Can the Politically Skilled Manage Their Careers Better? An Evaluation from the Perspective of Accommodation Establishments Employees

Politik Olarak Yetenekliler Kariyerlerini Daha İyi Yönetebiliyor Mu? Konaklama İşletmeleri Çalışanları Açısından Bir Değerlendirme

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Abstract

Career management is the process of developing employees' talents, providing high performance and providing access to advancement opportunities. This process can become more complex for those working in an environment with political interactions. This research aims to evaluate how talented people can better manage their careers by examining the effect of political ability on career management. The main purpose of this research is to determine the effect of the political ability of accommodation employees on career management. For this purpose, the population of the research consists of five-star hotel employees operating in Antalya Belek. The data of the research were collected by survey technique from 432 accommodation establishment employees selected by convenience sampling method. Structural equation model was used to analyze the data. As a result of the applied analyses, a moderate relationship was detected between the political ability and career management of accommodation employees. In addition, it has been revealed that the effect of political skill, which is the main aim of the research, on career management is high in a positive direction. The results are discussed in terms of relevant literature and practical implications.

Keywords: Political Skills, Career Management, Tourism Management

Öz

Kariyer yönetimi, çalışanların yeteneklerini geliştirme, yüksek performans gösterme ve ilerleme fırsatlarına erişim sağlama sürecidir. Bu süreç, politik etkileşimlerin olduğu bir ortamda çalışanlar için daha karmaşık hale gelebilmektedir. Bu araştırma, politik yetinin kariyer yönetimi üzerindeki etkisini inceleyerek yeteneklilerin kariyerlerini nasıl daha iyi yönetebileceklerini değerlendirmeyi amaçlamaktadır. Bu araştırmanın temel amacı, konaklama işletmesi çalışanlarının politik yetisinin kariyer yönetimi üzerindeki etkisini tespit etmektir. Bu amaçla araştırmanının evrenini Antalya Belek'te faaliyet gösteren beş yıldızlı otel çalışanları oluşmaktadır. Araştırmanın verileri kolayda örneklem yöntemi ile seçilen 432 konaklama işletmesi çalışanından anket tekniği ile toplanmıştır. Verilerin analizinde yapısal eşitlik modeli kullanılmıştır. Uygulanan analizler neticesinde, konaklama işletmesi çalışanlarının politik yeti ve kariyer yönetimleri arasında orta düzeyde bir ilişki tespit edilmiştir. Bunun yanı sıra araştırmada temel olarak ortaya konmak istenen politik yetinin kariyer yönetimi üzerindeki etkisinin ise pozitif yönlü yüksek olduğu sonucu ortaya çıkmıştır. Sonuçlar ilgili alan yazını ve pratik çıkarımlar açısından tartışılmıştır.

Anahtar kelimeler: Politik Yeti, Kariyer Yönetimi, Turizm İşletmeciliği

Introduction

Tourism is a field of activity in which participants interact socially, provide psychological satisfaction, have economic value, and cultural importance, and interact with various elements (Dönmez and Türkmen, 2015). Employees in this field are at the center of several factors, from demographic, economic, and socio-cultural factors in the tourism sector to the opportunities offered by tourism businesses (Dönmez and Türkmen, 2018). Since employees interact extensively with guests and co-workers, this may lead to political behavior.

Career management is a strategic process that enables individuals to achieve their work-related professional goals. This process aims to achieve career development and success toward the common goals of organizations and individuals. In the process of employees reaching their targeted careers, this is reflected in businesses as an increase in performance; It also helps employees to be morally satisfied. Although the human resources department and managers aim to evaluate the success of employees according to real performance, this situation can often be reflected in the business relationships established by the manager and the employee, with the perceived performance coming into play (Dirik, 2018: 26).

Where there is a human community, political activities emerge as a natural process of relations. Although Prefer (1981) and Mintzberg (1983) developed political perspectives on organizations in the early 1980s, political ability research gained momentum after the studies of Ferris and others (Ferris, 1999, Ferris et al., 2005) (Ferris et al., 2007). :291). The relationship level of individuals with different political abilities in the business environment may also differ. Individuals with political skills can

successfully influence others and direct individuals toward their goals (Harris, Harris, & Eplion, 2007). Considering that people with political skills experience less stress at work and feel better in the work environment, it can be said that they are more successful in achieving their career goals (Dirik, 2018: 27).

As in all other businesses, accommodation business employees make career plans regarding their profession and carry out career management to achieve the goals they plan throughout their working lives. Although there are a limited number of studies on political ability and career in the literature, no studies on accommodation establishment employees have been found. This study aimed to investigate the effect of political ability on career management. In addition to contributing to the literature with the results, it is also aimed to contribute to the career policies of businesses regarding their employees.

CONCEPTUAL FRAMEWORK

Political Skill

Organizations: They aim to establish a network of relationships that will enable people to work effectively towards their goals. In this established network of relationships, political ability, a concept that has gained great importance in recent years, is thought to play a facilitating role in predicting job performance together with the concept of personality (Blickle et al., 2008: 377). Ferris et al. (2009: 7) define political ability as the ability of a person to analyze others effectively in his business life and use the information he has to influence other individuals to realize his personal and organizational goals. Although this definition is perceived as a negative term, Pfeffer (1981) and Mintzberg (1983) emphasized that organizations should be considered political entities and stated that individuals in organizations need the political ability to be effective and achieve success (Kartaltepe & Eser, 2021: 421). According to Mintzberg (1983), this concept is the ability to use influence by applying effective methods. According to Braddy and Campell (2014), political ability is the ability to maximize and influence relationships to achieve organizational, group, and individual goals.

