groups surveyed are of European descent and therefore highly regarded worldwide and born to an overall rather mobile continent with lots of exchange between countries. The impact of mobility, especially across regions and countries, might be lower the same would be for other nationals.

A third limitation has to do with the education hospitality professionals receive. In many countries, but especially the two where most participants of this research are from, hospitality follows vocational training and graduates do not receive a bachelor upon completion. Closely related to that is the fact that, while hospitality itself is as old as humanity, hospitality management studies at the university level are a rather recent development. Due to the changes in educational structure and the propensity of the hospitality sector to attract career changers, many Bachelor graduates do not end up working in hospitality and those that do work in hospitality mostly do not have formal education in the field.

This further taken together with the lower presence of older generations on networking sites made for less diversity in age of the sample.

Lastly, as there were many hurdles with the original plan of collecting data only from Germans, the majority of respondents still ended up being of that nationality. The group surveyed and the representativeness of these results therefore changed. Furthermore, the small sample size and uneven distribution over the rest of the countries mean that caution should be taken when generalizing the findings of this research. There might be national differences in behaviour and perception influencing the results.

Connected, the small sample size lowers the statistical power, making smaller effects harder to find and to see. Many relationships between concepts were overall pointing in the same direction or almost significant at the .2 level. As this would not be the case with natural variation around zero, a larger sample might have increased the statistical power of said smaller effects. Therefore, based on this research, it cannot be ruled out that all relations between the concepts are reported. Smaller effects might necessitate a larger sample.

Generally, the skewness of the population in terms of nationalities, but also of age, has to be kept in mind when considering the results of this research. Care has to be taken not to over-generalize.

Chapter 7 Conclusions and Recommendations

The hospitality industry is coined by travel and experiencing new things, meeting new people and seeing new countries, regions and companies. Naturally, it is only logical to assume that this position also applies to the staff working in this industry and that mobility leads to success. International students reflect this assumption in their choice of study, and the topics of mobility and success, as well as the connection thereof, are of interest to many.

The following chapter will present the conclusions drawn from this research, after which several recommendations both for practice, and for further research opportunities will be presented.

7.1 Conclusions

Coming to a conclusion, it is clear that there is no mediation effect, as was originally proposed. Instead, it became clear that there is no relationship between the two types of mobility and they should be treated as two independent variables instead. This also comes with the implication that there is no link between psychological and physical mobility, or the feeling or perceived ability for mobility and actually lived mobility. Resultingly, it can be said that an individual might never take the step even though they perceive many options for themselves or that they do not like or perceive lots of opportunities for themselves albeit showing mobility behaviour frequently. The distinction between psychological mobility and physical mobility is very relevant to make.

Secondly, as visible in the adapted conceptual model, there seems to be an almost exclusive relationship between physical mobility and Objective Success and between psychological mobility and Subjective Success. It seems like the mobility types are largely responsible for one type of success each. Protean orientation, heavily emphasising one's values and acting upon them has an observable effect on Subjective Success. Disregarding the foreseeable connections of functional level mobility, there is a negative impact of physical mobility on Objective Success.

Lastly, it is to be concluded that the hospitality industry is more traditional than publicly perceived. This outcome might come with some surprise, as the hospitality industry itself is perceived as young and dynamic, full of chances and opportunities. Yet it seems, based on the outcomes of this research, like that is not the case. Most success will be achieved by staying with the same company. It becomes clear that within the hospitality industry physical mobility

by itself does not help one's career and success. It does not lead to higher salaries or to more personal success, which is quite contradictory to the perception of many. Instead, knowing oneself and one's values is key and will lead to long-term success. Mobility for the sake of mobility is fruitless, but mobility as part of following personal values and striving for fulfilment, and therefore actively working towards goals, can lead to more success.

The last conclusion to be drawn is geared towards international students: Studying abroad does not increase career chances. The students that moved abroad for their university studies generally did not benefit from it in their success chances, their higher levels of mobility did not translate into success. Instead, those who studied in their home country even ended up getting paid more. International students did, however, move significantly more across country borders and this lifestyle can also be a source of fulfilment after all.

7.2 Recommendations for Practice

Based on the high importance of the Protean Career Orientation in matters of Subjective Success, it is recommended to individuals to figure out what is important to them in the first place. For the group consisting mostly of recent high school graduates and students, this might include a few internships, a gap year or counselling. Once those priorities and values are clear, following pathways in accordance with them will also lead to success.

Then, generally, for individuals choosing their study location, it is advised to disregard any considerations of success outlooks and instead consider future lifestyle desires.

The first recommendation also carries recommendations for educational institutions. While some high schools already offer career and study orientation, an expansion upon those to all schools should be considered. Oftentimes, these courses involve self-reflection, aptitude testing, hosting presentations about programmes as well as question and answer sessions with professionals from the given fields alongside visits to study and job fairs. Later on in the educational journey, these should be continued in a more specialized way. Once the young professional has chosen a direction with their (hospitality) studies, continued efforts in reflection, as well as establishing habits of reflection, together with counselling, internships and a mentor might prove beneficial and set them up for a fulfilling and successful life.

As a third recommendation, it is to say that for employees it might be beneficial to start working for a company that aligns well with their own values. Further, said company should provide enough room for development across the professional life in order not to compromise

too much on the success. It might bring benefits to work for a mother company or a conglomerate of different brands to keep options open should the need for mobility arise.

This trend of self-reflection and counselling should be then continued throughout the professional's career and special attention should be paid to that. Here, the topic of development opportunities should be emphasized by and discussed upon with the superiors of the individual or wherever possible it should be included in training departments' agendas. Providing room for Growth and Development within the company will result in the employees rising to the occasion.

For employers, since the Personal Life section of the Subjective Success measures was rated by far the lowest on average, it is recommended to employers to try and improve compatibility between work and life for their employees. While shift work for example cannot be done without in many departments or branches of the hospitality industry, some options like a partnership with 24-hour day-cares, which the healthcare sector often already provides, could be of help to the employees and improve satisfaction there.

7.3 Recommendations for Further Research

While this research was conducted to investigate effects, this is not truly possible in a cross-sectional study. Only correlations can be established since only a single point in time is observed. Therefore, a longitudinal study should be conducted on the topic.

It might be an idea to survey a single cohort multiple times in their studies and career. This approach would also absolve the issues with skewness of the age distribution of this study and offer further insight into differences with educational levels as well. Furthermore, it is recommended to scale up this research to include both more participants as well as more universities and potentially more countries, depending on study focus. This will increase statistical power as well as generalizability and give insight into regional and age differences. Starting a new study in a few years, following different cohorts in a longitudinal research, will also work around the issue of the current study being conducted in the middle of a global pandemic with travel restrictions, during which the hospitality sector recorded high amounts of businesses closing, going bankrupt and unemployment. Following multiple cohorts at different stages in their life and continuing to follow them for a few years would give insight into the generational differences as well as into age effects while simultaneously circumventing cohort effects.

Closely related is the suggestion to research several industries side by side or to research different educational backgrounds, especially in such a practical field as hospitality. As was visible in Chapter 6.1, there is much inconsistency even between published research. Efforts of researching different industries might prove fruitful. Potentially, different industries have different career climates or the individuals choosing to work there are fundamentally different. Further research on the topic might bring enlightenment.

Some other angles that would be interesting to further research are related to the differences between forced and choice mobility and the implications thereof. Voluntary mobility was mentioned in the study by Yanyun et al. (2019), the results of which ended up contradicting this research's findings. It might therefore be worthwhile to expand research on the differences there.

Furthermore, a closer look at the types of mobility might be of interest given that this research found no connection between these two. A literature study on mobility and factors inhibiting or supporting movement, and the connection of motivation and predisposition, as well as the connection with the different types of mobility, might give more insight.

Lastly, it is recommended to conduct more research with the extended instrument for Subjective Success and to move away from the bi-conceptual differentiation of said form of success in job satisfaction and career satisfaction, as there are many more nuances to individuals and their perception of success. Generally, more research on the topic of Subjective Success is desirable as many articles are focused on gender research and Objective Success only.

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Appendices

Appendix A Research questionnaires

German Survey

Karrieremobilität und Erfolg: Eine Studie in der globalen Hotellerie

Guten Tag und vielen Dank, dass Sie an der Teilnahme an dieser Umfrage zur Karrieremobilität und den Erfolgswegen deutscher Hotel- und Tourismusabsolventen interessiert sind. Willkommen! Als Erstes möchte ich mich selbst und meine Masterarbeit vorstellen. Danach geht es zur eigentlichen Umfrage.

Mein Name ist Franziska und ich komme aus einem kleinen Dorf im Norden des schönen Bayern. Irgendwie bin ich allerdings in den Niederlanden gelandet und habe meinen Bachelor hier gemacht. Und da Windmühlen und Regen doch ganz nett sind, mache ich nun mein Masterstudium auch hier.

