



The Effect of Career Plateau on Time Banditry: An Application in a Five-Star City Hotel in Turkey

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Abstract

Digitalization and globalization lead to an increasing competition amongst the companies. Labor-intensive and substitutable nature of tourism makes it a sector where competition is intense. It can be said that accommodation establishments are the core components of the tourism sector. The key to provide high quality services in order to stand out from competitors is the high quality of human resources. Therefore, career opportunities play a major role for the establishments. This study aims to review the effect of career plateau on the time banditry behavior of the employees working at five-star city hotels in Turkey. For this purpose, between the employees' demographic characteristics, the relationship and the degree of effect level of career plateau and time banditry behavior are reviewed. The first part of this study conceptually deals with career plateau and time banditry, while the second part discusses the findings of the survey that was implemented to 416 employees in order to find answers to the research hypotheses. The findings obtained from this survey indicate a weak positive correlation between the career plateau and time banditry. The findings also indicate that employees' level of career plateau affect their time banditry behavior. The results section contains discussions about the findings, and recommendations for the executives and researchers.

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INTRODUCTION

Career expectation may become a milestone for those employees who work in tourism sector, which is a highly competitive and labor-intensive industry in today's globalist world (Çelik & Gökçe, 2015). However, they may face the risk of losing their current position as well as their career expectations if they perform poorer than they are expected to. This is primarily because of the labor-intensive nature of the tourism sector and high labor need of accommodation establishments (Meriç and Babur, 2020), which ultimately cause high employee turnover rates. Due to constantly facing threats related to career, those employees who have a strong direct impact on customer satisfaction (Okat and Koçak, 2019) and corporate performance (Çetin, Boyraz and Özer, 2019) may feel a high job stress and fear of defeat. Such a situation pushes employees to look for career progression opportunities at different establishments or reduces their productivity and performance. Right at this point, employees may engage in time banditry. Time banditry may be defined as the propensity of employees to engage in non-work related activities during work time yet they are paid.

It can be said that fast employee turnover rates in tourism particularly in accommodation establishments have a negative impact on employee's career progression. This leads to negative consequences for both employees and accommodation establishments, which ultimately affect the employees' psychology negatively and decrease their productivity as well. Those employees who have career concerns for the future will unavoidably engage in behaviors which catalyze time banditry behaviors such as delaying to finish the job on time or coming to work late. Thus, employees' organizational commitment will decrease as well. Louise et al., (1999) remarked that employees may completely lose their organizational commitment, engage in negative behaviors or tend to start conflicts within the organization once they feel they are restricted in terms of career progression by the employer. Furthermore, studies support the argument that those employees who feel unsuccessful in career planning may experience psychological problems such as aggression, anger, and stress as well as physical health problems including insomnia and digestion issues. Career barriers in front of the employees working at accommodation establishments consequently may cause them engage in behaviors of time banditry, hence decreased corporate performance.

This study firstly reviews career plateau and time banditry. In the following part of the study, findings obtained from the data related to career plateau and time banditry behavior perceptions of the employees who work at 5-star city hotels in Turkey are presented. Findings obtained in the study are reviewed and some recommendations are made for the hotel executives, and researchers.

Conceptual Framework

The term career, which in working life is related to development of one's activity, responsibility, attitude and behaviors, is defined in the modern business life as one's development that enables moving up and progression in the hierarchical structure (Sümer, 1999). Cenzo and Robbins (1994) define career as an employee's experiences related to the job or all of the works that an individual has done during the lifetime. Although there are various definitions of career, the common point in all definitions is that it indicates the achievement level of an individual. From this perspective, career is something that individuals would like to have in their working life and would be happy to hear when it is spoken in a positive manner (Köktürk & Yalçın, 2000). As it can be understood from these definitions, career is not only the jobs that individuals have done. It is also being able to progress in the organization

by the virtue of their skills, knowledge, enthusiasm as well as relevant trainings that they need to achieve their goals and expectations regarding their role in the workplace.