Conscious mental and behavioral flexibility is required for political skill (Koçmar et al., 2019:172). Ferris et al. (2005, 2007) stated that political competence has four critical dimensions. The validity of these dimensions was also established in later studies. Ferris et al. According to (2005, 2007), political competence is formulated as social intelligence, interpersonal influence, networking ability, and apparent sincerity;

Social intelligence: Individuals with political skills are intelligent observers. While they understand social interactions well, they can accurately analyze both their behavior and the behavior of others. Individuals with social intelligence are generally seen as skillful and even intelligent in their relationships with others. Pfeffer (1992) named this feature as being sensitive to others and emphasized that the individual's ability to identify with others is critically important in achieving something for himself.

Interpersonal influence: Individuals with political competence have a powerful influence on others around them modestly and persuasively. Thus, they can adjust their behavior according to the social environment to get the desired reactions from others (Perrewé & Nelson, 2004). Pfeffer (1992), on the other hand, defines interpersonal influence as "flexibility" and explains it as the individual adapting his/her behavior to achieve his/her goals according to his/her goals in different environments.

Networking skills: Individuals with political skills are adept at establishing different connections, identifying human networks, and developing these networks. People in these networks tend to have assets that are valuable and needed for successful personal and organizational achievements. Thus, they tend to create opportunities in line with their interests and position themselves to benefit from these opportunities. Additionally, these individuals easily develop friendships, form strong and beneficial alliances, and are extremely adept negotiators. They are very skillful in conflict management.

Apparent sincerity: Individuals with political competence appear to be highly honest, sincere, and realistic to others (Braddy & Campbell, 2014: 2; Wolff & Kim, 2012: 46). In this dimension, which is of high importance for success in the influence attempt, the individual is honest and straightforward, or gives the impression that they are. With this feature, the politically skilled person increases their sense of trust towards other employees and aims to increase their social reputation and capital, which results in career success (Gallagher, 2007: 47).

Although individuals see performance as the most important factor to progress in their careers, it is clear that these alone are insufficient. Many factors such as formal or informal social networks and colleagues are among the most basic elements for success within the organization (Dirik, 2018: 27). Therefore, individuals with political skills can gain an advantage in advancing their careers with the help of social intelligence, interpersonal influence, networking skills, and apparent sincerity. Employees working in tourism businesses are in great need of political skills, both in their relationships with guests and within the organization.

Tourism is an industry where human relations are intense. Both intra-organizational relationships and relationships with guests are decisive in terms of employees' careers. As in all businesses, the presence of employees with political skills in tourism businesses provides an advantage to both the business and the employee. In organizations with limited resources, employees can apply political tactics to each other and show political behavior to share resources (Arıkan, 2011: 53). According to Treadway et al. (2013), studies on job performance show that political skill is a significant factor in both personal reputation (Ferris et al., 2003; Zinko et al., 2007) and leader reputation (Ammeter et al., 2002; Blass and Ferris, 2007; Hall et al., 2007), is its predecessor. Every organization is a political arena, so individuals necessarily embody political expertise (Mintzberg, 1983).

Many factors increase the performance of tourism employees. In addition, individuals with good social skills tend to have high performance (Chelagat et al., 2021; Kim et al., 2019). Otherwise, individuals with low political ability have a higher tendency to perceive those around them as threatening elements, which can potentially hurt work

accomplishments (García-Chas et al., 2019). Idris et al. (2022) conducted a study on transformational leadership, political ability, organizational culture and employee performance in tourism businesses, and concluded that political ability positively affects the performance of employees. Karatepe et al. (2019) conducted a study on the buffering effect of political skill among hospitality industry employees between supervisor and colleague incivility, emotional exhaustion, and organizational citizenship behaviors towards individuals. As a result, it was concluded that political competence reduces the negative effects of workplace incivility on emotional exhaustion and organizational citizenship.

Wee et al. (2019) investigated the effects of coaching support on the political skills of Generation Y tourism entrepreneurs. In line with the analyses, it was concluded that coaching support had positive relationships with networking skills, social intelligence and apparent sincerity, while interpersonal impact was negatively affected by coaching support. In Polat and Ödemiş (2023)'s study on whether leader-member interaction mediates the relationship between hotel employees' political skills and career success, it was concluded that leader-member interaction plays a mediating role in the relationship between political skills and career success.

Career Management

In today's business world, career management, which is one of the factors that motivate employees as much as financial gain, is also very important for businesses. A working career not only provides financial satisfaction but also psychological satisfaction, which emerges as an important element in terms of increasing the individual's self-esteem, gaining status as well as social identity, and his/her development (Saruhan & Yıldız, 2012: 419). Career satisfaction is; It is defined as the intersection of goals and expectations at the same point and the individual's evaluation (Conley, Muncey & You, 2005: 41; Nguyen, 2004: 9).

Career motivation differs from the concept of work motivation because it shapes individuals' behaviors in line with their careers within the framework of their personality traits, expectations, and needs (Bown-Wilson & Parry, 2013: 311). Career management, defined as the process of arranging strategies, making and implementing goal planning, that enables managers to achieve their goals and satisfy their needs (Öztürk & Teber, 2006: 71), and the fact that employees have career-related motivation, have a high turnover rate. It is important for the tourism industry.

Career development, defined as individuals acting to increase their performance by taking into account the situation they are in and to achieve the goals they set by further improving them (Köksal, 2010: 146), gains respect in society and increases self-confidence (Tunçer, 2012: 216). On the other hand, individuals with high self-efficacy, related to their personality traits, think that they can overcome the obstacles they encounter and should concentrate on the available opportunities. In this way, individuals can cope with problems more easily than those with low self-efficacy. On the other hand, individuals with low self-efficacy may experience more negative emotions such as anxiety, stress, and depression (Luszczynska, Gutiérrez-Doña & Schwarzer, 2005: 82). It has been suggested that politically competent individuals have

an increased sense of self-confidence and personal security due to greater interpersonal control or control over social interaction activities at work (Paulhus & Christie, 1981). This situation is important as it shows that it affects individuals' career management.

