

Exploring Career Development of Chinese Farmer Born Country Hotel Owners in Yangshuo County, Guangxi Province, China

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Abstract: *This study applied a qualitative research aiming at exploring how farmer born Chinese accomplished career development to become country hotel owners and managing their own business. The research objectives were to study the career development of Chinese farmer born hotel business owners, and to study their perspective towards career development on hotel business. This study was designed and conducted to response three research questions: (1) What career development has been implemented in managing the hotel business? (2) Why are the Chinese farmer born willing to become hotel business owners? (3) How have the Chinese farmer born developed themselves to become hotel business owners? Social constructivism was employed as the research paradigm and multiple cases study as research strategy. The data were collected in multiple country hotels. The participants were selected by three criteria. First, participants were farmer born in Yangshuo County, Guangxi Province, China. Second, they ran their own country hotel in Yangshuo County, Guangxi Province, China. Third, they were experience in managing their own hotel at least five years. The researchers selected two country hotel owners for multiple cases study. This study found that the influential factors laid to the benefit of compulsory education in China and rural tourism development in Yangshuo County. Culture selling points were the characteristics of their country hotels and e-tourism marketing was the way that they do business with their customs. Knowledge and skills were significant for becoming country hotel owners. Inclusion, the research made a significant contribution to the knowledge of the career development for Chinese farmer born business people in country hotel industry.*

Keywords: career development, Chinese farmer born, country hotels

Introduction

Since the beginning of reform and opening policy in the late 1970s, Chinese rural society had changed rapidly (Perkins & Rawski, 2008). In a transitional society, Chinese farmer born had an opportunity to select their means of making a living, whose occupation had been developed from traditional agriculture to commerce. Among them, an increasing number of Chinese farmer born people who lived around scenic spots had engaged in tourism. With the development of rural tourism, country hotels emerged as the times require. In the countryside of Yangshuo, Guangxi Province, China, many pioneer farmer born Chinese had succeeded.

Guangxi Province is a Chinese autonomous region in south central China, bordering by Yunnan to the west, Guangdong to the east and southeast, Guizhou to the north and Hunan to the northeast. It is also bordered by Vietnam in the southwest and the Gulf of Tonkin in the south. The major tourist attraction of Guangxi is Guilin, a city famed across China and the world its spectacular scenery. South of Guilin locates the county of Yangshuo, which has become a favorite destination for foreign tourists. Country hotels in Yangshuo County had hosted a large number of western tourists.

At present, Yangshuo country hotels were all grassroots. Chinese old saying went “no small flow, no big river”, the Chinese country hotel owners had accumulated a wealth of

experience in the way to school, work, business process, and ultimately opened their own country hotels.

The researchers had conducted a pilot study. The pilot study aimed at looking for possibility for conducting this research. The preliminary finding in pilot study was divided into five categories: (1) make a clear picture of location of Yangshuo, Guangxi, China, (2) touching the natural scenery in Yangshuo, (3) development of rural tourism, (4) the country hotel business in Yangshuo, Guangxi, China, and (5) career change: farmer become country hotel owner. In the pilot study, the researcher s found important data. While this region was known for being a popular tourist destination for travelers from around the world, it was also well-known for the agriculture of the region. There were a number of tour companies that offered the chance to experience, what life was like in this for area farmers who made up the rich and diverse culture of this vibrant province. The researcher wrote an article “When Chinese farmer become hotel business owner: A study of career change in Yangshuo, Guangxi, China” (Ding, Tubsree, & Sakulkoo, 2018).

The pilot study provided an assurance to the researcher to conduct the study. The pilot study found that the country hotel owners could have opportunities to change their career and also could be the pillars of the country’s economy. Furthermore, based on the researcher’s previous study that suggested the Chinese local farmer born chose their own career in country hotel business and expressed Chinese culture in their own country hotel inherited cultural background with hotel business experience (Ding, 2015).

Based on the pilot study, the researcher was keen to explore what career development had been implemented in managing the hotel business, why they were willing to become a hotel business owner, how did they developed themselves from farmer born people to hotel business owner.

Research Questions

1. Why are the Chinese farmer born willing to become hotel business owners?
2. How have the Chinese farmer born developed themselves to become hotel business owners?
3. What career development has been implemented in managing the hotel business?