Career plateau, which is defined as the point where one's likelihood of additional hierarchical promotion is very low, (FERENCE, Stoner and Warren, 1977) is also defined as "stalled career" (Ataol, 1989) or "career flattening" (Aytaç, 1997). Eryiğit (2000) defines the career plateau as a point where employees' advancing in their career is temporarily or permanently halted. A majority of researchers suggest that career plateau may occur when the likelihood of an employee to advance upward inside or outside the organization is very low. Some researchers suggest that employees may face career plateau when they can no longer perform better than they are expected to or their likelihood to fulfill important tasks is weak (Louise et al., 1999).

FERENCE et al., (1977) organized career plateau into two categories as personal plateau and organizational plateau. Internal career plateau stems from the lack of skills or motivation which are required for progression in career in the future, while external career plateau occurs due to inequality of opportunities within the organizations (Duffy, 2000). Following are the different terms used by researchers to address internal plateau; "content plateau" (Bardwick, 1986), "personal plateau" (FERENCE et al., 1977) and "job-content plateau" (Milliman, 1992). In the same way, external plateau is also addressed with different terms such as "structural plateau" (Bardwick, 1986), "organizational plateau" (FERENCE et al., 1977) and "hierarchical plateau" (Milliman, 1992).

Causations of career plateau that individuals experience may be different. It is possible to say that demographic characteristics of people are among the root causes of internal plateau since demographic factors affect career choices, level of satisfaction from these choices, and behaviors in the organization, which can ultimately cause a career plateau (Demirdelen & Ulama, 2013). Additionally, individuals' social life and social status have a significant impact on their career (Çiftçi, 2012).

A study that is carried out by Uzunbacak (2004) on chief of police officers and directors working at the police departments in Turkey indicate that women experience career plateau more than men do. Another result of this study indicates that chief police officers experience career plateau. In the study that Soybalı and Ak (2019) carried out to measure the effect of career plateau on job satisfaction and intention to quit the job at hotel establishments, it is concluded that career plateau affects job satisfaction and intention to quit the job. In their study on the employees of the hotels located in İstanbul and Antalya, Bolat et al., (2017) found that career plateau perception level of hotel employees is not high.

When the relevant literature is reviewed, it is seen that, regardless of whether it is a private or public organization, employees generally experience career plateau and they are negatively affected from this.

The term time banditry was first introduced by Ketchen et al., (2008) and was further defined by Martin (2010) as "*the propensity of employees at an organization to engage in non-work related activities.*" Ding et al., (2018) defines time banditry as the engagement of employees in unsanctioned and non-work related activities during working hours or coming to work late. As it can be understood from the definitions, time banditry is regarded as an unethical behavior. Because, employees engage in unsanctioned and non-work related activities during working hours but they get paid for that time. Brock, Martin and Buckley (2013) define these behaviors as counterproductive work behaviors. These behaviors can occur in various forms, for example coming to work late, ceasing to work

without permission, using the Internet for personal reasons such as shopping, reading the news or extending the lunch breaks (Martin et al., 2010; Lorinkova & Perry, 2017; Ding et al., 2018). Moreover, when relevant literature is reviewed it is thought that variables such as inequality, perception of justice, autonomy, variety of tasks, organizational commitment, complexity of the job, job satisfaction, personal characteristics and organizational policies are related with time banditry (Baskin et al., 2017).

In the light of data collected from different samples, Babadağ and Kerse (2019) firstly restudied the Turkish literature compatibility and validity of the time banditry scale which was designed by Brock et al., (2013). Accordingly, time banditry is categorized into three sub-dimensions. The first of these sub-dimensions is the “*traditional time banditry*” comprising behaviors such as daydreaming during the work time, deliberately delaying to finish a task that can be finished earlier, calling in to work sick although feeling well, reading books or magazines during the work time. The second sub-dimension is called as “*technological time banditry*” which includes behaviors such as receiving non-work related e-mails during working hours, checking and replying these e-mails, sending non-work related e-mails and surfing on the web for personal reasons. The third sub-dimension is called as “*social time banditry*” which comprises behaviors such as talking about non-work related topics with friends or executives during working hours, answering personal phone calls, eating or drinking something with customers or coworkers during the work hours.

