Part-Time Event Management Employee Expected Quality of Work Life

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Abstract

Research has highlighted the importance of quality of work life in hotels and restaurants, with less attention paid to event management. Given the rapid growth of event management in Hong Kong and consequent increase in demand for part-time staff, this study investigated the quality of work life expectations and perceptions among such staff. Data from in-depth interviews with 10 event management practitioners were analysed using grounded theory. The results suggest that event management organisations can develop human resource policies to improve both the quality of their part-time employees' work lives and the fit between staff members' needs and organisational benefits.

Keywords: quality of work life, event management industry, Hong Kong

1. Introduction

Hong Kong is well known as the world's third-largest trade exhibition destination. Its leading position as a venue for conferences, exhibitions and corporate meetings provides 70,000 full-time jobs per year in a market worth almost half a billion Hong Kong dollars (Hong Kong Exhibition Convention Industry Association, 2010). Although the event management industry contributes a great deal to the Hong Kong economy, it also creates a number of problems. Most significantly, 39% of event management practitioners report that their family relationships have been damaged due to a lack of work-life balance (Siu, 2013).

The long work hours, shift work, unfamiliar work environment and demanding customer base in the event management industry are taken for granted, and this pressure forces individuals to make decisions about the balance between work and family.

Quality of work life (QWL) is not a new concept in Western or Eastern countries (Che, Loo, See, Jegak, & Khairuddin, 2006; Kandasmay & Ancheri, 2009; Curtis & Upchurch, 2008; Wong & Ko, 2009). Achieving a good work-life balance has become a powerful human resources (HR) tool worldwide, and is thus worth studying in a context characterised by long and irregular working hours. Many studies have suggested that achieving QWL assists in the retention, productivity and recruitment of the right employees (Evans & Vernon, 2007; Pocock, 2005; Kusluvan & Kusluvan, 2000; Wan & Chan, 2013). As the event management industry is currently finding it difficult to attract and retain high-quality employees, businesses within it need to adopt an employee-centred and integrative approach to QWL programmes.

Different from previous research, this study attempts to investigate the part-time event practitioners in Hong Kong and their expectations of QWL. This research complements the existing QWL literature by contributing an empirical study on the industry practitioners ' expectation of QWL in hospitality organization. More specifically, it is hoped that the QWL dimensions identified in this study would provide the HR practitioners and managers with a better insight into those aspects that are critical for enhancing the work. Provide a comprehensive solution for creating a healthy and productive environment and helping the local events management industry to become an employer of choice to attract the best talent. Findings identify personal care; rewards and incentives and respect and recognition should be needed for part-time staff. The contribution of this study can provide insight to managerial level in order to cater the need of the part-time event staff. As result it can enhance QWL and create loyalty to the service organisation. Hong Kong events management practitioners to increase job satisfaction and task performance, reduce turnover rates and enhance organisational effectiveness and work commitment.

1.1 Event Management Industry Problems

The event management industry has a high level of staff turnover for various reasons, including long work hours, lack of job satisfaction, poor working conditions, lack of motivation and demanding customers. Many people find it difficult to work in different or even multiple roles, which can lead to stress. Other sources of stress include supervisory relationships, time pressure, the need to satisfy customers and the importance of achieving a healthy work-life balance. If employees feel that they cannot secure a good work-life balance, they may leave their jobs in search of a better lifestyle, resulting in organisations suffering high turnover and insufficient staffing resources. Many employees report that none of the initiatives provided by their companies are actually useful in improving their work-life balance (Work Life Balance Survey of the Hong Kong Working Population, 2012).

Given that job dissatisfaction affects performance and, ultimately, customer satisfaction with the services provided, it is important to investigate what contributes to good QWL so that these employees can enhance their job satisfaction and reduce turnover intention.

Many event management companies depend on casual or part-time labour to minimize their fixed costs. The statutory minimum wage, implemented in Hong Kong on 1 May 2011, has put significant pressure on event management companies, which need to cut costs by using casual labour (Minimum Wage Commission, 2012). Such casual and part-time employees receive no additional benefits (such as welfare) on top of their daily wage, with many companies taking a piecemeal approach to their remuneration.