Ich studiere International Hospitality and Service Management an der NHL Stenden in Leeuwarden, Niederlande.

Häufig hört man, dass ein Auslandsstudium und insbesondere ein Auslandsstudium in englischer Sprache die Berufschancen erhöht. Dies macht sicherlich für ein Studium in der Hotellerie und Tourismusbranche, einer so global ausgerichteten Branche viel Sinn. Leider ist das Thema Auslandsstudium von Absolventen einer Hotel-/Tourismusschule kaum erforscht. Deshalb möchte ich im Rahmen meines Masterstudiums die Mobilität und Erfolgswege von Absolventen oder Alumni im Bereich Hotel und Tourismus erforschen. Sowohl für Universitäten als auch für Karriereplanung und persönliche Entwicklung werden die Ergebnisse (hoffentlich) Einblick verschaffen.

An der Forschung nehmen Absolventen eines Hotel- oder Tourismusstudiums teil, die mindestens einen Bachelorabschluss haben. Die entsprechenden Hochschulen befinden sich aus praktischen Gründen in Deutschland und in den Niederlanden. Wenn Sie also in Deutschland aufgewachsen sind und ein mit Bachelor abgeschlossenes Studium in der Hotellerie oder im Tourismus haben, dann hat diese Umfrage Sie zu Recht erreicht.

Ein weiteres, höchst wichtiges Thema ist die Geheimhaltung. Alle Daten und Antworten die Sie hier geben, werden ausschließlich von mir und den zuständigen Dozenten gesehen. Allerdings sehen selbst wir ausschließlich Daten, die Sie auch angeben. Es ist also alles anonym. Die endgültige Arbeit und potentielle Veröffentlichungen enthalten allein gesamtheitliche Ansichten und Übersichten. Ich möchte noch dazu sagen, dass die Teilnahme freiwillig ist. Falls Sie sich später umentscheiden sollten, kann ich Ihre Daten jederzeit ohne Auswirkungen oder Probleme aus der Forschung ausschließen. Durch das Ausfüllen des Fragebogens stimmen Sie jetzt allerdings erst einmal zu, dass ich die Daten unter den oben genannten Bedingungen für meine Masterarbeit verwenden darf.

Falls Sie noch Fragen haben, erreichen Sie mich jederzeit unter: Franziska.helm@student.nhlstenden.com (<mailto:Franziska.helm@student.nhlstenden.com>). Sie haben am Ende auch noch die Möglichkeit, Ihre eigenen Daten einzutragen, falls Sie von den Ergebnissen der Forschung erfahren möchten. Dies gilt auch für die Teilnahme an der Verlosung.

Die ungefähre Zeit zum Ausfüllen beläuft sich auf 10 Minuten.

Nachdem jetzt die wichtigsten Aspekte geklärt sind, bedanke ich mich schon im Voraus für Ihre Teilnahme.

1. Zur Proteischen Karriereorientierung: Bitte geben Sie an, wie sehr Sie den untenstehenden Aussagen zustimmen.

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Wenn mein Unternehmen mir keine Entwicklungsmöglichkeiten angeboten hat, habe ich mir diese selbst gesucht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin verantwortlich für den Erfolg oder Misserfolg in meiner Karriere.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insgesamt habe ich eine sehr unabhängige, selbstgesteuerte Karriere.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Freiheit, meinen eigenen Karriereweg zu wählen, ist mir sehr wichtig.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin verantwortlich für meine eigene Karriere.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Letztendlich bin ich auf mich selbst angewiesen, um meine Karriere voranzutreiben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn es um meine Karriere geht, bin ich sehr eigenständig.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In der Vergangenheit habe ich mich mehr auf mich selbst, als auf andere verlassen, um bei Bedarf einen neuen Job zu finden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Ich navigiere meine eigene Karriere basierend auf meinen persönlichen Prioritäten, nicht auf den Prioritäten meines Arbeitgebers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Es ist mir egal, wie andere Leute die Entscheidungen bewerten, die ich in meiner Karriere getroffen habe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mir ist am wichtigsten, wie ich mich mit meinem beruflichen Erfolg fühle, nicht wie andere Menschen darüber denken.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich werde meinem eigenen Gewissen folgen, wenn mein Unternehmen mich auffordert, etwas zu tun, das meinen Werten nicht entspricht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Was ich für das Richtige in meiner Karriere halte, ist mir wichtiger, als was mein Unternehmen denkt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In der Vergangenheit habe ich mich auf die Seite meiner eigenen Werte gestellt, als das Unternehmen mich gebeten hat, etwas zu tun mit dem ich nicht einverstanden war.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Zur Grenzenlosen Karriereorientierung: Bitte geben Sie wieder an, wie sehr Sie den untenstehenden Aussagen zustimmen.

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Ich suche Aufgaben in meinem Job, bei denen ich etwas Neues lernen kann.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich würde mich freuen wenn ich an Projekten mit Menschen aus verschiedenen Organisationen arbeiten kann.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich genieße Aufgaben, bei denen ich außerhalb der Organisation arbeiten muss.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich mag Aufgaben bei der Arbeit, bei denen ich über meine eigene Abteilung hinaus arbeiten muss.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich arbeite gerne mit Menschen außerhalb meiner Organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich mag Jobs, bei denen ich mit Menschen in vielen verschiedenen Organisationen interagieren muss.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe in der Vergangenheit nach Möglichkeiten gesucht, die es mir erlauben, außerhalb der Organisation zu arbeiten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Neue Erfahrungen und Situationen treiben mich an.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich mag die Vorhersehbarkeit, die mit der kontinuierlichen Arbeit für die selbe Organisation einhergeht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich würde mich sehr verloren fühlen, wenn ich nicht für meine aktuelle Organisation arbeiten könnte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bleibe lieber in einem vertrauten Unternehmen, als woanders Arbeit zu suchen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn meine Organisation eine lebenslange Beschäftigung bieten würde, würde ich niemals Arbeit in anderen Organisationen suchen wollen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meine Karriere wäre ideal, wenn ich nur für die selbe Firma arbeiten könnte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Mobilität

3. Wie viele Wechsel über Unternehmensgrenzen hinweg (von einer Firma zu einer anderen) haben Sie seit Ihrem Bachelorabschluss erlebt?

4. Wie viele Umzüge in ein anderes Land haben Sie seit Ihrem Bachelorabschluss für den Beruf durchgeführt?

5. Wie viele Umzüge innerhalb der Landesgrenzen, aber zwischen Regionen/Bundesländern haben Sie seit Ihrem Bachelorabschluss erlebt?

6. Wie viele Wechsel/Übergänge zwischen Aufgaben- und/oder Funktionsbereichen haben Sie seit Ihrem Bachelorabschluss erlebt?

Objektiver Erfolg

7. In welcher Gruppierung liegt Ihr monatliches Nettogehalt?

- weniger als 2500€ monatlich
- 2500€ - 4000€
- 4000€ - 5500€
- 5500€ - 7000€
- mehr als 7000€ monatlich

8. Wie viele Beförderungen hatten Sie seit Ihrem Abschluss?

9. Was ist Ihre momentane funktionelle Ebene?

- Mitarbeiter
- Gruppenleiter
- Abteilungsleiter
- Bereichsleiter
- Geschäftsführung

Subjektiver Erfolg

Bitte geben Sie bei jedem Abschnitt wieder an, wie sehr Sie den jeweiligen Aussagen zustimmen.

10. Anerkennung

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Meine Vorgesetzten sagen oder haben mir gesagt, dass ich einen guten Job mache.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Organisationen, für die ich arbeite oder gearbeitet habe, haben mich als guten Leistungsbringer anerkannt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich werde für meine Beiträge anerkannt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Arbeitsqualität

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Ich bin stolz auf die Qualität meiner Arbeit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe bei meiner Arbeit die höchsten Qualitätsstandards erfüllt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin bekannt für die hohe Qualität meiner Arbeit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Bedeutsamkeit der Arbeit

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Ich denke, meine bisherige Arbeit war sinnvoll.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich glaube, meine Arbeit macht einen Unterschied.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Arbeit, die ich geleistet habe, hat zur Gesellschaft beigetragen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Einfluss

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Entscheidungen, die ich getroffen habe, haben oder hatten Auswirkungen in meiner Organisation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Organisationen, für die ich arbeite oder gearbeitet habe, haben meine Meinung zu wichtigen Themen berücksichtigt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Andere haben meinen Rat bei wichtigen Entscheidungen berücksichtigt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Authentizität

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Ich kann Arbeiten ausführen, die meinen persönlichen Bedürfnissen und Vorlieben entsprechen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe das Gefühl, für meine eigene Karriere verantwortlich zu sein.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe meinen eigenen Karriereweg gewählt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Privatleben

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Ich kann so viel Zeit mit meinen Freunden und meiner Familie verbringen wie ich will.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich kann ein zufriedenstellendes Leben außerhalb der Arbeit führen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich war bisher in der Lage, ein guter Angestellter zu sein und gleichzeitig gute Beziehungen außerhalb der Arbeit aufrechtzuerhalten.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Persönliches Wachstum und Entwicklung

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Ich habe meine Fähigkeiten erweitert, um bessere Leistungen zu erbringen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin mit Änderungen in meinem Arbeitsbereich auf dem Laufenden geblieben.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Durch das Weiterentwickeln meiner Fähigkeiten habe ich mich beständig verbessert.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Zufriedenheit

	Stimme überhaupt nicht zu	Stimme nicht zu	Stimme weder zu noch nicht zu	Stimme zu	Stimme völlig zu
Meine Karriere ist für mich persönlich befriedigend.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin begeistert über meiner Karriere.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe meine Karriere bisher sehr interessant gefunden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Persönliche Hintergrunddaten

18. Wie alt sind Sie?

19. Sie sind...

- männlich.
- weiblich.
- divers.
- nicht bereit, diese Information zu teilen.

