Investigating the triangular relationship between Temporary Event Workforce, Event Employment Businesses and Event Organisers.

Abstract

Purpose:

This study examines issues of talent management in events. Specifically, it investigates the triangular relationship that exists amongst temporary event workforces, event employment businesses and event organisers.

Design/methodology/approach:

A mixed method design was used including 1) a quantitative survey of UK Temporary Event Workers (TEW) to examine their characteristics and motivations to work at events; 2) a qualitative survey with Event organisers (EOs) to understand the reasons for using Temporary Event Workers and Event Employment Businesses and 3) interviews with Event Employment Businesses (EEBs) to understand their challenges in delivering best-fit between Temporary Event Workers and Event organisers.

Findings:

This study sheds light on the complex relationships amongst temporary event workforces, event organisers and event employment businesses. Findings show TEW who display high levels of affective commitment towards their employment organisation, and possess the characteristics of extraversion and contentiousness, are highly motivated to work at events. Event organisers suggest their operational restrictions (such as limited resources, time and expertise) are fuelling the need to use Event Employment Businesses to source staff with the right skills and attitudes. In turn, these recruiters demonstrate they play an active role in reconciling the often-conflicting needs of Event Organisers and Temporary Event Workers.

Originality/value:

This study extends knowledge and understanding on Talent Management (TM) in events by providing insights into the characteristics of TEW as a growing labour market segment in the event sector. Significantly, the study contributes to a better understanding of the critical role that Event Employment Businesses play in the construction, development and management of talent in events.

Keywords: Talent Management; Events; Temporary workforce; Event intermediaries

Type: Research Paper

Introduction

Talent Management (TM) is defined as a strategy to effectively attract, recruit and retain high value and difficult to replace employees (Steward, 1997). This is a key topic of debate within the hospitality, tourism and events sectors (Sheehan, *et al*., 2018; Shulga and Busser, 2019; Sparrow and Makram, 2015). These sectors are heavily reliant on human capital (Deery, 2009; Sheehan *et al.,* 2018). The debates focus on strategies to reduce turnover, improve upskilling and creating attractive long-term roles, often in the context of a mobile and temporary workforce (Baum, 2008; Baum *et al.,* 2009; Clark *et al.,* 2017; D'Annunzio-Green and Teare, 2018). These debates are critical and arguably under-researched in the context of events (Baum *et al.,* 2009; Deery, 2009; Michopoulou and Melpignano, 2019; Vaiman *et al.,* 2011).

Events are by definition 'irregular'; requiring large, often temporary, workforces coming together for brief periods of time. This irregularity creates a unique set of human resource problems, especially for those small to medium size event businesses, with a minimal number of full-time (F/T) employees who rely on ad-hoc recruitment of part-time (P/T) temporary workforces. It also highlights event organisers' need to access and retain a pool of talented workforce that will ensure business continuity at their events (Baum, 2008; Clark *et al*., 2017; Coe *et al.,* 2010; Deery and Jago, 2015; Krishnan and Scullion, 2017; Van der Wagen, 2007; Van der Wagen and White, 2015).

Small to medium size events are predominantly staffed by Event Employment Businesses (EEB) holding databases of potential employees who can be mobilised at the request of their Event Organiser (EO) (Hanlon and Jago, 2004; Mair, 2009). Reflecting on the industry reliance on these intermediaries, Coe et al. (2010) suggests that, to date, there has been little attempt to consider the complex role they play in matching the temporary event workforce (TWE) to client's needs, and the role they may have in the recruitment and retention of talented employees. These business intermediaries have merely been considered neutral in 'matching supply of labour with demand by employers' without considering they 'might make a difference' (p. 1063).

The broad definition of TM focuses on employee high value and irreplaceability. These two socially constructed and context-bound concepts are problematic within the context of the events industry. Within events, when dealing with time and space compression, it may be impossible to replace *any* member of staff at short notice, regardless of their level of skills and

abilities. In other service sector industries, the pressure for replacement may not be as high. 'High value' in the events context may not necessarily be linked to the level of skills possessed by the TWEs. It may rather link to attitude and TWEs ability to embrace, enact and perform in accordance to the vision and directions of the organisations. Hence Talent Management is important to be understood within the events industry because of its different nature and particulars.

Thunnissen *et al.* (2013) suggest advancements in knowledge and understanding of talent management can only come from developing new perspectives and context-specific research agendas. Thus building on the above discussions, this study set out to: (1) investigate the characteristics of Temporary Event Workers and how these link to their motivation to work at events; (2) explore the underlying factors that require Event Organisers to use Event Employment Businesses; and (3) identify the challenges faced by Event Employment Businesses to deliver best fit between clients' and TEWs needs. In doing so, the paper aims to respond to the need for further sector- specific research on talent management (here events) (Hanlon and Jago, 2004; 2009; Krishnan and Scullion, 2017; Michopoulou *et al.*, 2019).

Theoretical background

TM is acknowledged as a strategic process at the core of any organisation, enabling the identification of the type of resources (humans) and capabilities required to match the organizational strategy. The main limitation of this definition, however, rests in the lack of appreciation of different industries, the different organisations operating within them, and how they may perceive, develop and manage 'talent' in different ways (Baum, 2008; Bolander *et al.*, 2017; Krishnan and Scullion, 2017; Meyers *et al.*, 2013; Thunnissen *et al.*, 2013).

Delving deeper into the operating context of the hospitality and tourism industries, Baum (2019); Deery (2008); Deery and Jago (2015) and Duncan *et al.*, (2013) highlight how multiple structural and perceptual challenges problematise the applicability of conventional TM definitions. Issues such as "evolving customer expectations […]; transient workforce, low pay, a perceived and real lack of formal qualifications […] a high ratio of female, minority, student, part-time and casual workers" pose significant challenges in the attraction and retention of talented employees that can deliver the organisation' service promise (Duncan *et al.*, 2013, p. 2).

The events industry is a dynamic and growing sector whose social and economic impact is increasingly recognised at academic and industry levels (Berridge, 2007; Michopoulou *et al.*, 2019). However, similar to the hospitality and tourism sectors, research on issues of human resources management and specifically on the challenges to define, recruit, manage and retain 'talented staff' in the context of small and medium size event organisations remains lacking (Baum, 2008; Clark *et al.*, 2017; Deery and Jago, 2015; Getz, 2012; Getz and Page, 2016; Hanlon and Cuskelly, 2002; Hanlon and Jago, 2004 and 2009; Hanlon and Stewart, 2006; Kim *et al.*, 2013; Mair and Whitford, 2013; Park and Park, 2017; Ramsbottom *et al.*, 2018).