Research Objectives

There were two research objectives in this research. First, the researcher aimed at studying the career development of Chinese farmer born hotel business owners. It consisted of the exploration of their experience in transforming their professional status from being a farmer born to be a hotel business owner, as well as their utilization of culture and customs as selling points for their hotel business

Second, this study explored the country hotel owners’ perspective towards career development on hotel business. This research objective contained to explore both their decision towards choosing hotel business as a career and their expectation in doing hotel business and the impact of their career change on young hotel business generations.

Literature Review

The researcher had reviewed literatures involved as follows.

Hotel business in China Along with the rising number of tourists, the hotel industry in China has also experienced various stages of development since the country open door policy was introduced in 1978 (Guillet, Zhang & Gao, 2011).

Country hotels A country hotel is the hotel located in rural area. Although the appellations are different and defined differently, the accommodation facilities referred to by scholars are built in the rural environment. In terms of hospitality facilities, the country hotel provides visitors with a certain number of rooms or beds with basic facilities, rural environment and the inn grade consistent services. From the localization point of view, it is the traditional style of rural architecture, rich and colorful folk life and warm and comfortable modern living space and other multicultural factors combination.

Career development in hotel industry Career development is the process that forms a person's work identity. The level of information, together with the extent to which allow external cultural or peer pressure to intervene, all impacted upon the robustness and appropriateness of their final career developments (Greenhaus, Callanan & Godshalk, 2009).

Human Capital in this study refers to individual employees' knowledge, skills, and abilities (Youndt et al., 2004). It constituted a source for new ideas in an organization because it is in these individuals that organizations find the greatest diversity of skills, the most flexibility to acquire new knowledge, and enhanced ability to question the prevailing norms and create new ways of thinking (Subramaniam & Youndt, 2005).

Research Methodology

The researcher used the social constructivism as the research paradigm in this study. Qualitative approach was chosen as the research design, and the researcher would employ multiple cases study as the research strategy. The objectives of this study were to study the career change of Chinese farmer born hotel business owners and to their perspective towards career development on hotel business. In order to achieve these objectives, it was necessary to explore their experience of transforming their professional status, their attitude towards choosing hotel business as a career, and their expectation in doing hotel business and the impact of their career change on young hotel business generations.

Participants selection

The key participants for this multiple cases study were these hotel owners in Yangshuo County, Guangxi Province, China. In order to narrow down, these key participants were all farmer born, they had grown up here and their hotels were located in Yangshuo County. Because this study was aiming at exploring hotel business owners, the researcher selected experienced farmer born hotel business owners as the participants. They ran their own hotel business and already had work on hotel management for at least five years.

Data Analysis

Quantitative data analysis was carried out by coding and entering datasets using SPSS software, and generating outputs that included frequencies, percentage, means, correlations and regressions. Thus, descriptive and inferential statistics were used in this study.

Data collection

In this study, the researchers spent a month for data collection, from January 11th, 2018 to February 10th, 2018. This study adopted interview as the main data collection technique. Because the objective of this study was to study the career development of Chinese farmer born hotel business owners, as well as to study their perspective towards knowledge management on hotel business, the in-depth interview and semi-structure interview were used in this study. The researcher used an in-depth interview for gathering data by listening intently to what the participants had to talk about their experience of transforming their professional status. Also, the semi-structure interview was employed that the participants to describe their utilization for culture and customs as selling points, and their expectation in doing hotel business and the impact of their career change on young hotel business generations. Before interviewing, an interview guide was developed.

Ethic, validity and trustworthiness

In this study, the researcher had done with the ethical issues as follows. The participants are assured before they give permission to conduct the interview. Their responses to interview questions was confidential, and they were not identified by name or company in the subsequent publications. When researchers finish interviews with the participants at a site, the final report of research was not be able to identify the participants who provide information.

Also, the researchers ensured the validity and trustworthiness by applying triangulation, thick description, writing reflective notes, and member checking. For triangulation, the research data was collected through multiple sources, including in-depth interview, semi-structure interview, observation, audio visual, and document analysis. For thick description, the researcher used it as a method to convey the findings, in order to provide detailed descriptions of the settings and offer many perspectives about the topic, so that the results can become more realistic and richer. For the reflexive notes, the researcher kept writing them during the fieldwork. These reflexive notes helped the research to check the information in the data management and data analysis process. For member checking, the participant was served as a check throughout the data analysis process. An ongoing dialogue regarding the researcher's interpretations of the participants' reality and meanings ensured the truth value of the data.