20. Wie viele Jahre sind seit Ihrem Bachelorabschluss vergangen?

21. In welchem Land haben Sie (hauptsächlich) studiert?

- Deutschland
- Niederlande

22. Haben Sie noch weitere Abschlüsse nach Ihrem Bachelor gemacht?

Vielen Dank für Ihren Beitrag!

23. Falls Sie die Studienergebnisse erhalten möchten, tragen Sie bitte hier Ihre Emailadresse ein.

24. Wenn Sie an der Verlosung des 25€ Gutscheines für einen Onlineverkäufer Ihrer Wahl teilnehmen möchten, bitte tragen Sie hier Ihre Emailadresse ein oder, falls es die gleiche ist wie oben, schreiben Sie einfach dass Sie teilnehmen möchten.

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Career mobility and success: A study in the global hospitality industry

Hello and thank you that you are interested in participating in this survey on career mobility and success pathways of Hospitality and Tourism graduates. Welcome! First of all, I'd like to introduce myself and my Master thesis, after which you will finally be directed to the survey itself.

My name is Franziska and I am from a small village in the North of the beautiful Bavaria, Germany. Somehow, however, I ended up in the Netherlands and did my Bachelor there. And as windmills and rain are actually not even bad, I am also completing my Master studies here now as well.

I study International Hospitality and Service Management at NHL Stenden in Leeuwarden, Netherlands.

Often you hear that studying in a foreign country, and especially in the English language, will improve your career chance. That sure seems to make even more sense for a degree in hospitality and/or tourism, such a globally connected and oriented industry. So far, however, barely any research is available on the topic of achieving a degree abroad.

Therefore, I would like to research for my master thesis the career mobility and success pathways of hospitality and tourism graduates. Both for universities, but also for the personal career planning and development these results will (hopefully) give insight.

You are welcome to participate in this study if you have graduated at least with a Bachelor degree from a hospitality or tourism study. If this fits your description, then this survey reached you successfully!

Another highly important topic is that of data security and secrecy. All data and answers you give here are solely seen by myself and the applicable lecturers. However, even we only see data that you provide us with - so everything is anonymous and you are by no means obliged to answer something you do not feel comfortable with. The finalized thesis and all potential publications related to it will only contain summarized information.

I also would like to mention that the participation is completely voluntary. Therefore, should you reconsider your participation at a later point in time, it will be absolutely possible to withdraw your data without repercussions or problems from the answer pool. By filling in the questionnaire, you - at least for now - agree to the provided data being used for my master thesis under the above-mentioned conditions.

Should you have any further questions you may reach me via email:

Franziska.helm@student.nhlstenden.com (mailto:Franziska.helm@student.nhlstenden.com). At the end of the survey you will also have the possibility to leave your own contact details in case you want to be informed about the results of this survey. That is also the place to leave your details if you want to enter the raffle for 25€ value voucher at an online retailer of your choice.

The estimated time to complete this survey is 10 minutes.

After settling the most important points, I would like to say: Thank you for your participation!

1. About Protean Career Orientation: Please select your level of agreement to each statement.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
When development opportunities have not been offered by my company, I've sought them out on my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What I think about what is right in my career is more important to me than what my company thinks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I have a very independent, self-directed career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Freedom to choose my own career path is one of my most important values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am in charge of my own career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ultimately, I depend upon myself to move my career forward	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Where my career is concerned, I am very much "my own person."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the past I have relied more on myself than others to find a new job when necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I navigate my own career, based on my personal priorities, as opposed to my employer's priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

021

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
It doesn't matter much to me how other people evaluate the choices I make in my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What's most important to me is how I feel about my career success, not how other people feel about it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'll follow my own conscience if my company asks me to do something that goes against my values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What I think about what is right in my career is more important to me than what my company thinks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the past I have sided with my own values when the company has asked me to do something I don't agree with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. About Boundariless Career Orientation: Please select again your level of agreement to each statement.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I seek job assignments that allow me to learn something new.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would enjoy working on projects with people across many organizations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy job assignments that require me to work outside of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like tasks at work that require me to work beyond my own department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy working with people outside of my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy jobs that require me to interact with people in many different organizations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have sought opportunities in the past that allow me to work outside the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am energized in new experiences and situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like the predictability that comes with working continuously for the same organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I would feel very lost if I couldn't work for my current organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer to stay in a company I am familiar with rather than look for employment elsewhere.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If my organization provided lifetime employment, I would never desire to seek work in other organizations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my ideal career I would work for only one organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Physical mobility

3. How many transitions across companies (from one company to another) have you experienced since finishing your Bachelor degree?

4. How many transitions across country borders have you experienced for your job since finishing your Bachelor degree?

5. How many transitions within country borders, but between regions/states/provinces have you experienced for your job since finishing your Bachelor degree?

6. How many transitions between functions have you experienced since finishing your Bachelor degree?

Objective success

7. What is your monthly salary in Euros?

- Less than 2500€ per month
- 2500€ - 4000€
- 4000€ - 5500€
- 5500€ - 7000€
- More than 7000€ per month

8. How many times were you promoted in total since graduating from your Bachelor?

9. Which is (closest to) your current position?

- Employee
- Team Leader
- Head of Department
- Regional Manager
- Executive

Subjective success

Please indicate in each section again your level of agreement with each statement provided.

10. Recognition

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My supervisors have told me I do a good job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organizations I worked for have recognized me as a good performer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been recognized for my contributions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Quality Work

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I am proud of the quality of the work I have produced.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have met the highest standards of quality in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been known for the high quality of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Meaningful Work

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I think my work has been meaningful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe my work has made a difference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work I have done has contributed to society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Influence

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Decisions that I have made have impacted my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organizations I have worked for have considered my opinion regarding important issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others have taken my advice into account when making important decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Authenticity

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have been able to pursue work that meets my personal needs and preferences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have felt as though I am in charge of my own career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have chosen my own career path.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Personal Life

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have been able to spend the amount of time I want with my friends and family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been able to have a satisfying life outside of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been able to be a good employee while maintaining quality non-work relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Growth and Development

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have expanded my skill sets to perform better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have stayed current with changes in my field.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have continuously improved by developing my skill set.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Satisfaction

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My career is personally satisfying.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am enthusiastic about my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have found my career quite interesting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Personal data

18. How old are you (in years)?

19. Please select:

- Male
- Female
- Other
- Prefer not to say

20. How many years have passed since your Bachelor graduation?

21. Which country are you from?

22. Which country did you study in?

23. Do you also have any other degrees?

Thank you very much for participation!