According to the Hong Kong Confederation of Trade Unions (2010), many part-time workers in the event management industry work long hours and are at risk for health problems such as muscular pain, fatigue and insomnia. Furthermore, 50% of such workers find it difficult to maintain good relationships due to their long work hours, which lead to problems with friends and family. Such situations can indirectly lead to wider social problems such as higher divorce rates and even domestic violence. Event management practitioners in Hong Kong are currently facing not only local problems with high turnover and poor staff retention, but also the need to compete in the regional market with Macau and China for skills and talent (Wong, 2007).

This study's findings will help event management companies and their employees understand QWL theory in an HR context. The three major objectives of the study were to:

(1)   Examine how event management practitioners perceive QWL;

(2)   Identify any underlying problems affecting employees who face a lack of QWL; and

(3)   Provide suggestions for event management companies on devising policies to improve employees' QWL.

2. Literature Review

2.1 Quality of Work Life

The term QWL was introduced in the late 1960s and refers to employment's effects on health and general well-being, including ways to enhance the quality of employees' 'on the job' experience. The scope of QWL is more diverse than simple company development. It aims to ensure fair compensation, safe and healthy working conditions, opportunities for personal growth, the satisfaction of social needs at work, the protection of employees' rights, compatibility between work and non-work responsibilities and a socially relevant working life (Che, Loo, See, Jegak, & Khairuddin, 2006).

The various methods used to define QWL encompass several perspectives. Davis (1983) frames it in terms of the quality of the relationship between employees and the work environment as a whole, with the human dimension added to the usual technical and economic considerations. Kandasamy and Ancheri (2009) identify QWL as having eight dimensions: job characteristics, personal-job fit, company image, HR policies, workgroup relationships, physical working conditions, work-life balance and interaction with customers.
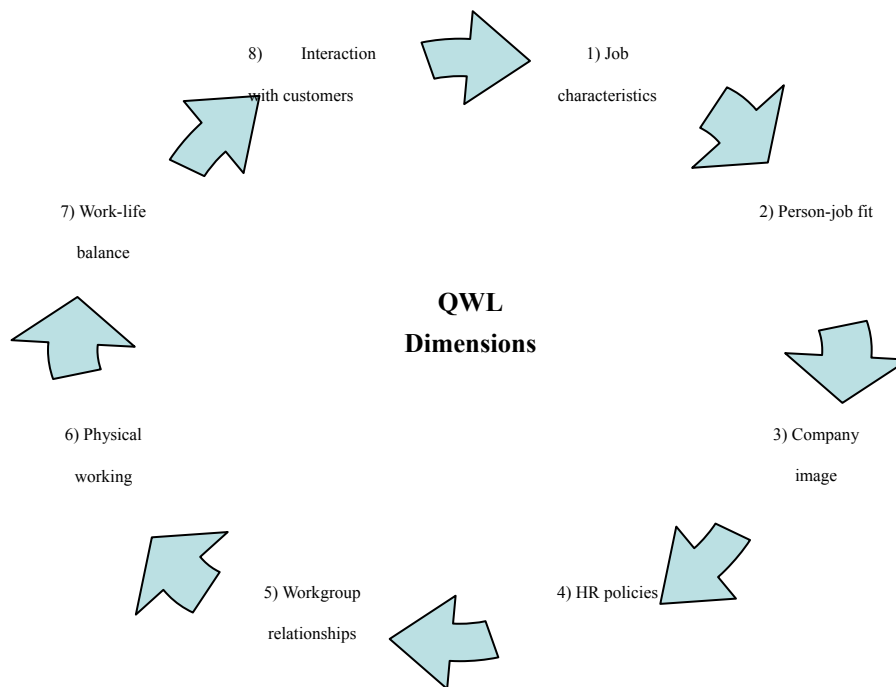
Figure 1. QWL Dimensions

Source: Kandasamy and Ancheri (2009).