The Relationship Between Political Ability and Career Management

Various studies have also shown that individuals with political skills are more advantageous in climbing the career ladder. Political ability is thought to have an impact on job satisfaction because individuals with political skills can establish effective social networks, understand and manage the environment, access the resources they need, and persuade people by creating trust (Ferris et al., 2005; Treadway et al., 2004). (Eryılmaz et al., 2017). It has been suggested that political competence creates an increased sense of self-confidence and security in the individual, as individuals with political competence have greater interpersonal control or control over activities that occur through their social interactions at work (Paulhus & Christie, 1981). He also has a calm self-confidence that comes from expecting positive results from his attempts to influence others and most likely stems from success in past encounters (Ferris et al, 2007).

Although performance and success are thought to be sufficient in today's business world, it is observed that these alone are not sufficient. In addition to formal and informal social networks, colleagues also have a very important place in terms of promotion. Therefore, individuals with high social skills and influence among individuals can make a positive contribution to their careers by appearing sincere and receiving support from others in different areas (Dirik, 2018: 27). Political competence differs from other social activity abilities because political competence is oriented towards interactions aimed at achieving success in organizations. These interactions can also occur outside the organizational context (e.g., a co-worker's birthday party); but the goal is still organizational understanding, impact, and success (Perrewé & Nelson, 2004: 367). Individuals with political skills can appear very friendly and combine their social awareness and behavior with the ability to shape their behavior in line with diverse and changing demands. Thus, they can effectively control the reactions of others with the support and trust they provide and successfully influence individuals (Kartaltepe & Eser, 2021: 421). Political ability has a structure that combines social intelligence and abilities, and individuals with such ability not only know what to do in work environments but also know very well how to do this by penetrating potential manipulative motives (Perrewé & Nelson, 2004: 366).

It is a fact that where there is a power struggle, there is also politics (Sargut, 2015). According to Perrewé and Nelson (2004), as you move up the hierarchy in organizations, political skills become increasingly important, while the importance of technical skills decreases. Through the wide social networks they establish, individuals can identify and obtain the resources they need to complete their tasks effectively (Eryılmaz et al., 2017: 168). However, individuals with this type of ability gain an advantage in accessing critical information and resources thanks to their wide networks and influential acquaintances (Liu et al., 2007; Treadway et al., 2014). On the other hand, managers may want to develop intense working relationships with

politically skilled employees based on their perceived performance rather than their actual performance (Eryılmaz et al., 2017: 168). People who have political competence can share information with the people they are associated with to further develop and maintain their existing relationships (Tohidinia & Mosakhani, 2010). Thus, subordinates can use their political abilities to benefit from the social exchanges they enter into with people in the managers' close circle (Eryılmaz et al., 2017). In light of this information, considering that political ability affects career management, the following hypotheses were created. "**H₁:** Political ability affects career management". Depending on this hypothesis, the symbolic model of the research is given below.
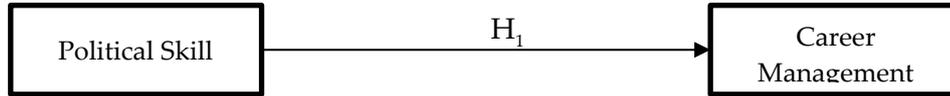

Figure 1. Symbolic Model of Research

Method

The main purpose of this research is to examine the relationship between political ability and career management of accommodation business employees. For this purpose, the population of the research, which has a practical nature, consists of employees of a five-star hotel in Belek, Antalya. Since it was not possible to reach the entire population within the scope of the research, sampling was used and convenience sampling was chosen from non-probability sampling methods. In this context, a survey form was created online and sent to hotel managers via instant messaging and communication applications for accommodation employees to fill out. In this regard, 432 surveys were evaluated. Ethics committee approval was received for the survey used in the research from Iskenderun Technical University Scientific Research and Publication Ethics Board with a letter dated 06/11/2023. Research data was collected online between 13-30 November.

In the part used as the first part of the survey, questions were created to determine the demographic characteristics and working experiences of the participants (gender, age, marital status, education level, monthly income, position in the business, the department you work in, how long you have worked in this business, how long you have worked in the tourism sector). How many jobs did you change before you started your last job?) In the second part of the survey, a scale consisting of 18 items and 4 sub-dimensions, developed by Ferris et al. (2005) and adapted into Turkish by Atay (2010), was included to determine the political skill levels of the participants. In the third part of the research, the career management scale consisting of 22 items and 3 sub-dimensions developed by Kılıç & Öztürk (2008) was used. The obtained data were transferred to the computer environment and the frequency distributions of the entire data set were examined in detail to prevent potential incorrect coding. For the research, normality distributions, which are a prerequisite for the application of parametric tests, were tested beforehand. To determine whether the collected data met the normal distribution criterion, the skewness and kurtosis coefficients of the scales and sub-

dimensions of the three variables were examined. Details about the skewness and kurtosis coefficients of the variables and their sub-dimensions are presented in Table 1.