Van der Wagen and White (2015) describe the event business environment as unique and explicitly highlight the challenges this creates with employment relationships. Unlike a conventional business, an event is "generally intangible, untested and there is only one chance to get it right" (p.5). Often there is a mixture of paid staff, volunteers and contracted staff encompassing a variety of job roles including management, logistics, production, bars, catering, cleaners, medical, security and stewards. Operating within a 'highly pressurised' setting for a limited period, many small event organisations cannot afford to recruit and keep staff on a permanent basis due to the cyclical and 'pulsating' nature of their business (Hanlon and Cuskelly, 2002; Hanlon and Jago, 2004; Mair, 2009).

In this operating context the recruitment and importantly the retention of employees possessing the right skills and attitudes, capable of delivering the job at hand, is essential. Yet, due to the nature of the sector, small event organisers are faced with considerable strains in identifying, recruiting and retaining 'talent'. The pool of employees may have never worked with one another (in the case of one-off events); or (in the case of regular events) may not want to continue working at the same event the following season (Chung and D'Annunzio-Green, 2018; Hanlon and Jago, 2004 and 2009; Krishnan and Scullion, 2017). The lack of formalized HR processes and information management systems to handle the large influx of permanent, returning and new staff during the different stages of the event and for business continuity create even greater working strains for these event organisers (Deery, 2009; Chung and D'Annunzio- Green, 2018; Hanlon and Stewart, 2006; Krishnan and Scullion, 2017; Solnet *et al.*, 2013).

The use of a contingent P/T workforce has become part of the competitive strategy of many small and medium size EOs. Hanlon and Jago (2004) and Mair (2009) specifically point out how the rate of industry growth is mirrored by the growth in a broad group of temporary event workers ranging from students seeking initial work experience and to improve their employability skills; to those in need for job diversity, flexible time and short- term job

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opportunities (Golubovskaya *et al.*, 2019). Part-time (P/T) work is, by definition, heterogeneous and numerous definitions have been produced in the attempt to encapsulate the scope, type and frequency of work undertaken by this type of workforce (Feldman, 2006; Sobaih, 2011). Feldman (2006) breaks P/T work down into three main categories: those who work less hours than a standard week but for a long duration or within the terms of a long-term contract (the UK defines F/T as < 35 hours per week). Those in a temporary contract but working F/T hours and those in non-permanent employment such as seasonal workers; agency hired workers and moonlighters (taking extra work in addition to a F/T job). Burgess and Connell (2006); Feldman (2006) and Vaiman *et al.* (2011) call the latter category 'contingent work' to refer to workers who fill gaps when businesses need additional employees.

Despite their criticality in ensuring the success of the events, research in relation to temporary, P/T event workforces' characteristics remains lacking (Baum *et al.*, 2009; Mair and Whitford, 2013; Vaiman *et al.*, 2011). When present, it shows how this heterogeneous group displays differing motivations and commitment to the organisation in comparison to volunteers and permanent staff (see for example Hanlon and Jago, 2004; Hanlon and Stewart, 2006; Monga, 2006; Van der Wagen, 2007). Furthermore, it shows that the limited training, benefits, rewards and career opportunities put TEW at a higher risk to start exploring other employment options prior, during and immediately after the end of the event cycle (Buonocore, 2010; Van Breugel *et al.*, 2005).

Motivation to work at events
Motivation is feeling the need to act towards an end and engage in activity (Parks and Guay 2009). People are motivated to act according to their values to fulfil the need for consistency among beliefs, actions, and identity (Bardi and Schwartz 2003; D'Annunzio-Green and Ramdhony, 2019; Parks and Guay 2009). Deci and Ryan's (1985) classic model of the Self Determination Theory (SDT) breaks motivations into three types: intrinsic motivation resulting in purely enjoyment or satisfaction ('to know, to experience stimulation and to accomplish') (Caleon *et al.*, 2015, p. 925); extrinsic motivation- actions that can be performed positively with a willingness to complete or negatively with resentment or disinterest (the outcomes for the individual are external and may be rewards, pressures or punishments) (Caleon *et al.*, 2015, p. 926); and amotivation which is an inability to appreciate the value of an activity may be due to a perceived lack of competency (Caleon *et al.*, 2015).

It is perceived that TEW may choose to work at events because the event itself may meet the workers' intrinsic motivation. They can potentially meet the three stages of intrinsic motivation:

by getting 'to know' about the event, they can 'accomplish' tasks through their event worker role and 'experience stimulation' through the event environment, resulting in enjoyment and satisfaction (Caleon *et al.*, 2015). Thus, motivations for attendance at an event may include sociability, family togetherness, escape from the daily routine, relaxation and desiring to meet new people (Michopoulou and Giuliano, 2018). Mahoney (2006, p. 10) suggest: "the motivations, needs, desires, and difficulties' for P/T temporary event staff 'may be unique' and they are actually 'motivated by hedonistic values and pleasure like the guests', seeing the band, the team or the game. The rate of pay may be insignificant as other motivations dominate including 'desire to see the event, being part of team and social factors".

Affective Commitment

The term 'Affective Commitment' (AC) has its roots in 'Organisational Commitment' (OC) (Mowday *et al.*, 1979). Meyer and Allen (2004) segmented OC into a model based on three recognised mindsets of commitment from employees. They said OC "implies an intention to persist in a course of action" but can be at three different levels: *affective commitment* – desire to stay because they want to; *normative commitment*- they feel an obligation to stay and; *continuance* – they stay because they have to (p. 2). Hence, AC is purely a psychological state and the desire to maintain membership originates from work experiences that create feelings of comfort and personal competence. This links to job satisfaction, motivation and performance. The link between AC and motivation has been previously examined in the literature (Ahluwalia and Preet, 2019; Alniacik *et al.*, 2012; Gardner *et al.*, 2011; Kuvaas, 2006; Voigt and Hirst, 2015). Likewise, committed satisfied employees will work harder and be more likely to go the extra mile (Purcell *et al.*, 2004). This study adopts the definition of 'affective commitment' (AC) as the relative strength of an individual's attachment, identification with and involvement in an organisation (Mowday *et al.*, 1979). The ideal employees will score highly in affective commitment and have increased motivation to perform well (Purcell et al., 2004). However, the scope of AC has been more frequently applied to employees of organisations where there is some degree of longevity of employment, rather than seasonal or P/T employees who have less familiarisation with the organisations they are working for (not uncommon in event settings). It is therefore interesting to examine whether AC has a positive influence on TEW' motivation to work at events.

H1: AC will have a positive impact on TEWs' motivation to work at events

Organisational Values

Consistent values in an organisational culture can have a significant effect on organisational performance and shared values are essential for organisational survival. Value systems provide a common set of behaviours to which the members adhere to, creating a bound unit. Values are a type of social cognition facilitating a person's adaption to their environment (Dawson *et al.*, 2011). Organisational values (OV) originate from its founding members, but as new members come and go, values become dynamic. Dawson *et al.* (2011) suggest this value system is based around 'belonging'. Employees seek confirmation of their own internal values through relationships with similar employees in the workplace. Some organisations use buddy systems and supportive team members to enable value reproduction. If employees feel they share the same values as the organisation, this is an expression of self-fulfilment with work and an acceptance of the deemed norms and behaviours. This deep structure identification goes beyond the superficial and is strongly linked to citizenship, discretionary behaviour and motivation to commit (Purcell et al., 2004).