Analysis of relevant literature shows that there are various reasons that lead to time banditry in employees. In their study aiming to measure the relationship between personal characteristics and time banditry, Babadağ and Kerse (2019) found that responsibility from the personal characteristics has a negative significant effect on the behavior of time banditry. In other words, individuals who have a strong sense of responsibility are found to have less behaviors of time banditry. Martin et al., (2010) organized the causes of time banditry into three groups as organizational, individual and work related reasons. They concluded that organizational factors such as organizational culture and policy; individual factors such as experience, justice, commitment, satisfaction and personality; work related factors such as work commitment, supervision and organizational resources are the determinant factors for time banditry. In their study, Ding et al., (2018) stated that narcissist executives and emotional exhaustion positively affect time banditry. Furthermore, Brock Baskin et al., (2017) stated that there is a positive relationship between the organizational commitment and time banditry behaviors of employees, while there is a negative relationship between positive emotions and time banditry. Besides that, researcher found that any decrease in the justice perception of employees will lead to increases in time banditry behaviors.

Consequently, studies suggest that many factors such as organizational justice perception, commitment to job and organization, experience and personal characteristics cause time banditry in employees. However, absence of studies in literature to review the effect of career plateau on time banditry behavior of employees underlines the importance of this study. For this purpose, the following basic hypothesis are developed by considering the relevant concepts in the findings section of this study.

H₁: There is a significant relationship between the career plateau perception and time banditry behavior of the employees who work at the 5-star city hotels in Turkey.

H₂: Career plateau perception of the employees who work at the 5-star city hotels in Turkey has a significant effect on their time banditry behavior.

Method

The main aim of this study is to evaluate the relationship between the career plateau perception and time banditry behavior of the employees who work at the 5-star city hotels in Turkey, and also to evaluate the effect of career plateau perception on time banditry behavior. The population of the study comprises the employees working at the five-star hotels in Turkey. The rationale for choosing the city hotels is that these hotels are open during the whole year, thus their employee turnover rates are slower than the seasonal hotels. In other words, job tenure is longer in these hotels, therefore employees' career progression expectations are higher compared to that of the employees working at seasonal hotels. Choosing the population of the study from the aforementioned group ensures that the population fits the purpose of the research. Due to various reasons such as busy working hours and time constraints of employees limiting their participation in the research, restrictions related to Covid-19 pandemic, and other reasons, the method of sampling has been preferred in the study. Convenient sampling method has been used in the research, therefore an online survey has been sent to the employees of various hotels located in different cities of Turkey, which made it easier to reach them. In this regard, according to Ural and Kılıç (2006, p. 49) the minimum number of participants in order to represent a population greater than or equal to 100,000 is 384. The number of valid questionnaires is 416.

The survey form designed for this study consists of three parts. The first part consists of questions intended to determine the demographic characteristics of the participants. The second part consists of 12 expressions and two sub-dimensions, and the Career Plateau Scale which was designed by Milliman (1992). The first six expressions in the scale measure the internal (job content) plateau while the other six expressions measure external (hierarchical) plateau. The time banditry scale which was originally developed by Brock, Martin and Buckley (2013) is utilized in the third part. However, the questionnaire includes 15 expressions from another version of this scale which was adapted to Turkish, tested in terms of reliability and validity by Babadağ & Kerse (2019). This scale was then translated into English under the supervision of the field experts. A five point likert scale (1=I strongly disagree, 2=I disagree, 3=Undecided, 4, I agree, 5=I strongly agree) is used in the second and third parts of the study. The data that was collected for the study is analyzed with relevant statistical techniques. Demographic findings, descriptive findings related to the scale that was used in the study, confirmatory factor analysis and analysis to test the hypothesis are processed with IBM SPSS version 23.

Ethical compliance of the data and scales used in this study is approved by Van Yüzüncü Yıl University Social and Human Sciences Ethics Committee (Committee Approval Date and Number: 29/01/2021 - 2021/01-08).

Findings

This part of the study is about the frequency analysis of the demographic characteristics found about the employees, reliability and validity analysis of scales used in the study, correlation and regression analysis related to measuring the relationship and the impact between the hotel employees' career plateau behavior and time banditry perception.