Table 1. Skewness and Kurtosis Coefficients Related to Political Ability and Career Management

	Skewness		Kurtosis	
	Statistics	Standard Error	Statistics	Standard Error
Networking	-0,321	0,117	0,522	0,234
Social Resourcefulness	-0,300	0,117	-0,792	0,234
Interpersonal Influence	-0,628	0,117	-0,227	0,234
Appearing Sincere	-0,894	0,117	0,225	0,234
Political Skill	-0,273	0,117	-0,826	0,234
Career Management	-0,165	0,117	-0,439	0,234
Career Planning	-0,156	0,117	-0,705	0,234
Career Development	-0,222	0,117	-0,748	0,234
General Career Management	-0,112	0,117	-0,684	0,234

It is stated in the literature that skewness and kurtosis values are generally in the range of ±2 and that the distribution is generally considered normal when these values are within (George & Mallery, 2010). In this context, when the analysis results presented in Table 1 were examined, it was seen that they had skewness and kurtosis values in the range of ±1. These findings show that the data distribution satisfies the assumption of normality.

Exploratory factor analysis was conducted to measure the validity of the research. Exploratory factor analysis varimax rotation and principal components method were used for construct validity and factor analysis was applied. The applicability of factor analysis was checked with the Bartlett test, and the adequacy of the sample size was checked with the Kaiser-Meyer-Olkin (KMO) value. The factor structure was determined and Cronbach's Alpha values were calculated to measure the internal consistency reliability of the scales and the results were evaluated in the findings section of the study.

As a result of the analyses, it can be said that the data show a normal distribution and the sample is large enough, therefore the data is suitable for parametric tests. Accordingly, Pearson correlation analysis was conducted in the study for the relationships between political ability and career management. Path analysis was used to reveal the explanatory effect of political ability on career management. Thus, the data obtained were tabulated and interpreted in the findings section.

Results

Descriptive statistics (frequency, percentage distributions) were made and interpreted regarding the demographic characteristics of 432 accommodation establishment employees, which were carried out in line with the purpose of the study and included in the sample of the study. In this context, when looking at the distribution of the research participants according to gender differences in line with the data obtained, it was seen that 47.2% (f = 204) of the participants were male and 52.8% (f = 228) were female. When we look at the distribution of the participants according to their age

characteristics, we see that 13% (f = 56) of the participants are in the 18-19 age range, 33.3% (f = 144) are in the 20-21 age range, and 33.3% (f = 144) It was determined that 13.9% (f=60) were in the 24-25 age range and 6.5% (f=28) were 26 years and over. When we look at the distribution of the participants according to their marital status, it is seen that 2.8% (f = 12) are married and 97.2% (f = 420) are single. In addition, when we look at the distribution of the participants according to their education level characteristics, the majority of the participants in the study, 52.8% (f = 228) had a high school degree and 9.3% (f = 40) had an associate degree, 38% of them had an associate degree. It was observed that (f = 164) had a bachelor's degree. When we look at the distribution of the participants according to their family monthly income characteristics, 50.9% (f=220) of the participants included in the study are 11402 and below, 18.5% (f=80) are between 11403-12402, 9.3% are It was determined that (f=40) had an income level between 12403-13402 and 21.3% (f=92) had an income level of 13403 and above. When we look at the distribution of the participants according to the characteristics of the department they work in, 13% (f = 56) work in the front office, 38.9% (f = 168) work in F&B, 3.7% (f = 16) work in a bar, 44.4% work in a bar. It was observed that 100,000 of them (f=192) were kitchens. When we look at the distribution of the participants according to their working period in their current businesses, 88% (f = 380) are less than 1 year, 0.9% (f = 4) are 1-2 years, 2.8% (f = 12) It was determined that it was 3-4 years, 0.9% (f=4) was 5-6 years, and 7.4% (f=32) was more than 7 years. When we look at the distribution of the participants according to their working period in tourism enterprises, 59.3% (f=256) have worked for less than 1 year, 17.6% (f=76) have worked for 1-2 years, and 14.8% (f=256) have worked for less than 1 year. =64) 3-4 years, 4.6% (f=20) 5-6 years, 3.7% (f=16) more than 7 years. When we look at the distribution of the participants according to the number of jobs they changed until they started their current job, 37% (f = 160) said they did not change, 25% (f = 108) said 1-2 jobs, and 20.4% (f = 88). It was observed that they changed 3-4 jobs, 7.4% (f=32) changed 5-6 jobs, and 10.2% (f=44) changed more than 7 jobs.

Table 2. CFA and Reliability Analysis Results for the Political Competence Scale

Expressions	Social Networking Skills	Interpersonal Impact	Appearing Sincere (Sincerity)
1. I spend as much time and effort as possible to establish a communication network (social network) with other employees at work.	0,903		
6. I successfully connect with important people at work.	0,561		
9. At work, I have developed a large network of colleagues and co-workers who I can turn to for support when I really need it regarding work.	0,837		
10. I know and have good relationships with many important people at work	0,894		
11. I spend as much time as possible to improve my communication with other employees at work.	0,733		
15. I am good at using my connections and relationships to get things done at work.	0,415		
5. İnsanları çok iyi analiz ederim.		0,734	
7. I have a good sense of other people's motivations and hidden agendas.		0,709	

16. I have a sound intuition and understanding of how to present myself to others.	0,688			
17. I always seem to instinctively know what to say or how to act to impress others..	0,641			
18. I carefully observe people's facial expressions.	0,660			
2. I can make most of my colleagues feel comfortable and at peace.		0,419		
3. I can communicate with others easily and effectively.		0,614		
4. It is easy for me to develop friendly relationships with most people.		0,635		
12. It is very easy for me to get people to like me.		0,418		
8. When communicating with others, I try to be sincere in my expressions and behavior.				0,715
13. It is important that people believe that I am sincere about what I say and do.				0,835
14. I try to be sincere in my interest in people.				0,785
Eigenvalues	**7,897**	**1,577**	**1,279**	**1,087**
Variance explanation rate	**19,041**	**18,254**	**16,212**	**12,271**
Cumulative variance	**19,041**	**37,295**	**53,507**	**65,777**
General Scale Reliability (Cronbach's Alpha)			**0,923**	