24. In case you would like to receive the results of this survey, please include an email address below.

25. For entering the raffle, please leave your email here please or indicate if it is the same as above.

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Appendix B Detailed participant overview

Age of participant in years					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21	2	2.3	2.3	2.3
	22	8	9.3	9.3	11.6
	23	11	12.8	12.8	24.4
	24	22	25.6	25.6	50.0
	25	5	5.8	5.8	55.8
	26	4	4.7	4.7	60.5
	27	4	4.7	4.7	65.1
	28	5	5.8	5.8	70.9
	29	3	3.5	3.5	74.4
	30	2	2.3	2.3	76.7
	31	2	2.3	2.3	79.1
	32	1	1.2	1.2	80.2
	33	2	2.3	2.3	82.6
	35	1	1.2	1.2	83.7
	36	1	1.2	1.2	84.9
	37	2	2.3	2.3	87.2
	38	3	3.5	3.5	90.7
	40	1	1.2	1.2	91.9
	43	1	1.2	1.2	93.0
	46	1	1.2	1.2	94.2
49	2	2.3	2.3	96.5	
50	1	1.2	1.2	97.7	
56	2	2.3	2.3	100.0	
	Total	86	100.0	100.0	

Country of origin					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Germany	49	57.0	57.6	57.6
	Netherlands	21	24.4	24.7	82.4
	India	1	1.2	1.2	83.5
	Greece	1	1.2	1.2	84.7
	Romania	2	2.3	2.4	87.1
	Taiwan	1	1.2	1.2	88.2
	Vietnam	1	1.2	1.2	89.4
	China	1	1.2	1.2	90.6

	Hungary	1	1.2	1.2	91.8
	Indonesia	3	3.5	3.5	95.3
	Portugal	2	2.3	2.4	97.6
	Italy	1	1.2	1.2	98.8
	Algeria	1	1.2	1.2	100.0
	Total	85	98.8	100.0	
Missing	System	1	1.2		
Total		86	100.0		

		Country of study			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Germany	26	30.2	30.2	30.2
	Netherlands	53	61.6	61.6	91.9
	India	1	1.2	1.2	93.0
	Spain	1	1.2	1.2	94.2
	Vietnam	1	1.2	1.2	95.3
	Indonesia	2	2.3	2.3	97.7
	UK	1	1.2	1.2	98.8
	Canada	1	1.2	1.2	100.0
	Total	86	100.0	100.0	

Appendix C Detailed reliability analyses

Protean Career Orientation

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.696	.696	14

Item-Total Statistics				
Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted

When development opportunities have not been offered by my company, I've sought them out on my own.	51.05	22.426	.295	.298	.681
What I think about what is right in my career is more important to me than what my company thinks.	50.99	22.917	.243	.220	.688
Overall, I have a very independent, self-directed career.	51.15	21.155	.471	.362	.658
Freedom to choose my own career path is one of my most important values	50.66	23.251	.317	.232	.680
I am in charge of my own career.	50.69	22.810	.371	.347	.675
Ultimately, I depend upon myself to move my career forward	50.84	23.615	.178	.238	.695
Where my career is concerned, I am very much "my own person."	51.02	23.595	.246	.255	.687
In the past I have relied more on myself than others to find a new job when necessary.	51.00	22.000	.291	.192	.683
I navigate my own career, based on my personal priorities, as opposed to my employer's priorities.	51.32	20.767	.464	.356	.657

It doesn't matter much to me how other people evaluate the choices I make in my career.	51.69	20.405	.424	.474	.662
What's most important to me is how I feel about my career success, not how other people feel about it.	50.99	23.226	.208	.342	.692
I'll follow my own conscience if my company asks me to do something that goes against my values.	51.25	23.617	.137	.223	.702
What I think about what is right in my career is more important to me than what my company thinks.	51.54	21.037	.483	.539	.656
In the past I have sided with my own values when the company has asked me to do something I don't agree with.	51.73	22.676	.230	.216	.691

Organizational Mobility Preference (Boundarylessness)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.792	.803	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I seek job assignments that allow me to learn something new.	46.75	31.582	.489	.407	.775
I would enjoy working on projects with people across many organizations.	46.87	31.458	.356	.481	.784
I enjoy job assignments that require me to work outside of the organization.	47.24	30.161	.500	.629	.771
I like tasks at work that require me to work beyond my own department.	46.90	31.552	.385	.427	.781
I enjoy working with people outside of my organization.	46.99	30.378	.575	.695	.767
I enjoy jobs that require me to interact with people in many different organizations.	47.02	30.731	.441	.664	.777
I have sought opportunities in the past that allow me to work outside the organization.	47.55	31.250	.280	.510	.794
I am energized in new experiences and situations.	46.70	32.115	.453	.315	.779
I like the predictability that comes with working continuously for the same organization.	47.88	28.961	.488	.474	.772

I would feel very lost if I couldn't work for my current organization.	47.41	30.147	.406	.374	.780
I prefer to stay in a company I am familiar with rather than look for employment elsewhere.	47.59	29.733	.404	.528	.781
If my organization provided lifetime employment, I would never desire to seek work in other organizations.	46.95	30.705	.391	.574	.781
In my ideal career I would work for only one organization.	46.87	30.141	.448	.507	.776

Physical Mobility

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.845	4

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Average annual transitions across a company border	1.8461	3.735	.833	.699	.737
Average annual transitions across a country border	2.2106	5.631	.507	.280	.874

Average annual transitions across a regional border	2.0762	3.934	.719	.562	.795
Average annual transitions across a functional border	1.8074	4.305	.723	.558	.790

Subjective Success Recognition

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.829	.834	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My supervisors have told me I do a good job.	8.34	1.894	.689	.482	.773
The organizations I worked for have recognized me as a good performer	8.48	1.586	.720	.523	.731
I have been recognized for my contributions.	8.59	1.578	.671	.452	.787

Subjective Success Quality Work

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

.770	.767	3
------	------	---

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am proud of the quality of the work I have produced.	8.09	1.779	.496	.246	.799
I have met the highest standards of quality in my work.	8.44	1.238	.674	.480	.608
I have been known for the high quality of my work.	8.19	1.353	.662	.468	.622

Subjective Success Meaningful Work

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.810	.828	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I think my work has been meaningful.	7.20	2.678	.735	.589	.696
I believe my work has made a difference.	7.30	2.355	.704	.575	.694
The work I have done has contributed to society.	7.64	2.139	.591	.351	.846

Subjective Success Influence

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.680	.686	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Decisions that I have made have impacted my organization.	7.85	1.824	.405	.166	.712
The organizations I have worked for have considered my opinion regarding important issues	7.80	1.737	.561	.347	.498
Others have taken my advice into account when making important decisions.	7.74	1.863	.528	.324	.547

Subjective Success Authenticity

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.760	.768	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have been able to pursue work that meets my personal needs and preferences.	8.27	1.751	.554	.317	.739
I have felt as though I am in charge of my own career.	7.93	2.207	.579	.368	.701
I have chosen my own career path	7.90	1.836	.663	.450	.595

Subjective Success Personal Life

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.783	.814	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have been able to spend the amount of time I want with my friends and family.	7.95	1.998	.615	.381	.781
I have been able to have a satisfying life outside of work.	7.20	2.725	.661	.478	.667

I have been able to be a good employee while maintaining quality non-work relationships	7.10	3.201	.689	.495	.692
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Subjective Success Growth & Development

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.661	.663	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have expanded my skill sets to perform better	8.06	1.104	.488	.252	.543
I have stayed current with changes in my field	8.34	1.108	.423	.179	.634
I have continuously improved by developing my skill set.	8.16	1.115	.509	.267	.517

Subjective Success Satisfaction

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

.841	.841	3
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Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My career is personally satisfying.	7.78	2.509	.719	.519	.767
I am enthusiastic about my career	7.86	2.551	.682	.465	.803
I have found my career quite interesting.	7.52	2.491	.717	.517	.769