2.2 Job Characteristics

Positive work-related tasks and interesting work may lead to job satisfaction. According to Andrea (2007), an employee's perception of work overload negatively influences mental and physical health, which affect his or her work life. Furthermore, working efficiently and feeling a sense of fulfilment may help an employee to achieve QWL (Kandasmay & Ancheri, 2009). Mumford (2006) suggests that challenging and interesting work can provide employees with a sense of fulfilment, as their interest can generate job satisfaction and a sense of belonging to the company.

2.3 Personal Job Fit

Job fit theory proposes that every person has unique abilities, experiences and dispositions that determine how well they are suited to a job (Starks, 2007). A person will feel satisfied if the nature of the job is a good fit to his or her personality, abilities and experiences. Matching a job to the employee's qualifications and interests benefits both the organisation and the individual, leading to QWL.

2.4 Company Image

An organisation's image also influences its staff's QWL. According to Kandasamy and Ancheri (2009), employees tend to be happier working in an organisation that

a) Is growing;

b) Is performing well within the industry;

c) Offers safety standards and hygiene policies; and

d) Is well known and has a brand image.

These elements suggest that economically successful organisations may be better positioned to provide their employees with benefits, which translates into higher levels of job satisfaction. Conversely, if an organisation is lacking in these qualities, it may lead to frustration, unhappiness and a lack of well-being among staff.

2.5 HR Policies

Many organisations do not appropriately praise good performance (Mitchell, 2000). HR staff members can

provide many methods or policies to help managers maintain a balance between the interests of employees and the company. Fringe benefits, such as recreational facilities and a good staff cafeteria, can directly boost employees' general mood. For example, the work atmosphere may improve if an indoor games facility is provided. There are many ways to boost employees' motivation through appropriate HR policies, such as recognition and reward for a job well done.

2.6 Workgroup Relationships

In event management, working as a group is unavoidable. Maintaining good relationships and understanding one's colleagues not only helps teams to achieve company objectives, but according to Eastburg et al. (1994) and Jackson et al. (1986), can even help reduce burnout among employees through the provision of mutual support. Kirmeyer and Koughterty (1998) show that positive perceptions of workplace relationships lead to reduced work-related stress, increased job satisfaction and improved employee performance.

2.7 Physical Working Conditions

Employers should improve the physical environment and provide a comfortable work area for employees to prevent dissatisfaction or indisposition (Gavhed & Toomingas, 2007). Poor physical conditions involving inadequate lighting, food dispensers, air conditioning and so on lead to discomfort and ultimately dissatisfaction. Many event management companies find it challenging to provide employees with a comfortable workplace and the latest equipment. Axelsson (2000) shows that considering workplace design may support productivity, promote employees' health and attract new staff.

2.8 Work-Life Balance

Many event management practitioners believe that the prevalence of overtime work leads to a poor work-life balance or social life. This belief is particularly pervasive among workers in the industry. Organisations need to implement formal systems and procedures for appropriately compensating staff for extra work, giving them options to manage their work-life balance (Kandasamy & Ancheri, 2009).

2.9 Interaction with Customers

Many event management employees feel that difficult customers are their main source of stress. However, it is impossible to avoid dealing with customers. Bad experiences can negatively affect employees' work, but employees also experience a morale boost if a customer praises good or prompt service. Interactions with customers hugely influence employees' mood and performance. Previous studies (Macdonald, 1999) have identified interacting with guests as a key factor influencing employees' mental well-being and, subsequently, their work life.

2.10 Event Management Practitioners in Hong Kong

Working long hours has become acceptable, indeed common, in Hong Kong, particularly for event management practitioners. Many organisations employ predominantly part-time or casual workers to reduce their fixed costs, and such employees tend to work irregular and longer hours. A Manpower report survey (2011) defined part-time staff members as those working on an hourly, daily or monthly fee basis. The flexibility of their hours, irregular working arrangements and part-time or shift work all affect such employees' social lives. Compared with full-time staff members, part-time workers may find it more difficult to achieve a work-life balance. They are often concerned about job security and hence will tolerate longer working hours (JobsDB, 2006). Part-time employees also face high expectations from their customers and often struggle with the pressure generated by a sizable workload. Unexpected situations at work or a poor-quality work environment can also lead to low morale. Job assignments are often ad hoc or provided by customers at the last minute, placing event management practitioners under high levels of stress. A lack of support from the organisation or uncontrollable factors such as the weather or last-minute customer requests may cause stress and job insecurity, leading to high turnover and a poor social life.