Kaiser-Meyer-Olkin (KMO)=0,872   *Bartlett testi: χ²=4555,595; p=0,000*

Table 2 shows the factor and reliability analysis results regarding the political ability scale. According to the data in the table, according to the results of the reliability analysis conducted on the political ability scale within the scope of the research, it was revealed that the Cronbach Alpha Coefficient values (α) were 0.923. Based on these Alpha Coefficient values obtained, it can be said that the scale used in the research is highly reliable ($1.00 \geq \alpha \geq 0.80$) (Kayış, 2009: 405). In addition, the KMO (Kaiser-Meyer-Olkin) value of 0.872 "($0.80 \geq KMO \geq 0.90$ = good)", which emerged as a result of the analysis, reveals the adequacy of the sample volume, while the Bartlett sphericity test result indicates the applicability of factor analysis ($\chi 2 = 4555.595$). ; p=0.000, p<0.001) (Field, 2000). As a result of the factor analysis conducted within this framework, a four-factor structure with an eigenvalue above 1 was obtained regarding the political ability scale. Among the factors obtained, it was concluded that the explanation rate of the networking sub-dimensions total variance was 19.041%, the explanation rate of social resourcefulness was 18.254%, the explanation rate of interpersonal influence was 16.212% and the explanation rate of appearing sincere was 12.271. In this context, as a result of the analysis of the four-dimensional political ability scale used in the research, it was determined that three of the item loads were at a low level, over 0.4, and the others were above 0.60, and the scale was at a good level (Gürbüz & Şahin, 2016: 312).

Table 3. KFA and Reliability Analysis Results for the Career Management Scale

Expressions	Career Management	Career planning	Career Development
1. Promotion is applied fairly according to the qualifications of the employees.	0,519		
2. Personnel shortages for higher positions are met from within the company through promotion.	0,402		
3. In recruitment, personnel are selected in accordance with the nature of the job.	0,717		
4. Employee productivity is taken into consideration when dismissing.	0,626		
5. Highly productive personnel who are entitled to retirement are encouraged to remain in the enterprise.	0,761		

6. There is an understanding of training alternative candidates for important positions in terms of top management.	0,644		
7. Employees are provided with the necessary assistance in terms of advancement (promotion) in their profession.	0,654		
8. In meetings with managers, the problems and expectations of the staff are revealed.	0,678		
9. Various tests are applied to determine the professional development and special abilities of employees.	0,623		
10. Authorities and responsibilities regarding the duties of employees are determined.	0,565		
11. The jobs that the personnel can work in the future are planned.	0,745		
12. The knowledge, skills, experience and career expectations of each employee are specific.	0,679		
13. Appropriate work/task is given to employees according to their abilities.	0,627		
14. How successful employees are in their duties is evaluated.	0,676		
15. The paths that employees will follow to reach higher positions are determined in advance.	0,765		
16. Employees are given the necessary information to solve the problems they may encounter.		0,603	
17. Practices such as conferences and seminars are carried out to make it easier for employees to achieve their goals.		0,598	
18. Employees are relocated when necessary to work in different departments and jobs within the enterprise.		0,631	
19. Necessary information and training is given to new personnel.		0,675	
20. Various training programs are organized within and outside the company that can contribute to the professional development of employees.		0,852	
21. The scope of work is expanded to provide employees with experience, responsibility and incentive features.		0,764	
22. Employees are informed about the jobs they can work in the future and the requirements of these jobs.		0,615	
Eigenvalues	11,603	1,314	1,170
Variance explanation rate	28,119	19,345	16,569
Cumulative variance	28,119	47,464	64,033
General Scale Reliability (Cronbach's Alpha)	0,956		