The role of a TEW mainly involves working as part of a team and it is therefore vital to understand which team values are considered important. Evidence from literature suggests there is a link between OV and motivation (Bradley *et al.*, 2012; Finegan, 2000; Gahan and Lakmal, 2009; Latham and Pinder, 2005; van Vuuren *et al.*, 2007). However, temporary event workers' employment consists of an amalgamation of events, therefore, they are exposed to diverse organisational values due to the 'a priori' temporal status of events. Equally, their choice and motivation to work at events may be influenced by the organisational values of the event and thus they opt to work for a portfolio of events with congruent organisational values.

H2: OV will have a positive impact on TEWs' motivation to work at events

Personal values

'Values are socially constructed and inherently cultural' (Watkins and Gnoth, 2005, p. 231) and are interlinked with needs, norms, beliefs, and attitudes. "People select values based on previous fulfilment of that value" (Khale, 1983 p. 273). Growth and development of 'self' occurs when 'intrinsically motivating' activities are found. Khale's (1983) 'List of Values' (LOV) is based on the internal and external loci of control. External values such as sense of belonging and security are deficit values and depend on others to fulfil these. Internal values such as self-accomplishment are possessed people who have achieved personal satisfaction. They feel in control of 'self' and do not need self-assurance from others (Khale, 1983). Interpersonal values including fun, enjoyment and excitement sit in the centre of the loci. Healthy humans have achieved these values but still require new sensations and challenges as a motivator to

be happy in life (Gurel-Atay *et al.*, 2010). In the work setting if values between workers conflict this could result in inhibited performance. Values can be subjective when they form part of people's cognitive organisation structure and objective in that they can be influenced in contextual settings (Kahle, 1983). Evidence of the relationship between personal values and motivation is amply provided by previous studies (Bolzani and Der Foo, 2018; Clemmons and Fields, 2011; de Castro *et al.*, 2016; Kaminakis *et al.*, 2014; Levontin and Bardi, 2019; Li and Cai, 2012).

H3: PV will have a positive impact on TEWs' motivation to work at events

Personality Traits

Personality as a combination of needs, values and interests, is a predictor of job attitudes and behaviours. Employees with a stable enduring personality will be satisfied in their job and perform well (Baay *et al.*, 2014). Personality traits such as agreeableness, conscientiousness and extraversion have been found to be very robust cross-culturally, demonstrating generalizability, and comprehensiveness (Teng, 2008). **'Agreeableness'** is about warmth, cooperativeness, politeness, altruism, being sympathetic and eager to help others. People with this trait do not draw attention to themselves. They do what they can to accommodate people they interact with to make them feel comfortable (Kristof–Brown *et al.*, 2005). Their "empathy in social interactions helps inhibit interpersonal conflicts with other individuals" (Kim *et al.*, 2007, p. 424). **'Conscientiousness'** is a measure of reliability. A highly conscientious person is responsible, organized, dependable, and persistent. Those scoring low on this dimension are easily distracted, disorganized, and unreliable (Zopiatis and Constanti, 2012). '**Extraversion**' is being lively, cheerful and optimistic. Such individuals are sociable, prefer groups; are assertive; active; talkative and ambitious (Handa and Gulati, 2014). Extraversion is about social impact and positive relations (Ko and Lin, 2016). Not only is there a link between personality traits and motivation (Baay *et al.*, 2014; Chan *et al.*, 2015; Holding *et al.*, 2019; Imran and Nazir, 2017; Judge *et al.*, 2014; Liao *et al.*, 2013; Parks and Guay, 2009); these traits have been proven valid predictors of performance in most occupations, especially in customer facing and high intensity roles with an interpersonal performance component (Kristof–Brown *et al.*, 2005). Events involve predominately customer facing and high intensity roles with an interpersonal performance component, therefore, it is proposed that people with these personality traits would be inclined to work at events.

H4: Personality trait Agreeableness (PTA) positively influences TEWs' motivation to work at events

H5: Personality trait Conscientiousness (PTC) positively influences TEWs' motivation to work at events

H6: Personality trait Extraversion (PTE) positively influences TEWs' motivation to work at events

- Figure 1 here-

The triangular relationship among TEW, EEBs and EOs:

The defining characteristic of any agency worker group is the unique triangular contract that forms the basis of the group's relationship with their two employers: the agency and the client organisation.

As Coe *et al.* (2010, p. 1057) put it: agencies sell the labour of workers to client firms and "make profit in the process not through investment in the capital or the means of production, but from extracting a portion of the worker's wages". Research into the reasons for growth of temporary staffing agencies across multiple international industries shows that these organisations can provide clients with a variety of benefits. For example, they can help fill in vacancies to accommodate sudden increases in labour demand (Autor and Houseman, 2010); and identify difficult to find qualified workers (Houseman *et al.*, 2003; Purcell *et al.*, 2004). In the context of the UK service sector, they can relieve clients of the social, legal and contractual responsibilities inherent in standard employment relations (Forde, 2001; Forde and Slater, 2006; Grimshaw *et al.*, 2001; Peck *et al.*, 2005); by assuming administrative and management responsibilities for recruitment, selection, payroll administration and employee's performance management (Coe *et al.*, 2010; Mitlacher, 2007).

Agency working can also provide valuable experience for workers. For those in the preliminary stages of their careers, it can enable them to gain many skills that they can develop in the future (Coe *et al.*, 2010; Golubovskaya *et al.*, 2019; Toms, 2012; Van Breugel, 2005). It can also provide flexible working arrangements for a certain group of workers who combine paid work with other activities (Druker and Stanworth, 2004; Mitlacher, 2007). However, agency working has also been frequently cited as a major contributor to job insecurity raising important questions in relation to the amount of power and control agencies have over the workforce (Elcioglu, 2010; Forde and Slater, 2006; Grimshaw *et al.*, 2001; Houseman, 2001; Peck et al., 2005; Toms, 2012). As Coe *et al.* (2010) aptly summarise, particularly in the service sector, agency workers who do not possess the required educational qualifications may have little to

no choice but to accept low-paid and low-skilled jobs. Furthermore, they may struggle to identify themselves through what they do and where they do it (Coe *et al.*, 2010; Garsten, 2008) due to the nature of the employment relations.