Appendix D Detailed Correlation Matrix

		Protean_orientation	Boundaryless_orientation	Average annual transitions across a border of any kind	Recognition section of the subj success scale	Quality work section of the subj success scale	Meaningful work section of the subj success scale	Influence section of the subj success scale	Authenticity section of the subj success scale	Personal life section of the subj success scale	Growth & Development section of the subj success scale	Satisfaction section of the subj success scale	Salary / Wage group per month in €	Number of promotions since the Bachelor graduation	Current functional level
Protean_orientation	Pearson Correlation	1	.219*	.077	.205	.201	.349**	.343**	.344**	.131	.380**	.258*	.155	.200	.315**
	Sig. (2-tailed)		.043	.479	.058	.063	.001	.001	.001	.230	.000	.017	.154	.068	.003
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Boundaryless_orientation	Pearson Correlation	.219*	1	.151	-.012	.052	-.165	.024	-.059	-.032	.194	.015	-.027	-.020	-.017
	Sig. (2-tailed)	.043		.165	.909	.635	.128	.826	.592	.767	.073	.888	.805	.853	.874
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Average annual transitions across a border of any kind	Pearson Correlation	.077	.151	1	-.198	-.004	.051	.043	.116	-.206	.098	.181	-.254*	-.148	-.026
	Sig. (2-tailed)	.479	.165		.068	.972	.638	.694	.286	.057	.367	.096	.018	.178	.811
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Recognition section of the subj success scale	Pearson Correlation	.205	-.012	-.198	1	.291**	.132	.544**	.139	.285**	.280**	.245*	.246*	.189	.324**
	Sig. (2-tailed)	.058	.909	.068		.007	.224	.000	.203	.008	.009	.023	.023	.086	.002
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Quality work section of the subj success scale	Pearson Correlation	.201	.052	-.004	.291**	1	.216*	.243*	.191	.198	.427**	.151	.166	.120	.109
	Sig. (2-tailed)	.063	.635	.972	.007		.045	.024	.078	.068	.000	.164	.126	.278	.320
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Meaningful work section of the subj success scale	Pearson Correlation	.349**	-.165	.051	.132	.216*	1	.318**	.496**	.316**	.437**	.595**	.262*	.265*	.173
	Sig. (2-tailed)	.001	.128	.638	.224	.045		.003	.000	.003	.000	.000	.015	.015	.110
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Influence section of the subj success scale	Pearson Correlation	.343**	.024	.043	.544**	.243*	.318**	1	.410**	.228*	.401**	.419**	.323**	.158	.335**
	Sig. (2-tailed)	.001	.826	.694	.000	.024	.003		.000	.035	.000	.000	.002	.152	.002
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Authenticity section of the subj success scale	Pearson Correlation	.344**	-.059	.116	-.139	.191	.496**	.410**	1	.246*	.518**	.712**	.282**	.145	.208
	Sig. (2-tailed)	.001	.592	.286	.203	.078	.000	.000		.022	.000	.000	.008	.189	.054
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Personal life section of the subj success scale	Pearson Correlation	.131	-.032	-.206	.285**	.198	.316**	.228*	.246*	1	.243*	.281**	.129	.081	.042
	Sig. (2-tailed)	.230	.767	.057	.008	.068	.003	.035	.022		.024	.009	.238	.464	.703
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Growth & Development section of the subj success scale	Pearson Correlation	.380**	.194	.098	.280**	.427**	.437**	.401**	.518**	.243*	1	.545**	.178	.060	.185
	Sig. (2-tailed)	.000	.073	.367	.009	.000	.000	.000	.000	.024		.000	.101	.589	.087
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Satisfaction section of the subj success scale	Pearson Correlation	.258*	.015	.181	.245*	.151	.595**	.419**	.712**	.281**	.545**	1	.249*	.100	.185
	Sig. (2-tailed)	.017	.888	.096	.023	.164	.000	.000	.000	.009	.000		.021	.364	.088
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Salary / Wage group per month in €	Pearson Correlation	.155	-.027	-.254*	.246*	.166	.262*	.323**	.282**	.129	.178	.249*	1	.796**	.529**
	Sig. (2-tailed)	.154	.805	.018	.023	.126	.015	.002	.008	.238	.101	.021		.000	.000
	N	86	86	86	86	86	86	86	86	86	86	86	86	84	86
Number of promotions since the Bachelor graduation	Pearson Correlation	.200	-.020	-.148	.189	.120	.265*	.158	.145	.081	.060	.100	.796**	1	.627**
	Sig. (2-tailed)	.068	.853	.178	.086	.278	.015	.152	.189	.464	.589	.364	.000		.000
	N	84	84	84	84	84	84	84	84	84	84	84	84	84	84
Current functional level	Pearson Correlation	.315**	-.017	-.026	.324**	.109	.173	.335**	.208	.042	.185	.185	.529**	.627**	1
	Sig. (2-tailed)	.003	.874	.811	.002	.320	.110	.002	.054	.703	.087	.088	.000	.000	
	N	86	86	86	86	86	86	86	86	86	86	86	86	86	86

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Appendix E Extended tables of effect analyses

Path a: Psychological Mobility → Physical mobility

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.130 ^a	.017	-.007	.98346
2	.132 ^b	.017	-.019	.98922

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Studies at home or abroad

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.387	2	.693	.717	.491 ^b
	Residual	80.277	83	.967		
	Total	81.664	85			
2	Regression	1.423	3	.474	.485	.694 ^c
	Residual	80.241	82	.979		
	Total	81.664	85			

a. Dependent Variable: Average annual transitions across a company border

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Studies at home or abroad

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.231	1.313		-.176	.861
	Protean_orientation	-.006	.286	-.002	-.021	.983
	Boundaryless_orientation	.278	.237	.131	1.173	.244
2	(Constant)	-.255	1.327		-.192	.848
	Protean_orientation	-.003	.288	-.001	-.010	.992
	Boundaryless_orientation	.276	.239	.130	1.159	.250
	Studies at home or abroad	.042	.217	.021	.192	.848

a. Dependent Variable: Average annual transitions across a company border

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.215 ^a	.046	.023	.59616
2	.384 ^b	.147	.116	.56722

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Studies at home or abroad

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.415	2	.707	1.991	.143 ^b
	Residual	29.143	82	.355		
	Total	30.558	84			
2	Regression	4.498	3	1.499	4.660	.005 ^c
	Residual	26.060	81	.322		
	Total	30.558	84			

a. Dependent Variable: Average annual transitions across a country border

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Studies at home or abroad

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.098	.796		-1.378	.172
	Protean_orientation	.179	.173	.114	1.035	.304
	Boundaryless_orientation	.207	.144	.159	1.438	.154
2	(Constant)	-1.321	.761		-1.736	.086
	Protean_orientation	.208	.165	.133	1.259	.212
	Boundaryless_orientation	.193	.137	.148	1.411	.162
	Studies at home or abroad	.386	.125	.318	3.095	.003

a. Dependent Variable: Average annual transitions across a country border

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.211 ^a	.045	.021	.91860
2	.212 ^b	.045	.009	.92410

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Studies at home or abroad

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.224	2	1.612	1.910	.155 ^b
	Residual	69.193	82	.844		
	Total	72.417	84			
2	Regression	3.247	3	1.082	1.267	.291 ^c
	Residual	69.170	81	.854		
	Total	72.417	84			

a. Dependent Variable: Average annual transitions across a regional border

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Studies at home or abroad

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.726	1.227		-1.407	.163
	Protean_orientation	.258	.267	.107	.965	.337
	Boundaryless_orientation	.320	.221	.160	1.447	.152
2	(Constant)	-1.707	1.240		-1.377	.172
	Protean_orientation	.255	.269	.106	.949	.346
	Boundaryless_orientation	.322	.223	.161	1.443	.153
	Studies at home or abroad	-.033	.203	-.018	-.164	.870

a. Dependent Variable: Average annual transitions across a regional border

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.137 ^a	.019	-.005	.82386
2	.182 ^b	.033	-.003	.82286

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Studies at home or abroad

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.070	2	.535	.788	.458 ^b
	Residual	55.657	82	.679		
	Total	56.727	84			
2	Regression	1.882	3	.627	.927	.432 ^c
	Residual	54.844	81	.677		
	Total	56.727	84			

a. Dependent Variable: Average annual transitions across a functional border

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Studies at home or abroad

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.146	1.101		.133	.895
	Protean_orientation	-.073	.240	-.034	-.306	.760
	Boundaryless_orientation	.249	.199	.141	1.255	.213
2	(Constant)	.032	1.104		.029	.977
	Protean_orientation	-.059	.240	-.027	-.245	.807
	Boundaryless_orientation	.242	.198	.137	1.221	.226
	Studies at home or abroad	.198	.181	.120	1.096	.277

a. Dependent Variable: Average annual transitions across a functional border

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.158 ^a	.025	.001	.79395
2	.167 ^b	.028	-.008	.79752

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Studies at home or abroad

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.336	2	.668	1.060	.351 ^b

	Residual	52.320	83	.630		
	Total	53.656	85			
2	Regression	1.501	3	.500	.786	.505 ^c
	Residual	52.156	82	.636		
	Total	53.656	85			

a. Dependent Variable: Average annual transitions across a border of any kind

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Studies at home or abroad

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.640	1.060		-.604	.548
	Protean_orientation	.097	.231	.047	.419	.676
	Boundaryless_orientation	.243	.191	.141	1.269	.208
2	(Constant)	-.690	1.070		-.645	.521
	Protean_orientation	.103	.232	.050	.445	.657
	Boundaryless_orientation	.239	.192	.139	1.245	.217
	Studies at home or abroad	.089	.175	.055	.508	.613

a. Dependent Variable: Average annual transitions across a border of any kind

Path a bidirectionality: Physical mobility → Psychological mobility

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.250 ^a	.062	.016	.38138

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.775	4	.194	1.333	.265 ^b
	Residual	11.636	80	.145		
	Total	12.411	84			

a. Dependent Variable: Protean_orientation

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	3.986	.061		65.009
	Average annual transitions across a company border	-.082	.084	-.191	-.969
	Average annual transitions across a country border	.118	.081	.185	1.447
	Average annual transitions across a regional border	.116	.068	.281	1.717
	Average annual transitions across a functional border	-.055	.076	-.117	-.717

a. Dependent Variable: Protean_orientation

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.219 ^a	.048	.001	.46372

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.870	4	.218	1.012	.406 ^b
	Residual	17.203	80	.215		
	Total	18.073	84			

- a. Dependent Variable: Boundaryless_orientation
 b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.877	.075		52.006	.000
	Average annual transitions across a company border	-.014	.102	-.027	-.136	.892
	Average annual transitions across a country border	.106	.099	.137	1.067	.289
	Average annual transitions across a regional border	.072	.082	.145	.878	.382
	Average annual transitions across a functional border	.002	.093	.004	.026	.980

a. Dependent Variable: Boundaryless_orientation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.371 ^a	.138	.094	.473

- a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.855	4	.714	3.190	.017 ^b
	Residual	17.898	80	.224		
	Total	20.753	84			

a. Dependent Variable: Studies at home or abroad

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.311	.076		4.085	.000
	Average annual transitions across a company border	-.059	.104	-.107	-.566	.573
	Average annual transitions across a country border	.315	.101	.382	3.125	.002
	Average annual transitions across a regional border	-.107	.084	-.200	-1.277	.205
	Average annual transitions across a functional border	.100	.095	.165	1.059	.293

a. Dependent Variable: Studies at home or abroad

Path b1: Physical mobility → Objective Success

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	166.058			
Final	156.763	9.296	4	.054

Link function: Logit.

