

A Research on the Effect of Turnover Intention for Exhibition Workers:
Compare with Taiwan and China

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Abstract

MICE (Meeting, Incentive, Convention, Exhibition) is regarded as a “Sunrise Industry” as it has a remarkable potential to have great effect on marginal economic utility. Compared to Europe and the United States, Asia was a latecomer in the development of MICE. However, the market share in Asia has recently risen steadily markets. Asia is the fastest growing region in the world for MICE. (Bai, 2010). MICE has been classified as one of the “Ten Key Services” in Taiwan; The “Ten-Two-Five” plan in mainland China also focuses on the development of MICE. This speed of growth means there is an increasing demand for MICE human resource. However, the biggest challenge for MICE is to face the problem of human resource management issues (Walbeek, 2011). Unstable human resource is a disadvantage of the development for MICE in Taiwan now (Jiang, 2011). In China, MICE has to face a 90% turnover in staff (China Economic Herald, 2011), and this shows that MICE human resource issues should be a key concern. In the past, scholars put emphasis on the regional exhibition, indicators to establish, or evaluate the issues in their research. Although some of them begun to explore the establishment of the functions of MICE, they didn’ t mention that the lost of human resource would led to serious consequences. Therefore the purpose of this research is to analyze the difference of turnover intention through human resource between Taiwan and China, and then making a progress on display account executive plan and human resources management.

Literature Review

A job in the exhibition industry is timely, mostly implemented using a project management method. It is essential to maintain good relations with customers and plan competitive annual strategy. As current employees leaving their positions are not good for professional implementation,

business will suffer losses, and there is a risk that quality of service and operational effectiveness will decline. If we can predict employees leaving, we can reduce the possibility of turnover. In addition, in the fiercely competitive business environment, for an organization to have a sustained competitive advantage in the product and labor market, it needs highly committed and engaged employees. Accordingly, the development retention of staff has become one of the essential competences of modern industry (Joo & McLean, 2006).

According to researches, organizational commitment is one of the predictive factors in the tendency to leave employment (Arnold & Feldman, 1982; Hollenbeck & Williams, 1986). It also represents an index of feelings of staff towards the organization as a whole. Another predictive factor that has been identified is job satisfaction, which is usually a measurement index of the satisfaction employees feel towards their personal compliments. Factors influencing job satisfaction can be divided into two categories: environmental factors and personal factors (Seashore & Taber, 1975). With regard to environmental factors, scholars such as Hackman and Olgham (1976) have indicated that if the job itself has the ability to stimulate the workers latent potential, it can help enhance job satisfaction. The research from China and Taiwan showed that the dissimilarity between job values and human resources management made difference impact on job attitude (job satisfaction, organization commitment) (Huang, 1994; Li, 2008). Consider the key variables and aspect in the tendency to leave employment, this paper choice personal characteristics (job values), contextual characteristics (job characteristics and human resource), and work stress to investigate the impact on exhibition workers' job satisfaction, organization commitment and turnover intention.

Method

This research limits industry to exhibition of Taiwan and China, such as professional exhibition organizer, activity public company, exhibition designer, and it is convenient for sampling to carry out questionnaire. The objects of study are employees in exhibition company. The way of the questionnaire is by Likert scale, and gathering back those questionnaires will be analyzed by confirmation factor analysis, regression analysis, correlation analysis, and make a comment and suggestion on those analysis

results.

Result

Research analysis showed that a remarkable difference between Taiwan and China at the influence level of the individual gender, age, and seniority work values toward work value. The level of seniority, marital status, official rank and work stress also has a remarkable difference toward work stress. The work values, job characteristics, work stress, human resource management from China and Taiwan has great influence on job satisfaction and organization commitment.

Keyword : Exhibition workers, turnover intention, job satisfaction, organization commitment,