Liu *et al.* (2010) specifically considered the precarious nature of this triangular relationship. They proposed that the output quality of temporary agency workers directly relates to the service they receive from the agency. Like any service industry, agencies should view and treat workers as customers. If the workers are satisfied with the service from the agency, they provide high quality work for the clients and loyalty to the agency. Research indicates that employers often seek to rehire temporary agency staff who previously worked for them (Henson, 1996). Furthermore, strong relationships between the third-party employers / clients and the temporary employment agencies are beneficial for the financial rewards and the potential regular stream of contracts (Henson, 1996; Mitlacher, 2007). In this precarious environment where the recruitment agency is responsible for paying the employees, a loss of contract or an unreliable third-party employer could have a detrimental effect.

These considerations are arguably critical in the context of the events industry (Baum *et al.*, 2009) where little is known about the triangular relationship between TEWs, EOs and EEBs and specifically on the role this relationship plays in the identification, management and retention of *talent*.

Research methodology

A mixed method parallel convergent design was used to address the aim and objectives of this study (Creswell and Plano Clark, 2018). The deployment of such a design allowed the concurrent collection of quantitative and qualitative data. The quantitative and qualitative components of the study are identified as QUANT+QUAL+QUAL (Creswell and Plano Clark, 2018). The datasets were firstly examined separately and then jointly for interpretation and triangulation.

Data Collection and procedures

To understand the values of the Temporary Event Workforce and how they link to their intention to work at events, a quantitative survey was deployed. The questionnaire targeted TEWs registered on UK event employment businesses' databases and was distributed via a weblink through the EEBs. A total of 478 fully completed questionnaires were received.

Sensitivity: Public

Participants included in the sample had to have worked on an event at least once during the previous year. The questionnaire used scales and measures from extant studies to measure TEWs motivations to work at events. In particular, the construct 'motivation to work at events' (MT) comprising of both 'push' and 'pull' factors, entailed eleven items and was adopted from Kim, *et al.* (2001); Smith and Costello (2009); Scott (1996). 'Affective Commitment' (AC) (eight items) and 'Organisational Values' (OV) (nine items) were adopted from Mowday *et al.* (1979) and Bearden *et al.* (1993). 'Personal Values' (PV) comprised of nine items from the original LOV scale (Khale, 1983). To assess personality traits, scales included three dimensions of 'Extraversion' (PTE) (nine items), 'Agreeableness' (PTA) (four items) and 'Conscientiousness'(PTC) (seven items), based on IPIP-NEO-60 scale by Maples-Keller *et al.* (2017). Items were measured on a five-point Likert scale ranging from "strongly agree" to "strongly disagree".

Concurrent to the quantitative data collection, an anonymised, web-based, open-ended survey was used to understand the underlying factors that require event organisers to use event employment businesses. This method of data collection was considered the most effective to gather information as it enabled event organisers to complete the survey in their own time. The survey was originally administered to 26 UK based event organisers. These were purposively selected on the basis that they have had to have knowledge and experience of the phenomenon being investigated. Only event organisers that had recruited staff through EEBs at least once during the previous year were invited to complete the survey. Event organisers' characteristics can be seen in table 1 below.

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Questions were derived from the literature and asked participants to comment on the scope of their business; the type of events they organised and the type of event workers' roles they required from EEBs. Participants were asked to expand on both the reasons and the challenges in recruiting and managing temporary event workforce through EEBs (Burgess and Connell, 2006; Chung and D'Annunzio-Green, 2018; Coe *et al.*, 2010; Forde and Slater, 2006; Grimshaw *et al.*, 2001; Henson, 1996; Hanlon and Jago, 2004; Krishnan and Scullion, 2017; Mitlacher, 2007; Purcell *et al.*, 2004; Druker and Stanworth, 2004; Van Breugel *et al.*, 2005).

Interviews were also conducted with the managers of 2 event employment businesses to identify the key challenges they faced in delivering best fit between clients and temporary event workers' needs. A total of 10 EEBs operating across the UK were initially approached via email clarifying the purpose of the study and requested to take part in the research. The

authors used their own personal networks to contact these organisations. However, due to EEBs constraints beyond the control of the researchers only two interviews could take place.

Interviews, each lasting approximately 1.5 hours, were undertaken at the EEBs workplace. Each interview was recorded, and the transcribed findings were sent back to the participants for confirmation and accuracy (Silverman, 2006). Interview themes were adapted from the literature and aimed to understand: the culture of the organisation (Coe *et al.*, 2010; Elcioglu, 2010; Krishnan and Scullion, 2017; Peck *et al.*, 2005; Van Breugel *et al.*, 2005) ; the type of and the characteristics of the temporary event workforce they employed (Carrol *et al.*, 1999; Coe *et al.*, 2010; Deery, 2009; Elcioglu, 2010; Forde and Slater, 2006; Hanlon and Jago, 2004; Krishnan and Scullion, 2017; Mitlacher, 2017; Purcell *et al.*, 2004; Van Breugel *et al.*, 2005; Van der Wagen, 2007); the main challenges faced in recruitment and retention of temporary workforce; the type of relationship they had with event client organisations and the inherent challenges in maintaining these relationships (Coe *et al.*, 2010; Druker and Stamworth, 2004; Elcioglu, 2010; Forde and Slater, 2006; Hanlon and Jago, 2004 and 2009; Krishnan and Scullion, 2017; Mair, 2009; Mitlacher, 2017; Peck *et al.*, 2005) .

For both sets of qualitative data, thematic analysis procedures were deployed (Babbie, 1998; Saldana, 2016). The two sets of data were firstly independently coded for theme and content by the two lead researchers. Discussions then took place for code comparison and to reduce discrepancies (Babbie, 1998). This procedure was performed twice for each set of data. Initial codes were then organised into categories and then realigned with the literature to develop key themes.

The themes emerging from the qualitative research components were then recombined, contrasted and compared against the quantitative statistical results in order to obtain an overall understanding of the complex triangular relation existing between TEW, EEBs and EO.

Findings

Quantitative Survey Sample profile

The full details of the sample profile can be found on Table 2. Overall, the sample consisted of 63% females and 37% males. Most participants were between the ages of 22-40 (56.5%), and none over the age of 72. In terms of professional status, most participants were either students or employed full time in a different job. With regards to marital/lifestyle status 75.9%

Sensitivity: Public

were single and 79.3% had no children. Almost 60% of the sample had been working with the EEBs for less than a year and 75.9% had worked 1-5 events. Participants most frequently worked at events focused on sports and/or music, arts and entertainment; with corporate hospitality receiving the least answers. The most frequently performed roles included stewarding, bar staff and wrist banding/ticketing.