Data Analysis

The data were analyzed in the strategy of qualitative research, starting from manual coding, categorizing, grouping, and theming. The researcher presented the data from the research question posted. First, the research showed data analysis processes, by table display of coding, categorizing, and theming for each case. Then, the researcher expressed cross-case study by explaining data in detail. There were two cases in this study.

1. Data analysis of Case1

Theme	Main category	Sub-category
T1: Ways for career development	MainC1: Career process	SubC1: Becoming a teacher
		SubC2: Career path in government
		SubC3: Starting of country hotel career
		SubC4: Self-managing experience

		SubC5: Cooperate managing experience
		SubC6: Difficulties
	MainC2: Culture selling points	SubC7: Culture expression
		SubC8: Propaganda
		SubC9: Sing <i>Shan'ge</i>
		SubC10: Perform <i>Qi'pao</i>
T2: Reasons for career development	MainC3: Family back ground	SubC11: Family of origin
	MainC4: Quality of owners	SubC12: Willing
		SubC13: Education background
		SubC14: English improving
		SubC15: Expectations
		SubC16: Support family
		SubC17: Ability of owners
MainC5: Influential environment	SubC18: Influential environment	
TOTAL 2 Themes 5 Groups		22 Categories

2. Data analysis of Case 2

Theme	Main category	Sub-category
T1: Ways for career development	MainC1: Career process	SubC1: Work in hotel
		SubC2: Work on tour cruise
		SubC3: Work in country hotel
		SubC4: Years of working
		SubC5: Reasons to run own country hotel
		SubC6: Difficulty in running country hotel
	MainC2: Culture selling points	SubC7: Customer groups in country hotel
		SubC8: Cooking course
		SubC9: Propaganda
		SubC10: Employ locals
T2: Reasons for career development	MainC3: Family back ground	SubC11: Employees' welfare
	MainC4: Quality of owners	SubC12: Expectations on employees
		SubC13: Employee development
		SubC14: Family of origin
		SubC15: Education background
		SubC16: English improving
		SubC17: Willing
MainC5: Influential environment	SubC18: Influential environment	
TOTAL 2 Themes 5 Main categories		22 Sub-categories

3. Cross case data analysis

Based on data analysis of Case 1 and Case 2, the two cases were organized into figures below. The researcher analyzed data in detail according to the two themes of “ways for career development” and “reasons for career development”. First one referred to career development progress of the farmer born country hotel owners. Second was explained the reasons of their career development. The first theme was expressed in two main categories and the second theme was illustrated into three main categories, following by different sub-categories of the two cases. The research presented for career development as the figure below.

Response to research questions

Research question 1: *Why are the Chinese farmer born willing to become hotel business owners?*

This research focused on the specific area of Yangshuo County in China, where the rural tourism become a popular industry throughout the whole country. Thus, this research question concerned about the reasons that farmer born owners in this particular area wanted to conduct their own country hotel business. It laid in family background, competency and ability, and influential environment. To response this research question, the major point are as follows: (1) compulsory education, (2) rural tourism development of Yangshuo, and (3) English competency.

1. Compulsory education

Both country hotel owners in this research experienced compulsory schooling and was well performed, which led them had chance to enter college and received further education.

Both owner in Case 1 and Case 2 was benefit from compulsory education policy. For one thing, they had a chance to attend schooling for nine years, from primary school to junior high school. Another, because their well performance in studying during nine years' compulsory education, they could pass the senior high school entrance exam and went to schooling from mountainous village to Yangshuo County downtown. Compulsory education laid the foundation for them to participate in further education of the college entrance examination.

2. Rural tourism development

Yangshuo rural tourism development was the major influential environment for country hotel industry. Yangshuo County became a tourism destination in 1980s, because the foreign backpackers brought travel trends. At that period, foreign tourists were more than Chinese tourists in Yangshuo County.