Pseudo R-Square	
Cox and Snell	.104
Nagelkerke	.119
McFadden	.054

Link function: Logit.

Parameter Estimates								
							95% Confidence Interval	
							Lower Bound	Upper Bound
		Estimate	Std. Error	Wald	df	Sig.		
Threshold	[salary = 1]	-.330	.341	.938	1	.333	-.999	.338
	[salary = 2]	1.611	.418	14.880	1	.000	.792	2.429
	[salary = 3]	2.826	.628	20.238	1	.000	1.595	4.057
	[salary = 4]	3.959	1.031	14.760	1	.000	1.939	5.979
Location	avg_transcomp	-1.056	.526	4.026	1	.045	-2.087	-.024
	avg_transcount	.249	.515	.233	1	.629	-.760	1.257
	avg_transregio	.155	.416	.140	1	.709	-.660	.971
	avg_transfunk	-.053	.414	.016	1	.898	-.865	.759

Link function: Logit.

Model Fitting Information				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	204.734			
Final	196.721	8.013	4	.091

Link function: Logit.

Pseudo R-Square	
Cox and Snell	.090
Nagelkerke	.098
McFadden	.038

Link function: Logit.

Parameter Estimates								
							95% Confidence Interval	
							Lower Bound	Upper Bound
		Estimate	Std. Error	Wald	df	Sig.		
Threshold	[function = 1]	.278	.315	.783	1	.376	-.338	.895
	[function = 2]	1.219	.342	12.695	1	.000	.548	1.889
	[function = 3]	2.823	.492	32.967	1	.000	1.860	3.787
	[function = 4]	3.428	.597	33.010	1	.000	2.259	4.598
Location	avg_transcomp	-1.040	.450	5.338	1	.021	-1.922	-.158
	avg_transcount	.548	.409	1.795	1	.180	-.254	1.350
	avg_transregio	.281	.345	.661	1	.416	-.396	.958

avg_transfunk	.775	.395	3.855	1	.050	.001	1.549
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Link function: Logit.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558 ^a	.312	.277	.35782

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.579	4	1.145	8.941	.000 ^b
	Residual	10.115	79	.128		
	Total	14.694	83			

a. Dependent Variable: average annual promotions since the Bachelor graduation

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.162	.058		2.798	.006
	Average annual transitions across a company border	-.122	.079	-.261	-1.540	.128
	Average annual transitions across a country border	.016	.076	.023	.212	.833
	Average annual transitions across a regional border	.063	.064	.140	.994	.323

Average annual transitions across a functional border	.323	.072	.633	4.519	.000
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a. Dependent Variable: average annual promotions since the Bachelor graduation

Path b2: Physical mobility → Subjective Success

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.356 ^a	.126	.083	.51380

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.058	4	.765	2.896	.027 ^b
	Residual	21.119	80	.264		
	Total	24.178	84			

a. Dependent Variable: Recognition section of the subj success scale

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.171	.083		50.494	.000
	Average annual transitions across a company border	-.183	.113	-.307	-1.611	.111
	Average annual transitions across a country border	-.099	.110	-.111	-.904	.369

Average annual transitions across a regional border	.008	.091	.013	.085	.933
Average annual transitions across a functional border	.335	.103	.513	3.261	.002

a. Dependent Variable: Recognition section of the subj success scale

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.293 ^a	.086	.040	.65551

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.230	4	.808	1.880	.122 ^b
	Residual	34.375	80	.430		
	Total	37.606	84			

a. Dependent Variable: Quality Work section of the subj success scale

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.994	.105		37.904	.000
	Average annual transitions across a company border	-.195	.145	-.263	-1.351	.180
	Average annual transitions across a country border	.203	.140	.183	1.450	.151

Average annual transitions across a regional border	-.148	.116	-.205	-1.270	.208
Average annual transitions across a functional border	.238	.131	.292	1.814	.073

a. Dependent Variable: Quality Work section of the subj success scale

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.194 ^a	.037	-.011	.72798

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.651	4	.413	.779	.542 ^b
	Residual	42.396	80	.530		
	Total	44.047	84			

a. Dependent Variable: Meaningful Work section of the subj success scale

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.837	.117		32.786	.000
	Average annual transitions across a company border	-.005	.161	-.006	-.032	.974
	Average annual transitions across a country border	.228	.155	.190	1.468	.146

Average annual transitions across a regional border	-.050	.129	-.064	-.387	.700
Average annual transitions across a functional border	-.116	.145	-.132	-.800	.426

a. Dependent Variable: Meaningful Work section of the subj success scale

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.274 ^a	.075	.029	.65152

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.747	4	.687	1.618	.178 ^b
	Residual	33.958	80	.424		
	Total	36.706	84			

a. Dependent Variable: Influence section of the subj success scale

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.818	.105		36.454	.000
	Average annual transitions across a company border	-.146	.144	-.199	-1.015	.313
	Average annual transitions across a country border	-.034	.139	-.031	-.248	.805

Average annual transitions across a regional border	.159	.116	.224	1.376	.173
Average annual transitions across a functional border	.195	.130	.243	1.501	.137

a. Dependent Variable: Influence section of the subj success scale

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.185 ^a	.034	-.014	.66423

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.247	4	.312	.707	.590 ^b
	Residual	35.296	80	.441		
	Total	36.544	84			

a. Dependent Variable: Authenticity section of the subj success scale

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.991	.107		37.378	.000
	Average annual transitions across a company border	-.041	.147	-.056	-.277	.782
	Average annual transitions across a country border	.032	.142	.029	.224	.823

Average annual transitions across a regional border	.175	.118	.247	1.486	.141
Average annual transitions across a functional border	-.072	.133	-.090	-.546	.587

a. Dependent Variable: Authenticity section of the subj success scale

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.220 ^a	.048	.001	.77213

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.417	4	.604	1.014	.405 ^b
	Residual	47.695	80	.596		
	Total	50.112	84			

a. Dependent Variable: Personal life section of the subj success scale

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.890	.124		31.339	.000
	Average annual transitions across a company border	.023	.170	.026	.133	.894
	Average annual transitions across a country border	-.186	.165	-.145	-1.130	.262

Average annual transitions across a regional border	.022	.137	.026	.159	.874
Average annual transitions across a functional border	-.145	.154	-.154	-.940	.350

a. Dependent Variable: Personal life section of the subj success scale

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.217 ^a	.047	-.001	.49059

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.947	4	.237	.984	.421 ^b
	Residual	19.254	80	.241		
	Total	20.201	84			

a. Dependent Variable: Growth & Development section of the subj success scale

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.022	.079		51.002	.000
	Average annual transitions across a company border	-.117	.108	-.215	-1.081	.283
	Average annual transitions across a country border	.173	.105	.213	1.652	.103

Average annual transitions across a regional border	.004	.087	.007	.042	.967
Average annual transitions across a functional border	.093	.098	.156	.950	.345

a. Dependent Variable: Growth & Development section of the subj success scale

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.216 ^a	.047	-.001	.82432

a. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.660	4	.665	.978	.424 ^b
	Residual	54.360	80	.680		
	Total	57.020	84			

a. Dependent Variable: Satisfaction section of the subj success scale

b. Predictors: (Constant), Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.646	.133		27.514	.000
	Average annual transitions across a company border	-.054	.182	-.058	-.294	.769
	Average annual transitions across a country border	.144	.176	.105	.818	.416

Average annual transitions across a regional border	.056	.146	.064	.386	.701
Average annual transitions across a functional border	.149	.165	.149	.907	.367

a. Dependent Variable: Satisfaction section of the subj success scale

Mediation: Psychological mobility → Physical mobility → Objective Success

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.121 ^a	.015	-.010	.42279	.015	.602	2	81	.550
2	.575 ^b	.331	.278	.35741	.316	9.086	4	77	.000