- Table 2 here -

Measurement model

Confirmatory Factor Analysis (CFA) results showed that for the seven-factor model, each indicator standardised loadings were acceptable (from 0.545 to 0.893). Constructs, measurement items and loadings can be found on Table 3. The Cronbach's alpha value is an indicator to examine the internal consistency of each construct and should be at least 0.70 to indicate high internal construct consistency (Bernardi, 1994). Table 4 shows the Cronbach's alpha values for all constructs ranged from 0.772 to 0.889. There were no high correlations observed and the multicollinearity diagnostics indicated that all variation inflation factors (VIFs) were smaller than 10 (Bowerman and O'Connell, 1990; Myers, 1990) and the tolerances were above 0.2 (Field, 2009; Menard, 1995). Composite reliability (CR) is another indicator for testing the internal consistency of a construct. The value of CR should be at least 0.70 (Fornell and Larcker, 1981). The results in Table 4 show that the values of the composite reliability range from 0.86 to 0.95 and meet the criterion. For convergent validity to be considered good, the average variance extract (AVE) values should be greater than 0.50 (Andersson *et al.*, 2001); which is true for all the constructs in this study (Table 4). Finally, the AVE value of the overall measurement model was larger than the squared correlation coefficients for the corresponding inter-constructs, indicating satisfactory discriminant validity (Fornell and Larcker, 1981) (Table 4).

- Table 3 here-
- Table 4 here-

Regression results indicate that AC (β = 0.37; p < 0.001), PV (β = 0.14; p < 0.001), OV (β = 0.11; p < 0.001), PTE (β = 0.28; p < 0.001) and PTC (β = 0.19; p < 0.001) are all good predictors of MT, however PTA was not significant. Hence, H1, H2, H3, H5 and H6, were supported, however H4 was rejected (p > 0.05). When all constructs were considered the explanatory power of the model was 36% (Adj R^2= .360). By removing PTA the explanatory power was slightly improved and the remaining variables accounted for 37% of the variance

on MT (Adj R^2= .370). Although the more conservative adjusted R^2 is reported, it is generally considered that R^2 values of 0.25 to 0.50 are weak to moderate (Hair *et al.*, 2012).

AC proved to be the strongest predictor of the proposed constructs accounting for almost 40% (β = 0.37; p < 0.001) of the variance of motivation to work at events. This finding suggests that TEWs' motivation to work at events is largely explained by their attachment, identification with and involvement in an organisation. This could be explained by the fact that TEWs can choose the events they engage with, therefore the flexibility and fluidity of TEW employment empowers them to opt only for events they have AC with (perhaps as a result of prior experience or familiarity).

PV and OV clearly play a role in TEWs motivation to work at events, however the relationships observed were weak [PV (β = 0.14; p < 0.001) and OV (β = 0.11; p < 0.001) respectively]. Prior research has shown that values, both personal and organisational are key determinants of commitment, engagement and satisfaction in the workplace (Chen and Choi, 2008; Gursoy *et al.*, 2008; Kim *et al.*, 2018). There could be different explanations for the OV low values scores in this context. For example, they could be attributed to organisational values not necessarily being perceived as the EO values, rather as that of the EEB who is technically the employer. Similarly, PV do not bear much weight in decision making whether to work or not at events, because the intermediary (EEB) will provide portfolios of event work opportunities from employers with inherently variant value sets. Another explanation may be that OV and PV do not really play a major role due to the temporal nature of the work (i.e. a TEW may care for a quick income by working an event for a few days, and as the work is only for a few days the OV and PV become less important).

With regards to personality traits, PTE and PTC were found to have a relationship with TEW's motivation to work at events at a significant level [PTE (β = 0.28; p < 0.001) and PTC (β = 0.19; p < 0.001)] whilst PTA did not (p > 0.05). Events often require a high level of social interaction, interpersonal skills, organisational management, time management and operational skills from the employees and these are seen as measures of performance. TEWs who demonstrate the personality traits of extraversion and conscientiousness would be motivated to apply those skills within such a context. However, there was no relationship between personality trait of agreeableness (warmth, cooperativeness, politeness, altruism, and being sympathetic and eager to help others) and TEWs' motivation to work at events. As events are set up, run and disbanded in relatively short periods of time, they can be high pressure environments. They are often fertile grounds for conflict and firefighting. It may be that those working in these environments do not recognise or appreciate agreeableness as a

valuable trait, and therefore place little weight (if any) on it as a recruitment selection criterion. TEW with this personality trait may also feel events are not a good context to apply and make the best use of this trait and their relevant skills.

Event Organiser voices: the need for Temporary Event Workforce recruitment

All 10 small and medium size EOs interviewed agreed the employment of temporary workforce through EEBs was now a common practice in the industry: "especially if you run many events or festivals, or if you run a specialist event, you do not have the workforce in your books, I mean there is only 5 of us…" (EO5).

The benefits of using a temporary event workforce were highlighted as significant and wide ranging by all of the Eos, and not necessarily (or exclusively) related to cost-saving reasons; but rather linked to the provision of quality and well-trained staff. "We are a small event company; we do not have many F/T staff. We use temping staff as it makes sense for our business-model, but we still need to provide a quality event that has the customers coming back for more" (EO9). TEW motivations to work in events, together with an ability to understand the nature of the work at hand and to take directions; the possession of customer service, communication and team working skills were often identified by the EOs as essential to perform well in their jobs.

Furthermore, those individuals who displayed "qualities such as leadership and pro-activeness in recognising what they need and what needs to happen for the success of the company and the event" (EO10); together with "problem-solving and creativity… to manage to deliver what is expected of them even in difficult situations" (EO8), were considered by most of the event organisers as possessing key characteristics to be nurtured and further developed. All the event organisers acknowledged that those individuals who displayed these characteristics often became part of a regular group of staff **which they regularly requested to work with**: "I would say, yes definitely. Let's say there are about 15-20 that I would request any time. With whom I would work anytime" (EO7). Thus, in this context, a talented TEW was defined not in terms of his irreplaceability; rather in terms of the role played in the organisation; a role that was worth nurturing and developing.

EOs need for Event Employment Businesses

The benefits of employing a temporary workforce through EEBs revolved around the ability of these intermediaries to take over most of the HR procedures and systems, thus diminishing the burden on event organisers. EEBs were seen by EOs as extremely important in taking the ownership of temporary workforce selection, recruitment and development: "in most cases

they [TEW] have never met face to face and there isn't enough time for training, so you rely on EEBs doing their job and sending you the right people with the right skills" (EO6).

In this context, the development and maintenance of a strong relationship with EEBs was considered of vital importance for effective identification of talented TEWs: "We organise 6 to10 events per year [...]. We tend to use only 1 agency at any given time as it is important that we have a close relationship. This is the main priority. We are a team…" (EO3).

Having clear lines of communication with the EEB and a shared understanding of the type of workers required for the jobs were indicated as a priority by many EOs: "We work in corporate hospitality. We organise more than 20 events each year across England including London. We rely on one EEB who works with us to recruit staff with the skills and attitudes we need […] people that are capable to cope with the pressures of the job for which they are booked" (EO4) and "together with the EEB, we agree pre-event on the type of job roles we require. They then send us the staff that match our needs and we manage it with support from the EEB on the admin side" (EO3).