Kaiser-Meyer-Olkin (KMO)=0,934   Bartlett testi: $\chi^2 = 7190,162$; p=0,000

Table 3 includes the factor analysis and reliability analysis results for the career management scale. According to the data in the table, Cronbach's Alpha Coefficient values (α) were determined as 0.956, according to the results of the reliability analysis conducted regarding the career management scale within the framework of the research. According to these Alpha Coefficient values obtained, it can be said that the scale is highly reliable ($1.00 \geq \alpha \geq 0.80$) (Kayış, 2009: 405). In addition, the KMO (Kaiser-Meyer-Olkin) value that emerged as a result of the analyses was 0.934 "($0.80 \geq KMO \geq 0.90$ = good)", indicating that the sample volume was sufficient and the Bartlett sphericity test result indicating that factor analysis was applicable ($\chi^2 = 7190, 162$; p=0.000, p<0.001) (Field, 2000). As a result of the factor analysis conducted in line with this scope, a single-factor structure with an eigenvalue above 1 was obtained regarding the career management scale. It was concluded that the explanation ratio of the obtained factor to the total variance was 64.033%. In this context, as a result of the analysis of the three-dimensional career management scale used in the research, one of the item load values obtained was 0.4 and the others were above 0.60, and it was seen that the scale was at a good level (Gürbüz & Şahin, 2016: 312).
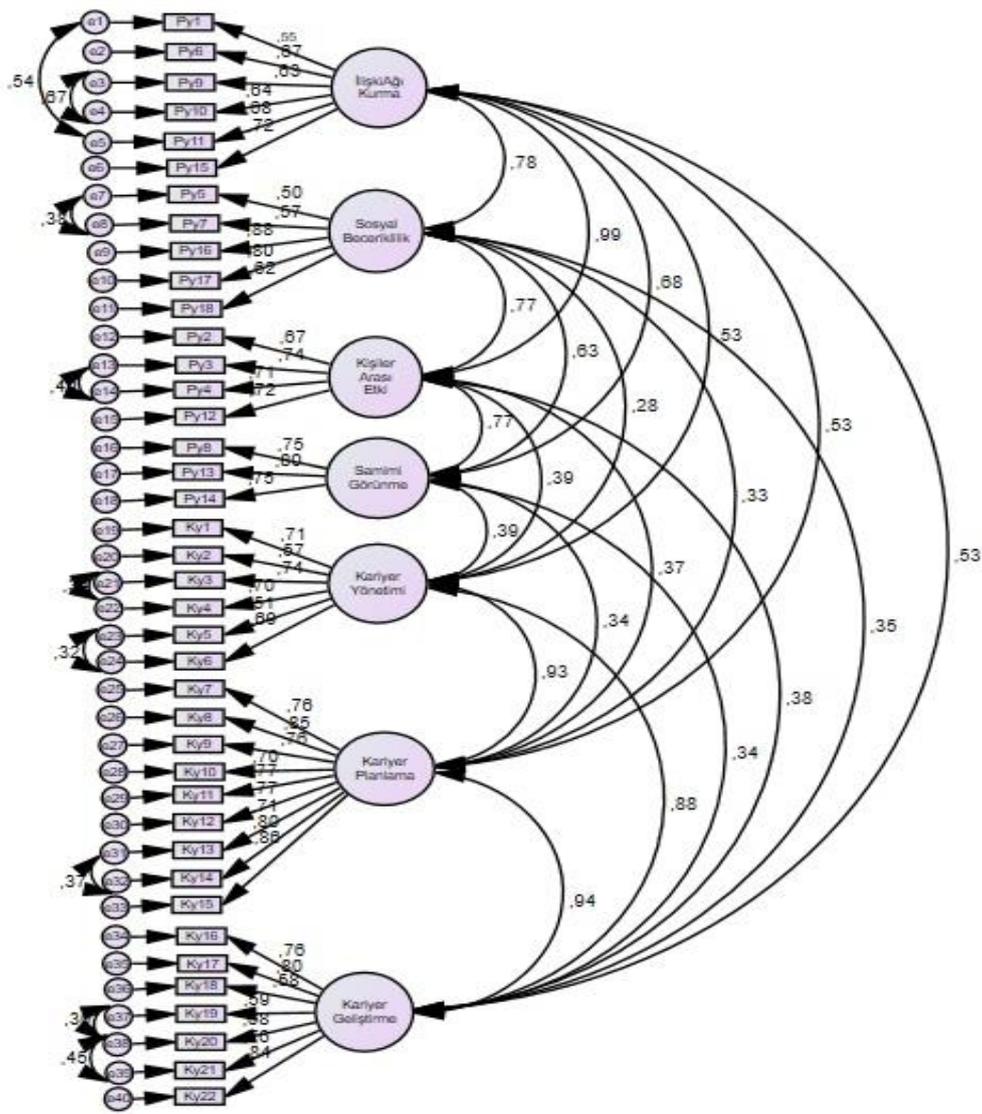
Figure 2. Confirmatory Factor Analysis Table of the Measurement Modell

Table 4. Fit Indices for the Measurement Model

Measurement (Harmony Statistics)	Good Fit	Acceptable Fit	Values	Result
(x^2/sd)	≤3	≤4-5	1,460	Good Fit
NFI	≥ 0,95	0,94-0,90	0,907	Acceptable Fit
NNFI(TLI)	≥ 0,95	0,94-0,90	0,907	Acceptable Fit
IFI	≥ 0,95	0,94-0,90	0,905	Acceptable Fit
CFI	≥ 0,95	0,94-0,90	0,902	Acceptable Fit
RMSEA	≤ 0,05	0,06-0,08	0,066	Acceptable Fit
GFI	≥ 0,90	0,89-0,85	0,855	Acceptable Fit
AGFI	≥ 0,90	0,89-0,80	0,809	Acceptable Fit

The fit index values for the confirmatory factor analysis results are summarized in Table 4. The CFA analysis revealed that the relationships between the variables were statistically significant. Model fit indices were examined in detail and in line with the

recommendations of the program to increase the model goodness of fit values to bring them to a more appropriate level, e1-e4, e5-e6, e7-e8, e9-e10, e11-e12, e1-e4, e5-e6, e7-e8, e9-e10, e11-e12, Covariances are plotted between error terms e18-e19, e-20-e21, e21-e22, e30-e31 and e32-e33. According to the analysis results after the plotted covariances, it was determined that the model fit index values increased. According to the analysis results, the fit index values (x2/df=1.460, NFI=0.907, NNFI(TLI)=0.907, IFI=0.905, CFI=0.902, RMSEA=0.066, GFI=0.855, AGFI=0.809) indicate that the proposed model is compatible with the data. and shows that it is acceptable. These results reveal that the predetermined theoretical structure of the measurement model is supported.