A recent Hong Kong survey showed that 83% of respondents think QWL is crucial in today's workplace (HKIHRM, 2006; Mahtani, 2006). The implications of this for HR management cannot be overlooked, given that much of the workforce also has family roles and responsibilities, and physical and emotional well-being are considered very important in modern society. The culture of long working hours in Hong Kong, coupled with the highest employee burnout rate in Asia (HKIHRM, 2006), makes QWL a 'hot topic' from the perspective of the city's HR professionals.

The unpredictable economic environment also influences QWL attributes, which may vary based on economic, social and political factors. Such shifts provide researchers with opportunities to explore the dimensions that

contribute to QWL.

Previous studies have explored QWL expectations, but very few have examined the event management practitioner context in Hong Kong (Wong & Chan, 2012; Wong & Ko, 2008). Few studies have explored how part-time event practitioners perceive QWL, but little is known about the problems in the event management industry influencing QWL. An exploration of the opportunities to devise policies that improve the QWL of events employees is still lacking. Given the differences in part-and full-time staff members' working environments, the former group tends to experience more difficulty achieving QWL. Thus, this study attempts to understand how part-time staff members in the event management industry perceive QWL.

3. Methodology

A descriptive qualitative research design was adopted in this study, with Hong Kong as the research site and part-time event management practitioners as the target respondents. The data were collected through in-depth interviews with the staff members of various event management companies. A descriptive research design was adopted using a qualitative approach, with those part-time event practitioners. Descriptive research designs collect evidence that helps the researcher determine the 'who', 'what' and 'where' of single or multiple cases (Yin, 2003). Such designs are usually the best method for collecting information that can demonstrate relationships and describe the world as it exists. The interviews used open-ended questions and the data were analysed using the grounded theory framework. Ten event management practitioners were selected by purposive sampling, as this sample size is considered sufficient to reach information saturation (Webber & Huxley, 2007). The interviews took one hour and were audio recorded and fully transcribed.

The interview questions were based on the framework proposed by Kandasamy and Ancheri (2009), with bilingual versions of the questions produced in English and traditional Chinese using the back-translation method. The questions (based on the study's objectives) were open-ended and included the following:

1) What is your perception about Quality of work life?

2) What is the main issue affect for employees' work life quality?

3) Can you make any suggestion to managerial level for improving employees' Quality of work life?

The agenda for the interviews and a detailed list of questions were given to the participants about two weeks before the interviews to allow them to reflect on the areas of concern to the study. The interviews took place in various restaurants so that the participants would feel free to share their comments about their QWL. The data were summarised and organised according to the themes generated by the documentary review. Summaries of the interviews were also prepared to highlight the main concepts that emerged and to set the context for the quotes to be selected and used as examples in the research report (Table 1).

The data analysis and coding were conducted in several stages. The generated codes were categorised and displayed in themed charts. A domain analysis was used to describe and analyse each theme separately. The coding results at different levels were compared to explore differences in opinions and suggestions.

The findings at different levels were then synthesized, and the coding results at different levels were compared to explore differences in opinions and suggestions. The resulting explanations and discussion were compare the result of the previous research.

In this study, in-depth interviews and various secondary data sources (i.e., company websites, journals and industry reports) were used. The secondary data sources used in this study included articles from universities, governments and non-governmental organisations (e.g., Human Resources reports), reports obtained from company websites, online information and promotional materials. The in-depth interviews provided a rich, first-hand data source and the secondary materials allowed the researcher to re-test the respondents' contributions. Together, the primary and secondary data and the support literature provided a comprehensive, longitudinal and highly reliable source of information that is easily re-checked by others.