The development of rural tourism led to the rise of country hotels. Yangshuo country hotel was founded in the early 1990s and was one of the earliest areas for country hotel in China. Since 2000, country hotel has entered a stage of rapid development. According to rough statistics from Yangshuo government website, the number of country hotel in Yangshuo County was only over 90 in 2002. By 2007, the number of country hotel in the county had grown to more than 260, an increase of 190% in five years. In the past ten years, Yangshuo County had actively transformed its ecological advantages and tourism advantages into economic advantages and development advantages, and constantly optimized the business environment. The property cluster industry has developed rapidly. Overall, Yangshuo had the conditions and opportunities to develop country hotels.

3. English Competency

English acquaintance was one significant ability and competency for country hotel owners in Yangshuo, as they did business with foreign tourists. Unlike other parts of the country, country hotel in Yangshuo County was full of international flair from its inception. The country

hotel industry involved communication between people in all aspects, and was different from other fields in customer service, so English ability was given unique competency.

From the findings, both owners in this study had experience training in English major. The owner in Case 1 was an English major undergraduate in 1980s and was an English teacher after graduate. In Case 2, the owner trained by tourism English major in college and continued practicing and utilizing English during work. Because of their English ability, they also obtained one of a great competency position in operating a country hotel in Yangshuo County.

Research question 2: How have they develop themselves to become hotel business owners?

This research question referred to the career development after they set up their own business. To response this question, the major findings were in two sections as follows (1) culture selling point and (2) e-tourism marketing.

1. Culture selling point

Culture selling point referred to utilize cultural creative projects or activities as a vehicle to introduce local customs, folk culture, featured activities, or cuisines to target customers. In this research, both country hotel conveyed culture as a selling point while operating in different ways.

In Case 1, culture selling point was organized in a flow marketing model. It meant through expanding the owner's reputation and popularity, led the tourism consumers be much more familiar with the owner's country hotels, therefore attracting more tourists to the country hotel. The owner of Case 1 believed that culture should be shared. In her perspective, cultural tourism becomes more and more important. Because everyone can build their own houses for accommodation, but to operate a branded and connotational country hotel, it must be full of culture. She took sing *Shan 'ge* and performed *Qi 'pao* show to the cheongsam show as a cultural selling point, by means participating in public welfare activities in Guilin district including Yangshuo County.

For Case 2, the cultural selling point model was to create a cultural product and conduct in a long term. The cultural product was Chinese cooking schooling, aiming at letting the foreign customs experienced about how to cook Chinese food. The owner settled a cooking school in her country hotel started from 2011 until now. The owner in Case 1 constantly improve and development the cooking school menu, according to the different flavor requirement of foreign guests.

2. E-tourism marketing

Since most of their target customer groups were foreign tourists, the two country hotels tended to promote marketing through the Internet.

For Case 1, the country hotel had created its own website (<http://www.riversideretreatyangshuo.com>). On the website, it provided basic information of the country hotel, such as overview pictures, contact methods, brief introduction, room types, and Internet visitors could directly book the accommodation in this Website. Besides the private Website, the owner also cooperated with these well-known tourism Internet Website, majoring *Agoda*, *Booking.com* and *TripAdvisor*.

The owner of Case 2 also posted booking information about her hotels to these Internet platforms mentioned above, though her country hotel did not run a private Website currently. Through the statistics collection of the reservation amount, the owner could clearly know the period of off-season and the peak season, and price the rooms relatively. The chart below was the guest flow timeline of Case 2 from 2008 to 2017.