Table 5. Factor Loadings and C.R. Values for the Measurement Model

Factors	İfadeler	Faktör Yükleri	C.R.
Networking	Py1	0,549	-
	Py6	0,666	5,048
	Py9	0,626	4,842
	Py10	0,640	4,831
	Py11	0,676	7,121
	Py15	0,718	5,279
Social Skills	Py5	0,503	-
	Py7	0,566	5,409
	Py16	0,877	5,215
	Py17	0,802	5,015
	Py18	0,617	4,530
Interpersonal Impact	Py2	0,672	-
	Py3	0,740	6,151
	Py4	0,714	6,431
	Py12	0,722	6,510
Appearing Sincere (Sincerity)	Py8	0,750	-
	Py13	0,796	7,303
	Py14	0,746	6,757
Career Management	Ky1	0,714	-
	Ky2	0,568	5,570
	Ky3	0,742	7,105
	Ky4	0,697	6,682
	Ky5	0,509	4,939
	Ky6	0,686	6,471
Career planning	Ky7	0,763	-
	Ky8	0,851	9,574
	Ky9	0,760	8,333
	Ky10	0,704	7,612
	Ky11	0,768	8,429
	Ky12	0,766	8,322
	Ky13	0,707	7,622
	Ky14	0,803	8,791
	Ky15	0,855	9,573

Career Development	Ky16	0,763	-
	Ky17	0,800	8,646
	Ky18	0,584	6,072
	Ky19	0,594	6,189
	Ky20	0,676	7,079
	Ky21	0,764	8,181
	Ky22	0,836	9,010

Factor loadings and C.R. of the statements under each factor in Table 5. (critical ratio) values are presented. When the analysis results are examined, it is seen that the factor loadings of the expressions in the measurement model vary between 0.503 and 0.877. Additionally, the C.R. calculated on the statements. It can be said that the values are statistically significant ($p \leq 0.001$) and therefore each statement contributes to the measurement of the relevant factor.

Table 6. Correlation Analysis for the Relationship between Political Ability and Career Management

Variables	Political Skill	Career Management
Political Skill	1.00	
Career Management	**0,456**	1.00

Table 6 contains the correlation matrix of the relationship between political ability and career management variables, based on the answers given by the participants. Based on the Correlation Coefficient (r) obtained from the table, a positive relationship (r = 0.456) was detected between the participants' political ability and career management at a significance level of $p < 0.001$. Therefore, it can be said that there is a moderate positive relationship (r = 0.456) between political ability and career management (Ural & Kılıç, 2005, p.220). Based on this finding, it is possible to say that as the political skills of individuals working in accommodation businesses increase, their career management will also increase, or as their political skills decrease, their career management will also decrease.

The main purpose of the research is to create a theoretical framework, collect data based on this framework, and test the suitability of the available data to the created model. For this purpose, the path analysis method was used. During the path analysis, first, the model was tested, then the necessary adjustments and improvements were made, and finally, the improved model was tested again. The research results are presented in Table 7, showing the goodness of fit of the measurement model shown in Figure 2.
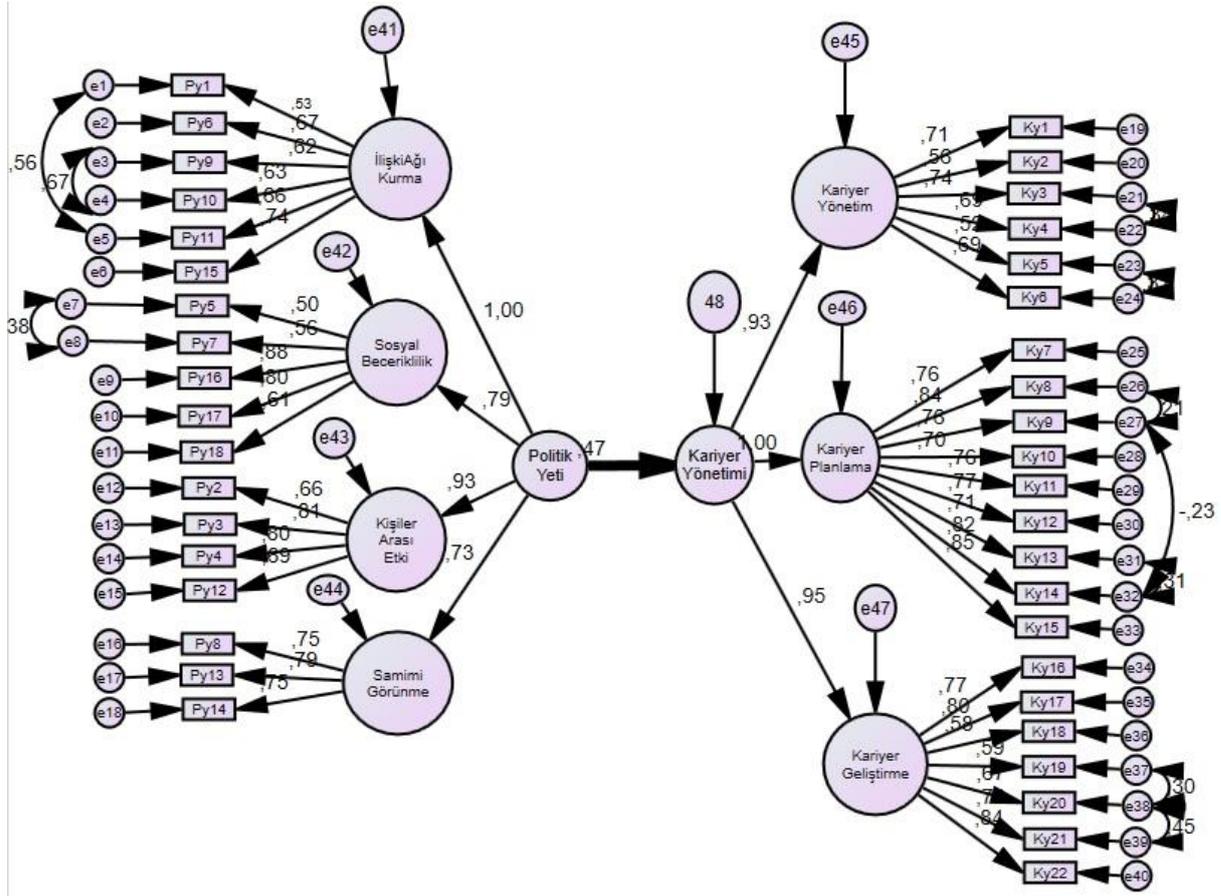
Figure 3. Path Analysis Model with Latent Variables