Event Employment Businesses' voices: The challenging role of EEBs

The two event employment businesses interviewed, viewed themselves as playing a key role in reconciling the needs of the temporary workforce with those of the clients: "Our aim is to engage more temporary workers with more temporary work […] within that we want the best fit for the TEW and the client" (EEB1). **Both EEBs defined themselves as playing a crucial role in professionalising the event industry and developing and retaining talent for the benefits of TEWs and EOs**. In this context the development and maintenance of **trustworthy relationships** among all the parties was identified as a key mechanism to ensure that **talented** temporary workforce was developed and retained: "providing clarity on job roles so as not to mislead workers and meet their expectations and honour what has been committed to them is essential" (EEB2) as well as "making sure that EOs provide useful and transparent feedback is encouraged in our company" (EEB1).

The challenges in recruiting, developing and retaining TEWs

TEW was identified as a broad category of individuals. These may range from students wanting to accumulate experience to individuals in need for temporary work as a means of supplementing income or not wanting the rigidity of set hours. In this respect, EEBs highlighted how most of the challenges revolved around the need to bring together and shape a diverse workforce: "our mission is to recruit people to work at temporary events, sporting events, concerts, festivals and anything in between [and to make sure that] staff receive the best

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experiences and comparative job opportunities as a full-time employees. We want them to place importance on doing the best job they can every single occasion they come to us… that goes for all levels of staff: a manager, a supervisor or a team member" (EEB2).

Thus, whilst time and effort was put into the selection and recruitment of staff appropriate to the jobs on offer; training and performance management were considered important steps in the formation and consolidation of attitudes, standards of behaviour and acquisition and development of long-term skills within TWE: "the backbone of the company is attitudes to work and work ethics, that means that we want to engage with people who give their all" (EEB2).

Temporary event workers who displayed not only customer service skills but importantly who wanted to soak up new experiences; value the breath of the experiences offered rather than complaining about the differences; demonstrated an ability to be flexible, adapt and engage with the job at hand and were capable to learn from the experience and take that learning onto the next job were **considered valuable "assets" to be retained by the EEBs**. "Flexibility to work with different people, adapt to different contexts and a general appreciation that that's how events work is vital as it is the ability to see the positive even in negative experiences, for example when they didn't enjoy the event or they didn't plan properly" (EEB1) and "we like to see them as a team doing the job, we don't like to see them as temp staff […] no matter which cog you are in that mechanism, they all need to come together to reach a common goal. Flexibility to work with new people and to adapt to perform the job role to the way the client will want the job done is extremely important. These are the staff that we'll send an email or text saying we're doing interviews today, call us" (EEB2).

The challenges in addressing Event organisers' needs

The bourgeoning of the event industry combined with an increased variety of clients (contractors and sub-contractors operating within) means that EEBs sometimes operate at the end of a chain, supplying for example catering or stewarding staff to an organisation directly contracted to the event organisers. "The event industry did not get hit by the recession as people still need to have a fun outlet to get away from the pressures of life. So, the industry is booming" (EEB1) and "there are hundreds of new events every year, live music events, but also cultural, fitness and sporting events. Events may need 6 to 10 people to run or more than 500" (EEB2). This was seen by EEBs as presenting a wide range of challenges (e.g. from misunderstanding between clients' and staff expectations; to increased concerns in relation to employee's welfare) potentially impacting negatively on their operations. "Conflicts are generally due to welfare issues. Sometimes promises are made higher up the chain but on arrival on site what was promised to staff is not there" (EEB1) and "when an event turns

adverse and staff want to leave but there is a duty to the client to provide a service, you need to make a decision whether to continue and potentially lose 20-30 staff after the event or forfeit the client contract altogether" (EEB2).

As such, the building **of a trustworthy relationship between EEBs, event organisers and contractors was considered as vital as the building of a relationship with TEWs.** "Checks on clients are carried out when they call for a quote. We ask questions, in this industry we get to know staffing companies and other people's experiences. If they just want the cheapest price, this would be a warning of how well the staff will be treated" (EEB1) and "growth is good but not at the detriment of our ethos. We have strong core values on the importance of the workers and will sacrifice clients who don't treat staff as expected and in line with our company's ethos. Time and effort are put into recruiting good staff and the effort is diminished is the clients treats the staff badly" (EEB2).

Discussion and conclusions

Conclusions

This study aimed to shed light on the challenges involving the identification, development, management and retention of talent in the event sector. Specifically it (1) investigated the characteristics of the Temporary Event Workforce and how they link to their motivation to work at events; (2) explored the underlying factors that require Event Organisers to use Event Employment Businesses and (3) identified the challenges faced by EEBs to deliver best fit between EOs' and TEWs' needs.

This study identified the characteristics of temporary event workforce and the factors affecting their motivations to work at events. A quantitative survey designed using previously validated scales, was electronically distributed nationally to temporary event employees registered on the databases of EEBs. Concurrently qualitative data were obtained from EEBs and EOs. The questions focused around 'what are EOs' reasons for using EEBs?' and 'what is the role of EEBs in recruiting and managing TEW for EOs?' (Coe *et al.*, 2010; Krishnan and Scullion, 2017).

Findings showed the majority of temporary event workers worked at sports and/or music, arts and entertainment events mainly in stewarding, bar staff and wrist banding/ticketing roles. The majority were either students or employed F/T in a different job role and aged between 22-40.

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For these temporary workers, intrinsic motivation such as their attachment, identification with and involvement in an event organisation is a very important motivator to work at events. The role of values was also found to be significant (both personal and organisational values). However, in this context (perhaps due to the mediation effect of the EEBs in the employee-employer relationship), the strength of the relationship was weak and therefore value congruence limited. Those TEWs with personality traits relating to teamwork and cohesion, getting the job done, efficiency, practical approaches, togetherness, responsibility, organisation, dependability, cheerfulness and optimism were inclined to work at events. However, those whose personal traits focused on warmth, altruism, and being sympathetic and eager to help others were not. The amalgamation of these values, attitudes, motivations and personality traits of TEWs **exemplifies the talent pool characteristics that event organisers largely rely on**.