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.215	2	.108	.602	.550 ^b
	Residual	14.479	81	.179		
	Total	14.694	83			
2	Regression	4.858	6	.810	6.338	.000 ^c
	Residual	9.836	77	.128		
	Total	14.694	83			

a. Dependent Variable: average annual promotions since the Bachelor graduation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-.150	.566		-.266	.791
	Protean_orientation	.131	.124	.120	1.062	.291
	Boundaryless_orientation	.002	.105	.002	.017	.986
2	(Constant)	-.119	.496		-.240	.811
	Protean_orientation	.145	.107	.133	1.355	.179
	Boundaryless_orientation	-.077	.090	-.084	-.855	.395
	Average annual transitions across a company border	-.110	.079	-.237	-1.390	.168
	Average annual transitions across a country border	.007	.078	.010	.088	.930
	Average annual transitions across a regional border	.052	.065	.115	.803	.424
	Average annual transitions across a functional border	.332	.072	.650	4.629	.000

a. Dependent Variable: average annual promotions since the Bachelor graduation

Model Summary				
R	R Square			Change Statistics

Model			Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.169 ^a	.028	.005	.820	.028	1.202	2	82	.306
2	.341 ^b	.117	.049	.802	.088	1.944	4	78	.111

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.617	2	.808	1.202	.306 ^b
	Residual	55.136	82	.672		
	Total	56.753	84			
2	Regression	6.616	6	1.103	1.715	.128 ^c
	Residual	50.137	78	.643		
	Total	56.753	84			

a. Dependent Variable: Salary / Wage group per month in €

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.589	1.095		.538	.592	-	2.768
	Protean_orientation	.364	.239	.170	1.527	.131	-.110	.839
	Boundaryless_orientation	-.118	.198	-.067	-.597	.552	-.511	.275

2	(Constant)	.554	1.111		.499	.619	-1.657	2.765
	Protean_orientation	.349	.239	.163	1.458	.149	-.127	.826
	Boundaryless_orientation	-.042	.197	-.024	-.215	.831	-.434	.350
	Average annual transitions across a company border	-.307	.178	-.337	-1.726	.088	-.661	.047
	Average annual transitions across a country border	.055	.174	.041	.318	.751	-.291	.401
	Average annual transitions across a regional border	.007	.145	.008	.048	.962	-.282	.296
	Average annual transitions across a functional border	.016	.161	.016	.102	.919	-.304	.336

a. Dependent Variable: Salary / Wage group per month in €

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.330 ^a	.109	.087	1.084	.109	4.996	2	82	.009
2	.420 ^b	.177	.113	1.068	.068	1.612	4	78	.180

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.736	2	5.868	4.996	.009 ^b
	Residual	96.311	82	1.175		
	Total	108.047	84			
2	Regression	19.089	6	3.182	2.790	.016 ^c

Residual	88.958	78	1.140		
Total	108.047	84			

a. Dependent Variable: Current functional level

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-1.172	1.448		-.809	.421	-4.052	1.708
	Protean_orientation	.995	.315	.337	3.155	.002	.368	1.622
	Boundaryless_orientation	-.229	.261	-.094	-.876	.383	-.749	.291
2	(Constant)	-1.149	1.479		-.777	.440	-4.094	1.796
	Protean_orientation	.980	.319	.332	3.072	.003	.345	1.614
	Boundaryless_orientation	-.245	.262	-.100	-.934	.353	-.767	.277
	Average annual transitions across a company border	-.463	.237	-.368	-1.955	.054	-.935	.009
	Average annual transitions across a country border	.254	.232	.135	1.096	.276	-.207	.715
	Average annual transitions across a regional border	-.019	.193	-.015	-.098	.923	-.404	.366
	Average annual transitions across a functional border	.444	.214	.322	2.073	.041	.018	.870

a. Dependent Variable: Current functional level

Mediation: Psychological mobility → Physical mobility → Subjective Success

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change
					R Square Change	F Change	df1	df2	
1	.255 ^a	.065	.042	.52512	.065	2.840	2	82	.064
2	.457 ^b	.209	.148	.49518	.144	3.554	4	78	.010

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.566	2	.783	2.840	.064 ^b
	Residual	22.611	82	.276		
	Total	24.178	84			
2	Regression	5.052	6	.842	3.434	.005 ^c
	Residual	19.126	78	.245		
	Total	24.178	84			

a. Dependent Variable: Recognition section of the subj success scale

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Coefficients ^a						
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B

		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.227	.701		4.601	.000	1.832	4.623
	Protean_orientation	.361	.153	.259	2.365	.020	.057	.665
	Boundaryless_orientation	-.102	.127	-.088	-.805	.423	-.354	.150
2	(Constant)	2.916	.686		4.251	.000	1.550	4.282
	Protean_orientation	.418	.148	.300	2.830	.006	.124	.713
	Boundaryless_orientation	-.107	.122	-.092	-.876	.384	-.349	.136
	Average annual transitions across a company border	-.150	.110	-.252	-1.365	.176	-.369	.069
	Average annual transitions across a country border	-.137	.107	-.154	-1.276	.206	-.351	.077
	Average annual transitions across a regional border	-.033	.090	-.058	-.370	.712	-.212	.145
	Average annual transitions across a functional border	.358	.099	.548	3.605	.001	.160	.556

a. Dependent Variable: Recognition section of the subj success scale

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.202 ^a	.041	.017	.66323	.041	1.746	2	82	.181
2	.366 ^b	.134	.068	.64606	.093	2.104	4	78	.088

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.536	2	.768	1.746	.181 ^b
	Residual	36.070	82	.440		
	Total	37.606	84			
2	Regression	5.049	6	.842	2.016	.073 ^c
	Residual	32.556	78	.417		
	Total	37.606	84			

a. Dependent Variable: Quality Work section of the subj success scale

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.595	.886		2.929	.004	.832	4.357
	Protean_orientation	.347	.193	.200	1.800	.075	-.036	.731
	Boundaryless_orientation	.015	.160	.010	.094	.925	-.303	.333
2	(Constant)	2.333	.895		2.607	.011	.552	4.115
	Protean_orientation	.386	.193	.222	2.004	.049	.002	.770
	Boundaryless_orientation	.031	.159	.022	.196	.845	-.285	.347

Average annual transitions across a company border	-.163	.143	-.220	-	.258	-.449	.122
Average annual transitions across a country border	.154	.140	.139	1.098	.275	-.125	.433
Average annual transitions across a regional border	-.195	.117	-.271	-	.100	-.428	.038
Average annual transitions across a functional border	.259	.130	.318	1.997	.049	.001	.516

a. Dependent Variable: Quality Work section of the subj success scale

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.432 ^a	.186	.167	.66109	.186	9.392	2	82	.000
2	.464 ^b	.215	.155	.66562	.029	.722	4	78	.580

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.209	2	4.105	9.392	.000 ^b
	Residual	35.838	82	.437		
	Total	44.047	84			
2	Regression	9.489	6	1.581	3.570	.004 ^c
	Residual	34.558	78	.443		
	Total	44.047	84			

a. Dependent Variable: Meaningful Work section of the subj success scale

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Coefficients ^a							
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		
		B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	2.284	.883		2.586	.011	.527	4.041	
	Protean_orientation	.772	.192	.410	4.014	.000	.389	1.155	
	Boundaryless_orientation	-.394	.159	-.253	-2.474	.015	-.711	-.077	
2	(Constant)	2.319	.922		2.515	.014	.483	4.155	
	Protean_orientation	.764	.199	.405	3.842	.000	.368	1.159	
	Boundaryless_orientation	-.393	.163	-.252	-2.407	.018	-.719	-.068	
	Average annual transitions across a company border	.052	.148	.064	.350	.728	-.242	.346	
	Average annual transitions across a country border	.180	.144	.150	1.244	.217	-.108	.467	
	Average annual transitions across a regional border	-.110	.121	-.141	-.915	.363	-.350	.130	
	Average annual transitions across a functional border	-.074	.133	-.084	-.553	.582	-.339	.192	

a. Dependent Variable: Meaningful Work section of the subj success scale

Model Summary					Change Statistics	
R	R Square					

Model			Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df 1	df 2	Sig. F Change
1	.359 ^a	.129	.107	.62454	.129	6.053	2	82	.004
2	.448 ^b	.200	.139	.61344	.072	1.749	4	78	.148

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.722	2	2.361	6.053	.004 ^b
	Residual	31.984	82	.390		
	Total	36.706	84			
2	Regression	7.354	6	1.226	3.257	.007 ^c
	Residual	29.352	78	.376		
	Total	36.706	84			

a. Dependent Variable: Influence section of the subj success scale

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error				Lower Bound	Upper Bound
1	(Constant)	1.772	.834		2.124	.037	.113	3.432
	Protean_orientation	.631	.182	.367	3.475	.001	.270	.993