Findings Related to the Demographic Characteristics of the Participants

Below are the percentage and frequency distribution of the participant employees' demographic characteristics.

Table 1. Frequency analysis of the participants' demographic characteristics (n:416)

	Frequency	Percent
Gender		
Female	114	27.4
Male	302	72.6
Total	416	100.0
Marital Status		
Married	250	60.1
Single	142	39.9
Total	416	100.0
Age		
Between 18-25	68	16.2
Between 26-30	98	23.6
Between 31-40	212	51.0
41 or older	38	9.2
Total	416	100.0
Monthly Income		
Less than 2324 TL	84	20.2
2324-3000 TL	220	52.9
Between 3001-4000 TL	76	18.3
4001 TL or more	36	8.6
Total	416	100.0
Education		
Primary school	66	15.9
Secondary school	148	35.6
Associate degree	84	20.2
Bachelor's degree	92	22.1
Master's Degree (Master's degree-Doctoral degrees)	26	6.2
Total	416	100.0
Department		
Front office	94	22.6
Food and Beverage Service	96	23.1
Housekeeping	78	18.8
Human Resources	4	1.0
Public relations	14	3.4
Sales and Marketing	58	13.9
Other	72	17.3
Total	416	100.0
Total Working Time in the Sector		
Between 1-3 years	168	40.4
4-6 years	136	32.7
7-10 years	94	22.6
11-15 years	16	3.8
16 years or more	2	5
Total	416	100.0
Total Working Time in the Sector		
1-3 years	128	30.8
4-6 years	124	29.8
7-10 years	100	24.0
11-15 years	38	9.1
16 years or more	26	6.3
Total	416	100.0
Tourism Education		
Yes	260	62.5
No	156	37.5
Total	416	100.0

Table 1 shows that 73% of the samples are male and 60% percent of them are married. From this information, it can be concluded that majority of the hotel employees are male. Furthermore, in terms of marital status, it is seen

that majority of employees are married. Moreover, 75% of the employees are between 26-40 years old. Another finding that frequency analysis indicates is that monthly income of the employees are mostly (52,9%) between 2325 and 3000 TL. Additionally, 20% of the employees are paid less than the minimum wage which is 2324 TL. The employees in this group are thought to be interns since it is illegal for the employers in Turkey to pay full-time employees less than the minimum wage. The data obtained regarding the education level of the participants indicates that nearly half of them are primary or secondary school graduate while the other half is university graduate. Analysis of the departments of the employees shows that nearly equal numbers of employees participated from each department while it was the human resources department that least participants participated from. Relatively limited number of employees working at human resources departments is thought to have caused this. Analysis of job tenure variable shows that majority of the employees have been in the same establishment for 1-6 years. Fast employee turnover rates at accommodation establishments can be said to have caused this short job tenure. Lastly, analysis of the tourism educational background of the employees indicate that most of the participants have a tourism education background.

Reliability Analysis of Scales

In social sciences, reliability of scales is calculated with the Cronbach Alpha coefficient. It can be said that reliability level of Cronbach Alpha coefficient that is equal to or below 0,40 is unreliable, between 0,40 and 0,60 is reliable, between 0,60 and 0,80 is quite reliable and between 0,80 and 1,00 is highly reliable. (Yazıcıoğlu & Erdoğan, 2011). Table 2 shows the Cronbach Alpha coefficients of Career Plateau Scale and its sub-dimensions, and Time Banditry Scale and its sub-dimensions.

Table 2. Reliability Statistics of Scales

Scales and Sub-dimensions	Cronbach Alpha	N of Items
Career Plateau	,818	11
Internal Career Plateau	,720	5
External Career Plateau	,778	6
Time Banditry	,920	15
Traditional Time Banditry	,847	7
Technological Time Banditry	,857	4
Social Time Banditry	,841	4

Table 2 shows the Cronbach Alpha coefficients related to the Career Plateau and Time Banditry scales and the sub-dimensions of these scales. “*My tasks and activities that I do at my current establishment became monotonous*” expression in the internal career plateau which is a sub-dimension of career plateau is not included in the reliability analysis since its factor load is below 0,50. It is seen that the Cronbach Alpha coefficients of the scales and their sub-dimensions are above 0,70 thus it can be said that the scales used in the study have an adequate reliability level.