Table 1. Shown the summary of the QWL dimension and relate themes in the study

Dimension	Themes
HR policy	• High quality rest periods
	• Right Compensation
	• Standardization of working hour
	• Job security
	• Predictable work schedule
	• Corporate image
	• Understand the employee' need
	• Internal management
	• Personal caring
	• Reward and incentive
	• Training
	• Staff social activities
Work group relationship	• Team spirit
	• Positive partnership
	• Two way Communication
	• Relevant communication channel
	• Clear briefing in advance
	• Sufficient supporting
	• Respect and recognition
	• Personal Caring
Job characteristic	• Personality fit
	• Matching the qualification and interest
	• Workload
Physical working environment	• Rest area
	• Familiar working space
	• Refreshment provided

4. Results and Discussion

Based on Strauss and Corbin's (1998) concept of 'theoretical saturation', 10 participants were interviewed. There were 3 female and 7 male part-time workers aged between 21 and 32, of whom 7 were single and 3 were married. Their roles included events entertainers, events coordinators, audio engineers and banquet staff members. Their work experience ranged from 1 to 5 years.

4.1 How Event Management Practitioners Perceive Quality of Work Life

4.1.1 Rest Periods and Compensation

According to the practitioners, appropriate working hours and rest periods were crucial to achieving QWL. More rest periods reduced stress and helped to achieve QWL. Most of the interviewees said that high-quality rest time could reduce negative emotional attitudes.

Most of the interviewees also agreed that the right compensation and adequate pay also contributed to a good work life. Six interviewees said that adequate and fair pay could serve as a trade-off for stress. Salary seemed to determine the pressure that the part-time employees were willing to accept. They appreciated that the right compensation, monetary and non-monetary, could help in achieving QWL. Monetary compensation included wages while non-monetary compensation included company benefits, appropriate rest periods, standardised working hours, a suitable work environment and personal development.

4.2 Underlying Problems for Employees Who Lack Work Life Quality

4.2.1 Long Working Hours and Multi-Tasking

The nature of the job was an important factor affecting employees' QWL. The interviewees claimed that they needed to work long hours and to multi-task. Non-regular working hours were common in the industry and most of the interviewees said that they needed to work more than 10 hours without a break during events. Shift duty included Saturday and Sunday. Irregular lunch or dinner breaks or having to rush back to deal with work after meals were also common. Dealing with multiple tasks and high workloads made the interviewees feel stressed

and under pressure. All this problems affected the employees shortage of work life quality, as result industry received high turnover rates. It will hurt the service quality in a long run.

4.2.2 Lack of Security

Lack of security was another concern for these employees. As part-time staff members, they were on standby every Saturday and Sunday, which hardly contributed to their quality of life or work-life balance due to job insecurity. Most of the interviewees claimed that they could not accept dinner invitations from friends due to their unpredictable work schedules. Thus, they missed a lot of social opportunities, making it difficult to achieve QWL. For part-time staff, job security is an important element, a stable working environment can provide a sense of belongingness and create job satisfaction. As the result its lead to reduce the turnover rates in the service organization.

4.2.3 Demanding Customers

To fulfil customers' needs, the interviewees had to accept many unfair requests from their customers. Last-minute requests from customers could lead to stress or disrupt a service plan, requiring extra manpower and overtime work. Some interviewees had experienced annoying behaviour, including rudeness and insults, from customers. Without the necessary support from management, such behaviour led to low staff morale. Many part-time staff mentioned about interacting with guest' affected their mental well being, impacting their work

life. This finding demonstrated the consistence with earlier findings in studies by Macdonald (1999), Louis and Smith (1990). Nonetheless, part-time staff respondents narrated instances where the customer behavior frustrated them, which make them upset. Although many of the interviewees were not concerned about such behaviour, they often felt a sense of inferiority and of not being respected by others.