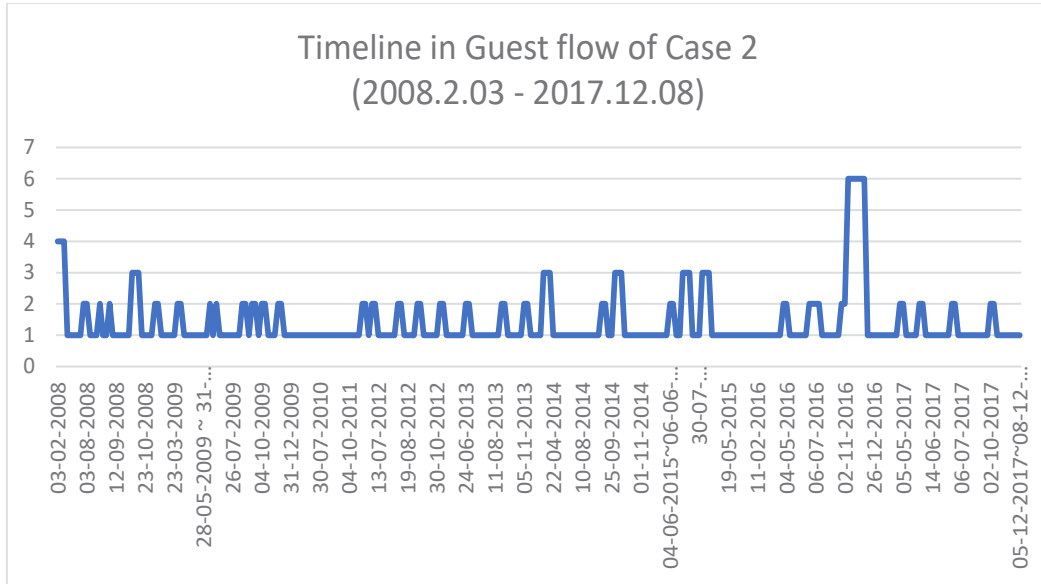


Figure 4.4 Guest flow timeline of Case 2 from 2008 to 2017.

To highlight the information about the month, the chart showed different guests distribution.

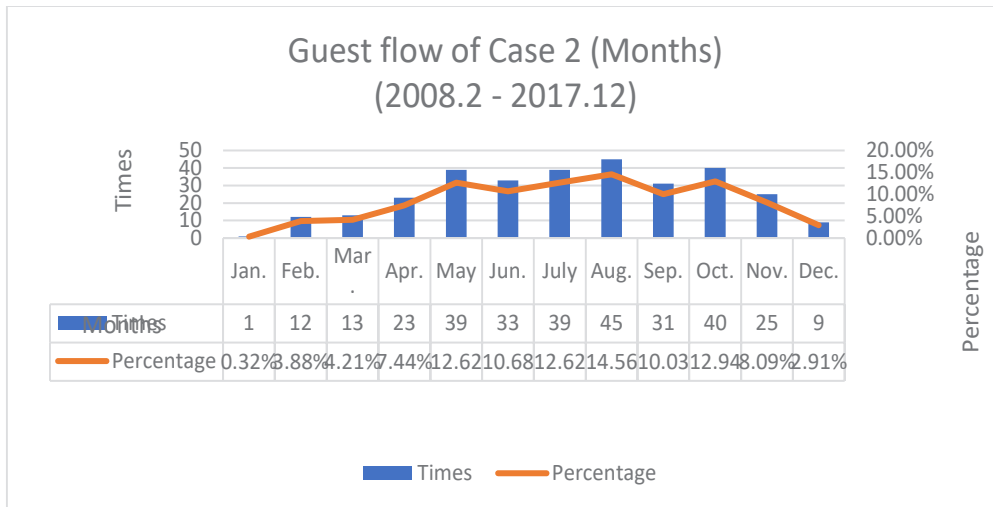


Figure 4.5 Month chart for Guest flow timeline of Case 2 from 2008 to 2017.

In the month chart, the peak season laid from April to November and the off-season was December to March. The owner of Case 2 settled their room prices for 2018 majoring followed by the peak season and off-season mentioned above, adding with vacation period such as Easter and Christmas for foreigner vacation times and tomb-weeping, mid-autumn, Labor Day vacation as well as the golden week for domestic holidays.

Research question 3: *What career process has been implemented in managing the hotel business?*

This research question related to country hotel owners' career process before they managed their own hotel. In research findings, the researcher presented the career progress of the country hotel owners separately.

The research had presented cross case finding of career progress in the two cases. Before being country hotel owners, owners' career progress in each case was related to tourism industry, especially hotel industry. Explanations of linkage analysis of the findings implemented career development in these two cases could be divided into three terms, for there were similarities in operation by overviewing the career process of the two cases. First was obtaining knowledge about country hotel industry. This part related to the concept of hotel industry that the owners gained during schooling and work experience. It also contained to the concept about conduct hotel industry in the specific area matching the feature of Yangshuo County. Second was skills for country hotel industry. The owners in the two cases experienced and acquired every step of country hotel service and management. Third, career change is a part of career development. In this research, both of the country hotel owners experienced changes in work role.