Factor Analyses

Researchers often use Kaiser-Meyer-Olkin (KMO) value to determine whether the sampling that is to be used for factor analysis is adequate. They also analyze Bartlett’s test of sphericity results to test if there are correlations between the scales used in the research. KMO values greater than 0,60 indicate the sample is adequate for factor analysis (Hair et al., 2010; Kalaycı, 2009). Below are the factor analysis results related to career plateau scale and time banditry scale.

Factor Analysis Related to Career Plateau Scale

KMO value of career plateau is calculated as 0,795. Additionally, Bartlett’s test of sphericity results ((p<.001 significance level) are found as 2218,654. Total expressed variance percentage for the career plateau scale is calculated as 55,570%. Factor load of the expressions are obtained by the Varimax vertical rotation method.

Table 3. Career plateau scale factor analysis results

	Factor Load	% of Variance
1. Dimension: Internal Career Plateau		28,560
I think I will always difficulties in my job.	,515	
I will keep improving myself in my job.	,820	
My current responsibilities are significantly increasing.	,811	
My job always requires me to improve my skills and knowledge.	,841	
My job is challenging for me.	,611	
2. Dimension: External Career Plateau		27,010
Vertical and horizontal career progression opportunities are limited in the establishment that I currently work at.	,725	
I hope that it will be this establishment that I will progress in my career.	,748	
I’m in a situation in my establishment that I do not expect being promoted to a higher position.	,830	
The possibility of being promoted to a higher position in my current establishment is limited.	,821	
It is impossible for me to get a better job title in my current establishment.	,763	
I expect being promoted to a higher position soon in the establishment that I currently work at.	,740	

Büyüköztürk (2007) remarks that factor load values equal to or greater than 0,45 in social sciences would be a rational choice. Those items with a total correlation below 0,50 are excluded from the study without being analyzed. In the factor analysis process, “*My tasks and activities that I do at my current establishment became monotonous*” expression is not included in the analysis for its factor load is below 0,50. Consequently, it is seen that factor load of other expressions in the Career plateau scale are within the acceptable range (0,515 to 0,841).

Factor Analysis Related to Time Banditry Scale

KMO value of Time Banditry scale is found to be ,901. Additionally, Bartlett’s test of sphericity results ((p<.001 significance level) are found to be 359,440. Total expressed variance percentage for the time banditry scale is calculated as 65,087%. Factor load of the expressions are obtained by the Varimax vertical rotation method.

Table 4. Time banditry scale factor analysis results

	Factor Load	% of Variance
1. Dimension: Traditional Time Banditry		28,539
I said to my manager/coworkers that the task I was given would take a long time although I knew I could finish it earlier.	,794	
I call in sick to work even when I am not sick.	,796	
When my managers leave early during the day I as well leave work early.	,742	
I perform less than I can.	,674	
I daydream during working hours.	,513	
I take a break to read books or magazines during working hours.	,820	
I don’t start a new job when I finish my current job (project) 20 before the quitting time.	,731	
2. Dimension: Technological Time Banditry		20,570
At my workplace, I send non-work related e-mails.	,551	
During working hours, I as well spend time on the Internet for non-work related reasons.	,674	
At my workplace, I check non-work related e-mails.	,738	

Table 4. Time banditry scale factor analysis results (Continuation)

At my workplace, I receive non-work related e-mails.	,809	
3. Dimension: Social Time Banditry		15,978
During working hours, I gossip with my coworkers and talk with them about families.	,712	
I stop working to talk with my managers about non-work related things.	,725	
During working hours, I spend time for leisure time activities inside or outside of the office with my coworkers or clients.	,708	
I answer personal phone calls.	,765	

Table 4 shows the factor loads of expressions related to the time banditry scale. Analysis of the factor loads indicates that the lowest factor load of the expressions in the scale is 0,513. Consequently, it is seen that factor load of other expressions in the time banditry scale are within the acceptable range (0,513 to 0,820).