Table 7. Fit Indices for Path Analysis with Latent Variables

Measurement (Harmony Statistics)	Good Fit	Acceptable Fit	Values	Result
(x²/sd)	≤3	≤4-5	1,452	Good Fit
NFI	≥ 0,95	0,94-0,90	0,904	Acceptable Fit
NNFI(TLI)	≥ 0,95	0,94-0,90	0,903	Acceptable Fit
IFI	≥ 0,95	0,94-0,90	0,904	Acceptable Fit
CFI	≥ 0,95	0,94-0,90	0,902	Acceptable Fit
RMSEA	≤ 0,05	0,06-0,08	0,065	Acceptable Fit
GFI	≥ 0,90	0,89-0,85	0,855	Acceptable Fit
AGFI	≥ 0,90	0,89-0,80	0,802	Acceptable Fit

Table 7 presents the fit index values obtained as a result of path analysis with latent variables. After the path analysis, model fit indices were checked and Modification Indices (MI) values were examined to improve the fit index values. For this purpose, covariances were drawn between certain error terms under the same factor. According to the analysis results after adding covariances, it was determined that the model fit index values increased. According to the results of path analysis with latent variables, fit index values (x2/sd=1.452, NFI=0.904, NNFI(TLI)=0.903, IFI=0.904, CFI=0.902, RMSEA=0.065, GFI=0.855, AGFI=0.802) indicate that the proposed model shows that it is compatible with the data and acceptable. In line with these results, it can be said that the established model is appropriate. After determining the model fit, the significance

of the relationships between variables was checked. The path coefficients between the variables were found to be significant. After the significance check, the effect of exogenous variables on the endogenous variable was evaluated by examining the Beta values of the variables. Significance and Beta values for all variables are given in Table 8.

Table 8. Path Coefficients and Effect Sizes for Variables

Affected ⚜ Affecting	p	Beta (β)	Impact Size
Career Management ⊚ Political Skill	0,007	0,471	Medium Effect

According to Table 8, political ability affects career management ($p < 0.05$; $\beta = 0.471$). In other words, a one-unit change in political ability causes a change of 0.471 in career management. In general, these findings support the main hypothesis of the research, "**H₁**: Political ability affects career management." When evaluating effect sizes, the criteria suggested by Kline (2010) were taken into consideration. According to Kline (2010), if the path coefficient is lower than 0.10, it can be interpreted as a small effect, if it is around 0.30, it can be interpreted as a medium effect, and if it is 0.50 or higher, it can be interpreted as a large effect. Accordingly, it has been determined that political ability affects career management at a high level.

Result

Although political skill may have a negative perception on an individual level, as stated before, political skill is very important for organizations to be effective in the workplace and to successfully cope with the political realities of organizations (Ferris et al., 2007:313). Although the topics of career management and political competence have attracted attention recently, the number of studies that combine the two is quite limited. In this article, the conceptual framework regarding political competence and career management was created and data related to the research were presented. The results show that political ability has a positive effect on career management.

Contribution to Literature

The fact that there are a limited number of studies on political competence and careers in businesses is important in terms of explaining the relationship between the two issues. Tourism businesses have a different structure than other businesses and require employees to plan their careers within this structure. This study aims to examine the effect of political competence on individuals' career success, revealing what advantages it can provide and what role individuals can play in achieving goals. On the other hand, management's consideration of employees' political abilities is a factor that will help businesses in their career planning. Since accommodation establishment employees also have relationships with guests, it is one of the issues that should be taken into consideration for researchers interested in both marketing and management issues.

Considering that the individuals working in different departments in the accommodation establishment have different education levels, personality traits, and the different nature of the work they do, naturally their career management will also

vary. With future studies, the effect of the political skills of individuals working in different departments on their career management can be revealed. In addition, it is thought that researching the mediating effect of the political competence of accommodation establishment employees between gender and career management will contribute to the enrichment of the literature.

Contribution to Practice

Career management is very important in tourism businesses, as in all businesses. To increase employees' commitment to the workplace and increase their performance, it is necessary to ensure their career satisfaction as well as the wage policy. Accommodation businesses must provide employees with an environment that will ensure career satisfaction, which is defined as the harmony between what individuals are interested in, their characters, and the work environment (Stevens, 1997:36). Although there are difficulties in career management in seasonal hotels, the human resources department in hotels that operate for 12 months and especially in group hotels has special policies regarding this issue.

Although managers base these policies on performance and success as evaluation criteria, it is seen that employees with political skills are more advantageous, as stated in the literature. Studies have shown that political ability is not only based on personal characteristics but also a learned behavior that can be improved (Ferris et al., 2007: 298). Considering that the majority of the participants in the research are young individuals under the age of 26 and that many of them are at the beginning of their careers, businesses' involvement in activities that will improve the political skills of their employees will have positive results for the businesses as well as the employees.

Perrewe and Nelson (2004) argue that managers with strong political skills are more confident in their ability to control their impressions and actions at work, and therefore they are less likely to perceive the situations they are in as stressful. Therefore, even when employees perceive their work environment as stressful, political skills can be used as a coping mechanism to reduce negative effects. Employing employees with political skills in accommodation establishments where intense relationships with people are experienced and carrying out studies to develop such skills can make it easier for employees to cope with stress and make positive contributions to the careers of employees. This study aims to reveal the positive effect of political skills on career management and to provide a perspective on the subject from the perspective of hospitality business managers.

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