1. Knowledge obtaining

The obtaining implementation of Case 1 began with teaching experience. The owner gained hotel knowledge from work, when she was doing her first job as a teacher for tourism vocational classes. General concept of hotel industry was obtained through the methods of conference attendance, vocational education teacher training, learning from experienced persons and practical conduction.

For Case 2, knowledge about hotel industry was obtained during vocational college study. Different from Case 1 that learning knowledge through work, the owner in Case 2 had received a systematic education about tourism before she entered hotel industry. It meant that she was trained to grasp the specific concepts and principles of tourism from a monolithic way, thus the concepts and principles learned could be utilized to the proper position in the knowledge management system during practicing.

2. Skills for country hotel industry

In Case 1, when the owner was working as a teacher, she gained the hotel service skills, such as room service, dining, politeness, etiquette, and tourism psychology. These skills were obtained in a practical way for trying every step by herself. The findings provided that through mastering these skills, the owner had a systematic understanding of the basic services provided in hotel industry. Also, during her career progress of a teacher, the owner organized a folk custom show performance team and recognition and praise. This laid a foundation for the culture selling of her own country hotel in the future.

In the career progress of working in the county government, the owner gained the skill of tourism planning by participating and accomplishing tourism projects. Through interviews with foreigners in Yangshuo West Street, she knew about the needs and preferences of foreign tourists. Through participation in network construction, she had mastered how to develop human resource to work in areas that she was not good at.

Things went different in Case 2. The country hotel owner in Case 2 started her hotel career as an internship in a city hotel. There she worked shift in every department as miscellaneous, housekeeping, luggage, registration, consulting, dining, and receptionist. It proved that she mastered the basic skills of every department in a hotel. Also, the owner obtained how to run a hotel systematically when she worked as the boss's secretary of a French hotel. The

implementation of this skill was on the part of experiencing from preparing hotel decoration to managing the business. The managing skill was developed during her work in an unopened country hotel, from building construction, interior decoration to hotel business management. Also, different from working in a city hotel, she improved the skill of dealing with the relationship between the country hotel and the villagers around. Last but not least, The owner of Case 2 obtained skills of restaurant service during being a waiter on Yangshuo tour cruise. This laid the foundation for her later running a restaurant and settled a cafeteria in her own country hotel.

3. The issue of career change

Career development included career change. Before data collection, the research designed career change as transforming country hotel owner's professional status. For responding this question, the finding showed that in Case 1 career change should be defined as major changes in work role requirements. The owner experienced as becoming a teacher and then work for the government before running her own country hotel.

During the career change as a teacher, the owner in Case 1 implemented her concepts of hotel industry professionalism, theoretical accumulation and professional skills. It met the work role requirements of a tourism vocational teacher, for providing her students with a complete knowledge and ability framework to provide students with the necessary learning resources and guide the learning direction. Furthermore, the concepts and skills could be utilized in running her own country hotel lately.

Working in the government, the owner's work role had undergone major changes, as well as the requirement. Because of the accumulation of experience, she was entrusted with more important work as tourism planning. When the owner regarded management as a process of pursuing a harmonious match between government goals and individual realization, career change became an integral part of human resources development for the government. In essence, this career change had finally accomplished, in the process of mutual interaction and role between the government and civil servants, and in the process of interacting, adapting and cooperating with other colleagues of diverse majors.

Career development in Case 2 should be referred to the owner's orientation to work when continuing the same job. Although the owner in Case 2 changed her job context such as shifting from city hotel to country hotel, she continued working in hotel industry.

In summary, the implementation of career development was on the part of knowledge obtaining from college education. The skill gained mainly from working experience. Moreover, the skills were developed systematically for the owner experienced every step of how to run a country hotel.

Discussion

1. Point on career development preparing for own business

In research question 1, the responding result showed the career development that the farmer born Chinese experienced to prepare for their own business. The findings laid to obtained knowledge and skills, and gain working experience in career change. Similarities could be found for career development as a hotel managers or hotel owners in other countries. Thus, knowledge and skills in the findings were the utilization of human capital in career development.

Obtaining knowledge and skills, as well as gaining experience in previous career process related to the concept of hotel industry. The finding in this study showed that the way of career change varied.