4.2.4 Lack of Communication

Most of the organisations ignored the needs of part-time staff members. A lack of communication degrades staff morale and job motivation. If manager take the time to find out the problems by communicating with the part-time staff; instead of blame the mistake to the part-time staff. Often the company policy concern "Customer always right" will lead to discourage the staff explain their current difficulty in their jobs. That will discourage part-time staff to express their opinions and provide feedback to the service organisation. As result, many of the respondents felt unable to express their needs to their company. Two-way communication can reflect the needs of staff members and provide responses to their concerns. Most of the interviewees felt that management did not provide clear briefing in advance. A good organisational culture provides relevant communication channels, ensures that employees' personalities and abilities are understood and provides relevant support and care. Compared with full-time staff, part-time employees need even more support and recognition from their organisation.

4.2.5 Lack of Team Spirit

The lack of a good team spirit and harmonious relationships with colleagues can influence an event's efficiency. The interviewees mentioned that a good team could enhance service quality. As part-time employees are assigned job tasks for various functions and events, they have no choice about their working partners. A poor partnership or weak team spirit may lead to a heavier workload, which in turn may further damage the team spirit and lead to depression. A positive work environment and good team can improve the quality of an event and create cohesion in the organisation. Based on such experience, previous studies have shown the impact of the co-worker support on reducing burnout among the employees (Eastburg et al., 1994; Jackson et al., 1986). A part-time employee revealed that, 'most problems occur when co-workers do not communicate with each other such as others about certain important task that has to be handled by successive shift employees.

4.2.6 Personality Fit

Personality fit includes interviewees' personalities and qualifications. The interviewees said that if an individual's personality was a good fit to the job, it was easier to meet the challenges. Interest in a job makes it more enjoyable and increases the quality of work by increasing self-motivation. Interviewees highlighted displeasure in case of a mismatch between their interest and job tasks, they will dislike the workplace and prefer suitable working environment. Many part-time employees would prefer the job with good physical working environment. Interest in a job makes it more enjoyable and increases the quality of work by increasing self-motivation. The most important element is to use the right person for the right job. A good working environment match with their interest and talent, it can create productivity for the service organization, as result will provide profit growth in the event company.

4.2.7 Corporate Image

According to Kandasamy and Ancheri (2008), a company's image can affect employees' QWL because the company's situation and role influence society. The interviewees claimed that a positive company image created pride and provided a safe and cheerful working environment, which enhanced productivity. Interviewees substantiate the finding of the study in relate to Cable and Turban (2003), that a company' reputation is a source of proud and pride for its members. During the interview, three part-time staff mentioned about they feel proud and pride if they work for an organization with prestige image. They felt proud to be associated with a reputed event organization. Some others identify the event company if their financially successful in the market may be better differentiation out the positioned to provide better wages and benefit to their staff (Koys 2001; Schneider et al., 2003). Such responses, are suggestive of the fact that organizations. On the other hands if they work for a poor image event company, it will lead to we are unhappy and displeasure.

4.2.8 Physical Working Environment

Most of the interviewees agreed that the physical work environment and support through tools contributed to good QWL. Some said that unfamiliar and poor working conditions reduced service quality while others claimed that as they often worked for more than 11 hours for an event, they would appreciate it if their organisations provided refreshments to boost their energy. Better rest areas can cater to the needs of part-time staff members, reduce stress and make them more relaxed. Event organisation can provide a better working environment, it can lead to productivity and staff retention. As result lead to the profit growth of the service organisation.

4.3 Policy Suggestions for Improving Employees' Quality of Work Life

4.3.1 Sufficient Support

The interviewees said that a supportive work atmosphere lifted their spirits and helped them to endure their physically and mentally demanding jobs by offering reassurance that they were not being kept in the dark and that their concerns were being addressed. Sufficient manpower is one recommendation from the practitioners. They suggested that providing more manpower to share the workload would reduce stress as there would be less need to multi-task during events. Sufficient manpower can eliminate the staff concern and provide quality of service to the event organization.

4.3.2 Implementing Internal Management for Part-Time Staff Members

Although most of the interviewees worked part-time, they recommended the implementation of internal management to ameliorate the organisation's quality and image while making use of relevant policies to provide incentives to motivate staff and increase job satisfaction. The interviewees also recommended that organisations formulate standardised working hours to reduce the imbalance and provide more rest periods. Many of the interviewees complained about their work schedules, particularly being asked to work at short notice or not being informed until the last minute when jobs were cancelled. From a management perspective, scheduling leave time in low-demand periods will reduce part-time employees' stress and leave them more time for their families and friends, achieving QWL. Many part-time staff indicated on-going training helped them to increase the knowledge and uplifted their service skills to deal with demand customers. Company need to provide training developed their capabilities and helped them to perform well.