After the factor analysis, a normality test, which is as a prerequisite for the analyses within the scope of study, was performed. Kolmogrov Smirnow and ShapiroWilk values were analyzed in normality tests. Kolmogrow Smirnow and ShapiroWilk values below 0.05 indicates that the data don't have a normal distribution. However, according to Tabachnick and Fidell (2001) skewness and kurtosis values in between +1,5 and -1,5 indicate that the data are normally distributed (as cited in Özer & Babur, 2020; Özer & Güllüce, 2019). The results of the normality tests show that Kolmogrow Smirnow and ShapiroWilk test results are below 0.05 thus skewness and kurtosis values are not analyzed. It is concluded that skewness and kurtosis values are in between -1,5 and +1,5. For this reason, it can be said that the data in the survey are normally distributed. Normal distribution of the data indicates that the study is suitable for correlation and regression analysis. Below are the correlation analysis to determine the relationship between the variables, and regression analysis to determine the effect of independent variables on dependent variables.

Results of the Correlation Analysis to Determine the Relationship Between the Variables

The correlation coefficient is between +1 and -1. + and - symbols in front of 1 show the direction of Correlation value. A correlation coefficient near -1 or +1 indicates that there is a strong negative relationship or a strong positive relationship, respectively. Correlation coefficient going down from +1 to 0 or from -1 up to 0 indicates a weaker relationship. A correlation value equaling to 0 indicates there is no relationship between the variables. (Gegez, 2015, p. 340-341). The correlation coefficients between the career plateau and time banditry are listed below.

Table 5. The correlation analysis of the relationship between the career plateau and time banditry (n=416)

		1	2	3	4	5	6	7
1 Career Plateau		1						
2 Internal Career Plateau		,829**	1					
3 External Career Plateau		,895**	,493**	1				
4 Time Banditry		,234**	,039	,333**	1			
5 Traditional Time Banditry		,167**	-,038	,290**	,872**	1		
6 Technological Time Banditry		,219**	,049	,301**	,890**	,622**	1	
7 Social Time Banditry		,244**	,118*	,286**	,873**	,590**	,776**	1

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

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

Table 5 indicates a low level positive relationship between the employees' career plateau perception and time banditry behavior. It is seen that there is a 0,01 low level positive relationship between the external career plateau, which is a sub-dimension of career plateau, and time banditry and its sub-dimensions. However, it is concluded that

there is no positively significant relationship between the internal career plateau, which is a sub-dimension of career plateau, and time banditry and its sub-dimensions. To make it clear, the reason that underlies the time banditry behaviors of employees is not related to internal career plateau factors such as lack of skills or motivation to advance career in the future; it can be said that external career plateau factors such as inequality of opportunities push employees to time banditry.

Regression Analysis Results Related to the Effect of Independent Variables on the Dependent Variables

Tablo 6 lists the results of simple linear regression analysis made to determine the effect of employees’ career plateau perception on time banditry behavior.

Table 6. Regression analysis regarding the effect of career plateau on time banditry (n=416)

Model	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,464	,145	,234	10,082	,000
Career Plateau	,254	,052		4,893	,000

Dependent Variable: Time Banditry
R²: ,234; Std. error of the estimate: ,75009

Table 6 indicates that the effect of employees’ career plateau perception on the time banditry behavior is at (p=,000<0,05) 0,05 significance level, at a rate of ,234. R² value is calculated as (,234). Thus, career plateau accounts for 23% of a one unit change in time banditry. Analysis of the coefficients related to the significance of regression coefficients shows that the career plateau variable is a significant determiner on the time banditry variable (p<0,05). When the beta values are analyzed it is seen that career plateau variable has a positively significant effect on the time banditry variable. In other words, a one unit increase in employees’ career plateau perception causes an increase in time banditry behavior at the rate of the beta values.