However, career development in Case 1 went in a unique way different from any other career progress in hotel industry. While it suited to the business rush trend of China in the end of last century. This business rush was once the iconic social phenomenon in China during the 1980s and 1990s (Jiang, 2008). In the early days of China's reform and opening policy conducting period, with the prosperity of the market economy, many people were dissatisfied with the status quo and turned to business. This phenomenon was called "business rush in China", which meant giving up the various guarantees in the traditional system and going to the new economic and social space to engage in commercial activities with very high risks and returns. After the publication of Comrade Deng Xiaoping's southern tour in 1992, "business rush in China" became a boom. At that time, plenty of officers, intellectuals, and state-owned enterprises had followed the trend heading to business. The owner in Case 2 started her own business in the year of 1999. Before that, the career development way were similarly as those following business rush trend for being a teacher and working for the government.

2. Influential factors of career development for Yangshuo Country hotel

The first factor referred to the implication of compulsory education in China. The Chinese National Congress promulgated the *Compulsory Education Law of the People's Republic of China* in 1986. From this time on, Compulsory education became the basic national policy of China. Chinese Compulsory Education consisted for nine years' education, normally from age 6 to age 14. It included six years' primary school education and three years senior school education.

From the finding of this research, Yangshuo County followed the policy to schooling farmer born Chinese for nine-year compulsory education. Those among them who had achieved outstanding results have stood out in the nine-year compulsory education and had opportunity for higher education.

Second influent environment was, Yangshuo County started its rural tourism development in the direction of leisure tour, which match the trend of international tourism. It led to a significant influence for local people that the farmer born locals could have the chance to participate in eco-leisure tourism.

As time went by, there were increasing number of tourists from all over the world, and country hotels were gradually booming. This was the significant background of the rise and development of country hotels. The rural tourism of Yangshuo County stood out from the crowd because of being in line with the trend of leisure tourism. In the early 1970s, Yangshuo County officially opened to the whole world. Until the 1980s, self-service tourism flourished, following by western backpackers arrived. Leisure was often seen as a time scale, usually referring to work, sleep, and the rest of the time outside of personal affairs and housework. Recreation usually referred to a variety of activities carried out during leisure time. Vacation tourism referred to the use of holidays for relatively restless movements for recreation and recreation. After the economic level reached a certain level, long-distance, long-term holiday tourism will gradually mature.

3. Trends of country hotel management

According to the Annual Report of World Tourism Organization (UNWTO) in 2017, one of the Asia tourism trends highlighted in influence of technological developments. The tourism digitalization was one impact of the technological revolution on tourism, which emphasized that utilization of information and communication technologies has revolutionized travel.

Internet was widely use in the development of tourism, and the rapid development of electronic information technology had been widely used in tourism, causing tourism.

In a revolution, Yangshuo government also stated in the 13th Five-Year Plan Document that the implementation of the “Tourism plus”, “Internet plus” and “Ecological plus” strategies would create a new situation in the economic and social development of Yangshuo County tourism. “Internet plus” is a major development strategy implemented by the state, promoting new industrial technologies, promoting industrial transformation and upgrading, and building economic development. The upgraded version has a leading role in development. “Ecology+” is not only the urgent need to build beautiful towns and beautiful villages, but also a realistic choice for building a modern eco-industrial system. It is also a major measure to build a beautiful ecological impotence. Current, most of the hotels in Yangshuo, including the country hotels in this research do business on the Internet. They normally cooperate with internet booking planform such as Agoda, Booking.com or TripAdvisor.

Recommendation for Future study

In addition to the drawing of general conclusion and identification of specific applications of the study, there are several recommendations for future research.

First, this study was conducted by collecting data specifically of two country hotels in Yangshuo County, China. Thus, there is an opportunity to be arranged for more research on the other country hotels of other regions in China. For example, in other tourism ancient towns as Lijiang City in Yunnan Province, Xitang Town and Nanxun District in Zhejiang Province.

Second, the results of the research focused on the perspectives of the country hotel owners. In further studies, the employees and guests could be taken into account, for studying implications of country hotel in that region.

Third, this research focused on exploring the process of how the farmer born Chinese become hotel owner along with the influencing factors and how they managed their own business. Therefore, the results came out only in the advancing of career development, while there were also other issues that shown, such as the role of the government, the family kin linkage, and also other relevant factors of localization. There were perspectives that recommended for further research.

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