

零售職場去留談

Glenn McCartney教授檢視了在澳門綜合度假村內零售業務員工工作滿足感下降的問題，以及探討潛在解決辦法。

LABOR OF LOVE?

Professor Glenn McCartney takes a look at the issue of falling job satisfaction among retail staff at Macau's integrated resorts and what can be done to address it.



By 文 **Professor Glenn McCartney**



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Shopping, particularly within the retail malls located in Macau's integrated resorts, is a popular activity for mainland Chinese when visiting the SAR. Retail is an important part of a casino development, so it might seem paradoxical to discover the volume of retail hospitality staff currently considering quitting their jobs due to employment cost-cutting measures across the

hospitality industry via various employment reduction schemes and incentives.

It could be argued that it is during the upcoming recovery phase for the casino and hospitality industry that there will be a greater need than ever to retain and recruit qualified staff to deliver high levels of customer service.

It is only such quality service that will help vendors, many of which are luxury brands,

achieve their sales and revenue goals in the coming years.

Given the losses suffered by Macau's gaming industry, there is an urgency to recoup revenues and to recreate sales growth, and with diversification, to create greater revenue growth in non-gaming sectors such as retail. Staff turnover is disruptive, causing financial and operational challenges.

In a recent study by myself, Charlene Lai and José Pinto



titled “COVID-19 impact on hospitality retail employees’ turnover intentions” and published in the *International Journal of Contemporary Hospitality Management*, we found that several factors could influence retail employees’ job satisfaction and in turn the possibility of them leaving.

The questionnaire survey was conducted last year among 301 hospitality workers employed within retail outlets

購物儼然成為中國內地旅客來到澳門是其中一項熱門活動，而他們亦特別熱衷在綜合度假村內的購物中心消費。零售是娛樂場發展的重要一環，反之亦然，因此，考慮到現時在款待行業中那些為了減省人力資源而推出的擱節人手計劃及鼓勵措施，還有措施推出後正在考慮離職的零售款待員工的數量時，實在讓人有一種矛盾的感覺。

如果要說在將要來到的復甦階段期間，娛樂場及款待行業比起過去都更需

要留住及吸引合資格的員工，以為客人帶來高質素的客戶服務的話，實在是有其道理。

亦只有如此具質素的服務，才能幫到很多包括高端品牌在內的零售商達到他們在未來數年間的銷售及收入目標。

有鑑於澳門博彩業所承受的損失，在重獲收入及製造銷售增長，還有多元化，以及於包括零售在內的非博彩板塊上創造更大收入等事情上，實在刻不容緩。員工的離去必定會帶來影響，也會造成財政及營運上的困難。

在一份刊登於國際款待業管理期刊《International Journal of Contem-

COLUMNISTS



porary Hospitality Management》、由本人、Charlene Lai及Jose Pinto所撰寫，題為《新冠疫情對於款待零售員工離職意願的影響》的新近研究當中，我們發現了幾個因素可能會影響零售員工的工作滿足感，從而影響他們離職的機會率。

相關問卷調查於去年進行，訪問了301位在路氹城區綜合度假村內不同零售商舖工作的款待零售業員工。而為了整合是次研究與相關問題，也有對一些在過去關於款待業員工去留問題的研究進行回顧。

at integrated resorts on the Cotai Strip. To put this study and questions together, several past studies on hospitality staff retention were reviewed.

With the pandemic ongoing, there may be issues of perceived personal risk, anxiety and uncertainty as well as the individual's mental well-being perhaps affecting behavioral intention to return to work. Many in hospitality are in frontline roles, with a constant visual reminder that the pandemic continues, including

由於疫情依然持續，因此包括感知到的個人風險、焦慮、不確定及個人的精神健康都可能影響著一個人在工作上的去留。很多在款待業內的員工都是站於前線，他們每天所見所聞，包括看見人戴口罩及出示健康碼，都會不斷提醒他們疫情依然持續。

我們特別留意著到同事間的關係、工作量、薪金，以及公司給予的支援究竟如何影響工作滿足感，還有僱員離開他們現時職位的意願。以上每種因素都牽涉多個方面。

在工作量及薪酬方面，零售僱員的

warning notices and mandates such as mask-wearing and health codes.

We specifically looked at the impact of co-worker relationships, workload, pay and company support on job satisfaction, and in turn the employee's intention to leave their present position. There are various aspects within each of these factors.

With workload and pay, retail employee compensation can include commissions and sales incentives, which

薪酬待遇可以包括佣金及銷售激勵，這些在疫情期間有時會出現扣減的情況。當然，還可以有其他附加福利，例如社交聚會或生日慶祝，甚至可能可以確保輪更調配能夠公平分佈。這些在從前的研究中都被發現能夠影響工作滿足感。

我們發現工作量與薪酬都對工作滿足感有所影響，其他的員工福利例如工作配對、訓練宣傳及職涯前景等，甚至來自零售公司的支援，亦會對工作滿足感產生影響。

在是次調查中的一項重要發現，就是與同事的關係並不會影響工作滿足

during the pandemic were often reduced. There can be other fringe benefits such as social gatherings or birthday celebrations, or even ensuring a fair work-shift rotation. All have been found in past studies to influence job satisfaction.

We found that workload and pay influenced job satisfaction, as did other employee benefits such as job matching, training, promotion and career prospects. Support from the retail company also influenced job satisfaction.

感。可是，有其他研究就顯示信任與關係在工作團隊中佔有重要位置，為工作滿足感打穩基礎。

在疫情期間，很多人都被迫留在他們的家中或在網上平台，只能進行有限的社交互動。如果要有跟進行動的話，可能就是要零售的人力資源管理把重啟同事之間互動設為首要任務。當零售團隊歸來後，重新建立同事間關係的措施就得以落實。

An important finding in this study was that co-worker relationships did not influence job satisfaction. Nevertheless, studies have shown that trust and relationships in the workforce are important, building towards job satisfaction.

During the pandemic, many have been confined to their homes or online platforms, with limited social interactions. A follow-up action could mean retail HRM prioritizing ways to re-engage interactions between co-workers. With the retail workforce back, actions to reestablish co-worker relationships become possible.

這項研究只是現實的一個剪影，但就顯示出在保留零售員工時一些需要注意的事項。這項調查不單能夠再做，從而跟進員工的工作滿足感在往後的變化，更能夠運用於不同的款待領域，例如娛樂場、住宿、餐飲、娛樂、活動及休閒。有鑑於招聘、訓練及保留具質素人才的重要性，這研究能提供重要資料，作為澳門的旅遊業走向非博彩發展時多元化分析的一部分。 iag

This study was a snapshot but showed issues of concern to address in retaining retail staff. It's a study that could be replicated not only to track employee job satisfaction over time, but also across multiple hospitality sectors such as casino, accommodation, food and beverage, entertainment, events and recreation. It shapes as important data as part of the diversification analysis for Macau's tourism industry into the development of non-gaming, given the importance of recruiting, training and retaining qualified talent in these roles. iag





在賭場和酒店業即將到來的復甦階段，比以往任何時候都更需要留住及招聘合適的員工。

It is during the upcoming recovery phase for the casino and hospitality industry that there is a greater need than ever to retain and recruit qualified staff.