	Boundaryless_orientation	-.089	.151	-.062	-.590	.556	-.388	.211
2	(Constant)	1.763	.850		2.074	.041	.071	3.454
	Protean_orientation	.640	.183	.372	3.494	.001	.275	1.004
	Boundaryless_orientation	-.128	.151	-.090	-.847	.400	-.427	.172
	Average annual transitions across a company border	-.095	.136	-.130	-.701	.485	-.366	.176
	Average annual transitions across a country border	-.096	.133	-.088	-.724	.471	-.361	.169
	Average annual transitions across a regional border	.094	.111	.132	.846	.400	-.127	.315
	Average annual transitions across a functional border	.231	.123	.287	1.876	.064	-.014	.476

a. Dependent Variable: Influence section of the subj success scale

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.371 ^a	.137	.116	.62005	.137	6.526	2	82	.002
2	.397 ^b	.158	.093	.62826	.020	.468	4	78	.759

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.018	2	2.509	6.526	.002 ^b
	Residual	31.526	82	.384		
	Total	36.544	84			

2	Regression	5.757	6	.959	2.431	.033 ^c
	Residual	30.787	78	.395		
	Total	36.544	84			

a. Dependent Variable: Authenticity section of the subj success scale

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Coefficients ^a							
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		
		B	Std. Error				Beta	Lower Bound	Upper Bound
1	(Constant)	2.225	.828		2.687	.009	.577	3.873	
	Protean_orientation	.644	.180	.375	3.570	.001	.285	1.003	
	Boundaryless_orientation	-.198	.149	-.139	-1.326	.189	-.496	.099	
2	(Constant)	2.422	.870		2.783	.007	.690	4.155	
	Protean_orientation	.613	.188	.357	3.269	.002	.240	.987	
	Boundaryless_orientation	-.226	.154	-.159	-1.463	.148	-.533	.081	
	Average annual transitions across a company border	.006	.139	.008	.045	.965	-.271	.284	
	Average annual transitions across a country border	-.017	.136	-.015	-.122	.903	-.288	.255	
	Average annual transitions across a regional border	.120	.114	.169	1.057	.294	-.106	.347	

Average annual transitions across a functional border	-.038	.126	-.048	-.304	.762	-.289	.212
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a. Dependent Variable: Authenticity section of the subj success scale

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.147 ^a	.022	-.002	.77323	.022	.908	2	82	.407
2	.269 ^b	.072	.001	.77197	.051	1.067	4	78	.379

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.086	2	.543	.908	.407 ^b
	Residual	49.026	82	.598		
	Total	50.112	84			
2	Regression	3.629	6	.605	1.015	.422 ^c
	Residual	46.483	78	.596		
	Total	50.112	84			

a. Dependent Variable: Personal life section of the subj success scale

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Coefficients ^a					
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B

		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.987	1.033		2.892	.005	.932	5.042
	Protean_orientation	.294	.225	.146	1.308	.194	-.153	.742
	Boundaryless_orientation	-.112	.186	-.067	-.603	.548	-.483	.258
2	(Constant)	2.758	1.069		2.579	.012	.629	4.887
	Protean_orientation	.329	.230	.164	1.426	.158	-.130	.787
	Boundaryless_orientation	-.046	.190	-.028	-.242	.809	-.423	.331
	Average annual transitions across a company border	.049	.171	.057	.285	.776	-.292	.390
	Average annual transitions across a country border	-.220	.167	-.172	-1.314	.193	-.553	.113
	Average annual transitions across a regional border	-.013	.140	-.016	-.094	.925	-.292	.265
	Average annual transitions across a functional border	-.127	.155	-.135	-.821	.414	-.435	.181

a. Dependent Variable: Personal life section of the subj success scale

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.398 ^a	.158	.138	.45535	.158	7.715	2	82	.001
2	.438 ^b	.192	.130	.45743	.034	.814	4	78	.520

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.199	2	1.600	7.715	.001 ^b
	Residual	17.002	82	.207		
	Total	20.201	84			
2	Regression	3.880	6	.647	3.091	.009 ^c
	Residual	16.321	78	.209		
	Total	20.201	84			

a. Dependent Variable: Growth & Development section of the subj success scale

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.781	.608		2.928	.004	.571	2.991
	Protean_orientation	.453	.132	.355	3.416	.001	.189	.716
	Boundaryless_orientation	.126	.110	.119	1.143	.256	-.093	.344
2	(Constant)	1.755	.634		2.769	.007	.493	3.017
	Protean_orientation	.456	.137	.357	3.337	.001	.184	.728
	Boundaryless_orientation	.116	.112	.110	1.036	.303	-.107	.340

Average annual transitions across a company border	-.078	.102	-.144	-.770	.444	-.280	.124
Average annual transitions across a country border	.107	.099	.131	1.077	.285	-.091	.304
Average annual transitions across a regional border	-.058	.083	-.109	-.697	.488	-.223	.107
Average annual transitions across a functional border	.118	.092	.197	1.284	.203	-.065	.300

a. Dependent Variable: Growth & Development section of the subj success scale

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.261 ^a	.068	.045	.80499	.068	2.996	2	82	.055
2	.333 ^b	.111	.043	.80615	.043	.941	4	78	.445

a. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.883	2	1.942	2.996	.055 ^b
	Residual	53.137	82	.648		
	Total	57.020	84			
2	Regression	6.330	6	1.055	1.623	.152 ^c
	Residual	50.690	78	.650		
	Total	57.020	84			

a. Dependent Variable: Satisfaction section of the subj success scale

b. Predictors: (Constant), Boundaryless_orientation, Protean_orientation

c. Predictors: (Constant), Boundaryless_orientation, Protean_orientation, Average annual transitions across a functional border, Average annual transitions across a country border, Average annual transitions across a regional border, Average annual transitions across a company border

Model		Coefficients ^a							
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		
		B	Std. Error				Beta	Lower Bound	Upper Bound
1	(Constant)	1.837	1.075		1.708	.091	-.302	3.976	
	Protean_orientation	.572	.234	.267	2.443	.017	.106	1.038	
	Boundaryless_orientation	-.075	.194	-.042	-.388	.699	-.461	.311	
2	(Constant)	1.908	1.117		1.709	.092	-.315	4.131	
	Protean_orientation	.569	.241	.265	2.364	.021	.090	1.048	
	Boundaryless_orientation	-.137	.198	-.077	-.690	.492	-.531	.258	
	Average annual transitions across a company border	-.009	.179	-.010	-.050	.960	-.365	.347	
	Average annual transitions across a country border	.091	.175	.067	.522	.603	-.257	.439	
	Average annual transitions across a regional border	.000	.146	.000	.002	.999	-.291	.291	
	Average annual transitions across a functional border	.181	.162	.180	1.119	.267	-.141	.503	

a. Dependent Variable: Satisfaction section of the subj success scale

Appendix F A note from a participant

Hi,

I decided to write to you after I completed the survey to give you more of a descriptive rather than a statistical answer.

To be honest I found the link to the survey completely by chance on instagram (yes I was there for the pretty pictures), but it happens that the subject was one I personally related to.

My name is [...], originally from Algeria (which is somewhere in North Africa). I had a bachelor's as an electrical engineer and although it is not a hospitality branch, I worked as a Assistant Chief Engineer which is a position in hotels for maintenance management.

When, after 3 years in my position, I wanted to move to another position (Director of Engineering or Chief of Operations) that would open international mobility for me, which is what excites me in the hospitality industry, I was told that I needed a more valued diploma than what I had (even though hospitality work revolves more around on-job experience than what you learn in school).

So I decided to quit and go study abroad in a field that would give me more skills in my job. So I went to Canada where I completed a master's degree in Energy Efficiency and Renewable Energies which is a field that helps hotels and resorts cut their energetic footprint and save money.

When I was done with the degree however, entering the hospitality industry in Canada was not as straightforward as you would expect. The corporation is closed and requires local experience (in an industry that is turned to international customers) and the need for networking is way greater than any skillset a degree would give you. So I am currently working as a facility technician (the people I used to manage in Algeria) while I still try to figure out a entry point to get back to the job I wanted which is maintenance management.

So, here is my remark regarding the "studying in a foreign country, and especially in the English language, will improve your career chance":

Yes, in theory, acquiring skills of higher value in reputed schools abroad and in English should open for you the doors to reach more challenging and rewarding jobs BUT in reality this is hindered by a strong corporation tradition making it difficult for people coming from other education backgrounds (even within the same sphere aka US/Canada) to join the circles. The invisible barriers to international mobility make it that the most efficient way to broaden your

international experience and take on new challenges is within the companies themselves (internal mobility) rather than by coming from the outside.

I know this is kind of coming out of nowhere but your study hit a soft spot for me. I will give you my LinkedIn profile just as a reference [...].

I hope your thesis is successful and that your career takes you to the corners of the world.

Regards.