Findings from this study show that event organisers often **do not have the luxury to engage** with or take advantage **of this talent pool directly**, as they need to use EEBs for a variety of reasons (Baum, 2008; Burgess and Connell, 2006; Deery, 2008; Hanlon and Cuskelly, 2002; Hanlon and Stewart, 2006; Van der Wagen and White, 2015). For instance, there is an abundance of small and medium size event organisers, but the size, scope and infrastructure of these companies means their resources are scarce (Carroll *et al.*, 1999; Chung and D'Annunzio-Green, 2018; Krishnan and Scullion, 2017; Mair, 2009). Hence, they rely on intermediaries to filter, recruit, train and manage a workforce for their events (Autor and Houseman, 2010; Purcell *et al.*, 2004). Outsourcing can prove cheaper and save a considerable amount of time. More importantly, however, it is more convenient to forego the responsibility of the legalities involved, thus externalising the risks (e.g. hiring and recruiting, contracts of employment, liabilities, etc.) (Coe *et al.*, 2010; Forde, 2001; Forde and Slater, 2006 Grimshaw *et al.*, 2001; Mitlacher, 2007; Peck *et al.*, 2005;). Interestingly, **event organisers will use *trusted* EEBs to provide *talent* for different aspects of the event organisation and delivery** (especially when a mixture of paid staff, volunteers and contracted staff-who may never have worked together- are operating at the same time within the same space) (Coe *et al.*, 2010; Henson, 1996).

At the same time, EEBs are primarily focused on delivering the right number of people to the right place at the right time to satisfy their clients' needs (Coe e *et al.*, 2010; Chung and D'Annunzio- Green, 2018; D'Annunzio-Green and Teare, 2018). However, the dual role is challenging as they must provide best fit and deliver value to both EOs and TEW (Coe *et al.*, 2010; Liu *et al.*, 2010). The definition and management of talent is therefore critical (Krishnan and Scullion, 2017; Thunnissen *et al.*, 2013). 'Talent' was defined as individuals with the ability

to engage, be proactive and receptive to new experiences and the diversity of event work. Key challenges include identifying, attracting, and filtering talent, developing sector specific skills and most importantly retaining a talented workforce that is temporary in nature.

Considering the three viewpoints (Event Organisers, Temporary Event Workers and Event Employment Businesses), it becomes clear that there are shared expectations and understandings. These intersect in different areas with a key area being *trust*. In particular, for EOs *trust* relates to the ability to rely on specific EEBs to deliver the right people with the right skills at the right time. TEWs also need to trust the EOs and their organisational values, so that they can find congruence with their own personal values. TEWs must also trust that EEBs will look after their interests and welfare. For EEBs, it is vital that they trust EOs to act professionally and look after the TEWs. At the same time, EEBs need to trust that TEWs will demonstrate both skill and conscientiousness to deliver quality services.

Additionally, the building and maintenance of *strong working relationships* is of strategic importance in delivering successful events. For instance, when things go wrong a weak working relationship could leave an EEBs facing two equally negative options: either break the relationship with TEWs (and risk staff attrition or conversion to a competitor – affecting their ability to retain talent); or lose the EO contract altogether. Similarly, weak working relationship between EOs and EEBs, can lead to the wrong staff being deployed resulting in problematic event operations.

Another point of agreement is the need for *quality staff with appropriate skills sets*. For many TEWs events are an opportunity to train and develop new skills or extend existing skillsets. Thus, it is important they work at multiple events in multiple job roles. However, for EOs (especially small ones) operating under multiple restrictions such as lack of time and resources to hire and train; skilled, quality staff need to be readily available on demand. Finally, for EEBs recruiting, developing and managing staff with the appropriate skillsets and attitudes are vital to retain competitiveness in the marketplace. Importantly, these processes allow them not only to identify but also retain talent.

Theoretical Implications

The study contribution to TM literature is two-fold. First, it extends knowledge and understanding of talent management within the events sector (Gallardo-Gallardo and Thunnissen, 2016; Krishnan and Scullion, 2017; Sheehan *et al.*, 2018). It is thought the management of talent can vary between different types of event workers including permanent, seasonal and temporary. There is evidence of research on permanent and seasonal

workforces for example in the hotel, tourism and restaurant sectors (Dawson *et al.*, 2011; Deery and Jago, 2015; D'Annunzio-Green and Ramdhony, 2019; Ko and Lin, 2016). However, less is known about TEWs, their role as human capital and the characteristics of this labour market segmentation (Coe *et al.*, 2010). This study sheds light into the requirements of such workforces and questions how these can or cannot meet organisational ones. Secondly, this study contributes to a better understanding of the critical role that intermediaries (EBBs) play in managing talent (Liu *et al.*, 2010). Of importance is their mediating activity between supply and demand that plays a role in the construction and making of markets (Coe *et al.*, 2010). Evidence from this study suggests that in the events industry intermediaries are important actors for sourcing, training, and retaining talent within their own pools, which is then filtered and outsourced to organisations with variant needs in terms of skills and timelines. Their very existence depends on identifying and keeping their talent satisfied, engaged and available, whilst at the same time responding speedily and reliably to the needs of the event organisers (clients'). This study reveals the challenges faced by those key intermediaries, and highlights an area often overlooked and perhaps underappreciated in TM.

Practical Implications

This study also has implications for practitioners. In particular, this research suggests event organisers should focus on building trusting relationships with EEBs and consider them not just as administrators rather as key partners in designing TM strategies for their organisations. In so doing, they may be able to reduce the risk of working with multiple EEBS that may not understand or have less flexibility to accommodate their business requirements. Simultaneously, EEBs should champion the establishment of agile HR practises and procedures (such as for example job role specifications and training) to enable the building of trustworthy relationships amongst parties and position themselves as market labour shapers. Along these lines, they should focus on developing and applying more thorough and rigours performance reviews systems for both EOs and TEWs to reveal congruence between organisational and individual values. Finally, TEWs should seek exposure to multiple EEBS and EOs to enable them to identify employers, which better match their needs and values. Within this context, they should be looking at performing different job roles to build and extend on their skillsets and competitiveness.

Limitations and Future Research

This study comes with inherent limitations. Whilst the study draws both quantitative and qualitative data from three different sources and provides a better overview of the situation at hand, the context remains limited within the UK bounds. Further research is needed to understand this interrelationship between the different actors within other cultural and

operational frames to consider generalisability of results. Whilst this study provided some insight into the characteristics of TEWs, more research is required to better understand contingent workforce characteristics including levels of skills, levels of payment and rewards. Furthermore, previous studies in hotels have found that individuals who score high in the trait of 'agreeableness' are less likely to burnout and are more resilient to conflict situations (Ko and Lin, 2016); but the findings of this study do not support this. Further research should focus on this particular trait and examine why this may not be applicable to events. Considering the overall low scores of the model relationships in the quantitative part of the study, it could be suggested that traditional constructs may not be appropriate to apply and measure in this context and for TEWs. New or alternative constructs may need to be identified and applied in order to 1) increase the explanatory power of the model and 2) better reflect the nature of the TEWs work and context. TEWs' reasons for choosing employment through EEBs should also be explored in more depth in relation to the impacts they may have on their motivation to work at events. Further research should also focus on the role of EEBs not only as intermediaries between EOs and TEWs, but as important market labour shapers, often bearing the responsibility for devising talent management strategies to recruit and retain large national workforces for a sector (events) predominantly populated by SMEs. Along these lines, the nature and role of *trust* should be further investigated as it appears to be at the core of the triangular relationship.