4.3.3 Personal Care

The interviewees recommended that organisations provide relevant care for part-time staff members. Such care may not be limited to monetary remuneration, and should consider personal needs such as good working conditions, a positive physical environment and personal development. Organisations also need to ensure sufficient training and the provision of relevant knowledge to enhance service skills. Providing ongoing training can help part-time staff members increase their knowledge for career advancement while creating loyalty to the service organisation. The development of new skills though company training can help employees develop their capabilities and perform better during events.

Organising staff activities such as an annual dinner or social gathering can also help in developing relationships between employees and in reducing pressure. Such functions are reasonable due to the job and work environment and the lack of internal communication in these workplaces.

4.3.4 Rewards and Incentives

Regarding rewards as motivation, the interviewees mentioned that bonuses or tip sharing would motivate service staff. For part-time workers with high involvement, an organisation can use rewards or incentives to provide recognition for those who work harder. Rewards may be in the form of a bonus or wage increase to capture the

loyalty of part-timers and encourage them to work harder. All of the respondents believed that employees who performed well should be rewarded. The reasons cited by respondents include first, they contributed to their companies'profits, and second they perceived the rewards as an incentive create sense of belonging

4.3.5 Respect and Recognition

Respect and recognition can contribute to QWL. Four of the interviewees reported that recognition by and respect from the management often served as a magic power for increasing staff morale. Respect and fair treatment are important. Management needs to show more care and support for part-time workers and communicate in a more informal and friendly way to create a sense of belonging. Taking pride in one's role can support psychological needs.

4.3.6 More Rest Periods for Part-Time Staff Members

Most of the interviewees mentioned that more rest time was important to them. As they lacked job security, many had to take on a lot of hours during high-demand periods and frequently had to work long hours with few breaks. To help them work effectively, organisations should provide more rest periods and minimise their working hours. Provide more rest periods to the part-time staff, staff can be more productivity as result it will benefit the service organisation for uplifted the service. Event organisation can consider provide relevant manpower and rotate the rest period for part-time staff in order they have enough and quality rest time.

5. Implications and Conclusion

Few researchers have explored employee QWL in different industries. The literature highlights the expectations and beliefs about the QWL of staff in various areas of hospitality in different countries (Kandasamy & Ancheri, 2009; Curtis & Upchurch, 2008; Roan & Diamond, 2003). However, as there has thus far been limited discussion of the effect of QWL on part-time or casual staff members, the issues facing the event management industry in Hong Kong have not yet been fully addressed.

A number of practical implications for HR practitioners can be drawn from the findings of this study. Several attributes were considered important to the QWL of part-time staff members. First, part-time employees need more care and recognition for their efforts. Second, internal management needs to be introduced to enhance productivity. More rest periods, scheduling leave in advance and greater efforts to ensure part-time staff can achieve QWL and ultimately increase productivity. Third, personal development is also important for part-time staff members because it can both enhance QWL and create loyalty to the service organisation.

The most significant contribution of this study is an improved understanding of the current situation among Hong Kong's event management practitioners and their expectations about QWL. In terms of the implications for HR practitioners, the findings provide a comprehensive solution for creating a healthy and productive environment and helping the local event management industry to become an employer of choice to attract the best talent. The results of this study should help Hong Kong event management practitioners identify the roots of their problems and thus increase job satisfaction and task performance, reduce turnover rates and enhance organisational effectiveness and work commitment.

Some areas still need to be addressed in future research. The findings of this study could be extended by recruiting participants from a broader geographical area, over a longer period of time and with different types of part-time staff from different service industries. This would offer a more comprehensive examination of the practitioners in different regions. Future studies could compare and contrast the views of full- and part-time staff members regarding their QWL expectations.

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