Table 7. Regression analysis results regarding the effect of career plateau sub-dimensions on time banditry (n=416)

Model	Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,572	,140		11,193	,000
Internal Career Plateau	-,160	,051	-,166	-3,145	,002
External Career Plateau	,382	,049	,415	7,871	,000

Dependent Variable: Time Banditry
R²: ,363; Std. error of the estimate: ,71974

Results of the multiple regression analysis regarding the effect of internal and external career plateau, which are sub-dimensions of career plateau, on time banditry behavior are listed in Table 7. Time banditry is used as a dependent variable while the sub-dimensions of career plateau are used as independent variables. R² value is calculated as ,363. Internal career plateau and external career plateau, which are sub-dimensions of career plateau, account for 36% of a one-unit change in time banditry. Analysis of beta values shows that internal career plateau variable has a negative (-,166) effect on time banditry variable while external career plateau variable has a positive (,415) effect on time banditry variable.

Results

Studies suggest that the behaviors negatively affecting productivity and efficiency in establishments also undermine the psychological atmosphere within the establishments (Einarsen et al., 2003). This situation becomes even more important in the establishments where production and consumption are concurrent. According to Lukacs et al., (2009) disagreements between employees and employer, uncertainties in responsibilities and authorization of employees, from the stand point of employees being unsupported, ignored or distrusted are the reasons underlying the theft, time banditry and gossiping behaviors of employees. These behaviors account for decreased employee motivation.

Results of the study suggest that time banditry behaviors of employees may be correlated with the increases in the career plateau and in its external career plateau sub-dimension. This confirms the H_1 hypothesis that “*There is a significant relationship between the career plateau perception and time banditry behavior of the employees who work at the 5-star city hotels in Turkey.*” which is developed in the study. On the other hand, there is no significant correlation between the internal career plateau and time banditry. It can be said that the basic factors that push employees to time banditry are external factors such as inequality of opportunities within the organization, not the internal career plateau factors such as lack of skills or motivation. A study carried out by Ergül Kartal and Gödeniz (2017) to measure the relationship between making noise and time banditry behaviors of public employees who work at public entities in Sinop and its districts also similarly indicate a negative relationship.

Another finding in the study is that overall career plateau perception of employees has a weak effect on their time banditry behavior, which supports the H_2 hypothesis of “*Career plateau perception of the employees who work at the 5-star city hotels in Turkey has a significant effect on their time banditry behavior.*” A different finding suggests that external career plateau, which is a sub-dimension of career plateau, has a medium level effect on employees’ time banditry behavior whereas employees’ internal career plateau perception has a negative and low level effect on their time banditry behavior. As a conclusion, some factors such as organizational policies and hierarchical order push employees to time banditry but internal factors related to employees such as lack of skills and motivation do not significantly cause time banditry.

This study focuses on career plateau perception and time banditry that are important issues for organizations and employees. The absence of studies on the relationship and the level of effect between these two variables neither in national nor in international literature highlights the importance of this study. In the light of the findings obtained from the study, executives at hotel establishments are offered a set of recommendations. Executives and managers at hotel establishments should prevent the time banditry behaviors of employees by prioritizing skilled and trained employees in the promotion process. Thus employees will be more productive and committed to the organization. Furthermore, hotel establishments should note that fair attitude of executives in promotion process of employees and distributing the rewards and incentives will increase employee motivation, decrease job stress and consequently will improve the quality of services at the establishment. In this sense, the importance of quality services is not ignorable at hotels since they are labor-intensive establishments. It is concluded in the study that career plateau and external career plateau affect the behavior of time banditry in various aspects. Therefore, researchers are recommended to deal with the sub-dimensions of career plateau separately and deal with the departments individually. It is also thought that studies on the relationship and level of this effect between career plateau and time banditry should involve

different organizations in the tourism sector for example, travel agencies, food and beverage establishments, and recreation establishments. This will certainly add to the literature.

Nevertheless, carrying out the study under the challenging conditions of the Covid-19 pandemic made it even more difficult to reach the necessary sampling. Furthermore, it can be said that concerns of employees' about the uncertainties related to the future negatively affected their career plans. It is thought that the research could have given different results if it were carried out in a different period of time. In this sense, researchers are recommended to repeat this study in a different period of time and compare it with this study.

Declaration

Ethical compliance of the data and scales used in this study is approved by Van Yüzüncü Yıl University Social and Human Sciences Ethics Committee (Committee Approval Date and Number: 29/01/2021 - 2021/01-08).

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