Finally, research is required to explore the emerging grey areas of this sector's workforce. This includes the 'gig economy' trend where employment responsibility is devolved onto the individual and involves crowd work and work on-demand via apps. This has potential significant implications for recruiting, retaining and managing the talent of event temporary workforce, by removing the intermediary, and using electronic platforms for recruitment. While cost saving to organisations, this could contribute significantly to the precarious nature of temporary employment relationships.

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Table 1: Event organisers' sample characteristics

Events organisers	EOC1	EOC2	EOC3	EOC 4	EOC5	EOC6	EOC7	EOC8	EOC9	EOC10
Type of event organisation	Arts or cultural events	Corporate hospitality	Outdoor events	Corporate hospitality	Sporting events	Corporate hospitality	Arts or cultural events	Corporate hospitality	Outdoor events	Outdoor events
Number of events per year	6-10	20+	50+	20+	6-10	20+	6-10	10-15	50+	20+
Numbers of workers hired through EEBs	100+	50-100	100+	100+	100+	50-100	100+	100+	100+	100+
Typical paid Roles	Bar and catering staff; stewards; hosting; general staff; crewing	Client facing instructors; Hostesses; bar staff	Site crewing; security personnel; logistics; stage and lighting; catering staff; stewards; supervisors	Waiting staff; bar staff; supervisors; Front of house	Site Crewing; security personnel; event stewards; logistics; stage lighting; catering staff	Registration staff; general staff; Front of house; hostesses	Front desk staff; Hosting; Stewarding Security personnel; General Staff	Waiting staff; bar staff; catering staff; supervisors	Fencing, barriers; security personnel; crewing; stage, lighting; events stewards; logistics	Crewing; stewards; logistics; bar staff; catering staff
Locations of events	London; South East; South West; Scotland	East Anglia; London; South East; Midlands	South West England; Dorset; East Sussex	South East England; South West; London	Midlands; London; Manchester & Cheshire	Greater Manchester & Cheshire; Midlands; London	Wales; Scotland; Dorset; London	Merseyside; Liverpool; North Wales; Cardiff Hampshire	London; West Yorkshire, Leeds; Scotland	South England; London; East Anglia

Sensitivity: Internal

Table 2. TEW Sample profile characteristics

n = 478	Frequency (n)	(%)
Gender		
Male	177	37
Female	301	63
Prefer not to say	0	0
Age Group (years)		
18 - 21	104	21.8
22 – 40	270	56.5
41 - 52	63	13.2
53 - 71	41	8.6
72+	0	0
Current Professional Status		
Student	161	
Employed full-time in a different job	169	
Employed part-time in a different job	113	
Retired Professional	11	
Self-employed	17	
Waiting to start a new job / Unemployed	8	
Other; Stay at home mum; aspiring model, casual workers on zero hour contracts	7	
Respondents indicating more than one position (i.e. student + part-time employment, student + full time employment)	22	
Ethnicity		
White	387	81
Mixed Ethnicity	28	5.9
Asian or Asian British	13	2.7
Chinese or Chinese British	32	6.7
Prefer not to say	5	1
How Long have you been working for the EB?		
Less than 12 months	277	57.9
1 – 5 years	178	37.2
6 – 10 years	18	3.8
Over 10 years	5	1
Is the EB the only temporary events recruitment agency you work for?		
Yes	278	58.2
No	200	41.8
How many events have you worked at with the EB in the last 12 months?		
1 – 5	363	75.9
6 – 10	79	16.5
11 – 20	27	5.6
21+	9	1.9
What type of events do you normally work at? (all that apply)		
Events where the main focus is sport	196	
Events where the main focus is music, arts or other forms of entertainment	169	
Events where the main focus is corporate hospitality	56	
All of the above	169	
What Roles have you worked in with the EB in the last 12 months (all that apply)		
Stewarding	316	
Promotion / Merchandising	46	
Bar staff	296	
Wrist banding / Ticketing	118	
Hospitality / Hostess / Service Roles (Serving food and drink	107	
Catering Assistant	26	
Litter Picker	59	
Build and Break	107	
Till Operator	143	

Sensitivity: Internal

Table 3: Variables, items, loadings, mean and sd.

Variables with corresponding measurement items	Item loadings	Mean	Std. Deviation
Affective Commitment			
The following statements relate to an individual's identification and involvement with their organisation			
I am willing to put a great deal of effort beyond that normally expected in order to help this organisation be successful	0.583	4.01	.789
I talk up this organisation to my friends as a great organisation to work for	0.825	4.04	.903
I feel loyal to this organisation	0.685	3.50	1.169
I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined	0.734	3.10	1.149
I would accept any type of job assignment in order to keep working for this organisation	0.696	4.01	.692
I find that my values and the organisation's values are very similar	0.796	4.01	.809
I am proud to tell others that I am part of this organization	0.856	2.71	1.016
I could just as well be working for a different organization as long as the type of work was similar	0.545	3.84	.864
Personal Values			
The following is a list of things that people look for or want out of life. Please look at the following list and rate on the scale how important each item is in your daily life			
Sense of belonging	0.68	4.27	.786
Excitement	0.644	4.26	.781
Warm relationship with others	0.78	4.50	.709
Self-fulfilment	0.72	4.49	.723
Being well-respected	0.742	4.41	.743
Fun and enjoyment in life	0.764	4.63	.626
Security	0.784	4.31	.850
Self-respect	0.72	4.66	.581
A sense of accomplishment	0.668	4.59	.633
Organisational Values			
The role of a temporary event worker mainly involves working as part of a team. What team values do you consider are important			
Dependability and reliability	0.688	4.73	.547
Creative problem solving	0.686	4.19	.833
Employee concerns and ideas	0.689	4.09	.877
Teamwork and cohesion	0.657	4.75	.532
Morale	0.758	4.76	.506
Outcome excellence and quality	0.841	4.63	.630
Getting the job done	0.768	4.78	.512
Goal achievement	0.752	4.54	.688
Doing ones best	0.8	4.72	.622
Motivation			
Listed below are reasons that may be important to individuals in their choice to work at temporary events			
I work at events to see the entertainment	.659	3.69	1.025
I work at events to enjoy the atmosphere	.744	4.24	.815
I enjoy the camaraderie associated with events	.585	4.07	.756
I work at event because they are stimulating and exciting	.731	4.07	.829
I work at events because it is a good opportunity to visit areas where the events are held	.645	3.68	1.113
I work at events because they sound like fun	.707	4.19	.741
I work at event to experience new and different things	.729	4.23	.777
I work at events to have a change from my daily routine	.610	3.72	1.073
I work at events to get out the house	.536	3.36	1.155
I work at events to be with people who enjoy doing the same thing I do	.749	3.84	.968
I work at events to meet new people	.697	3.87	.952
PT Conciensciousness			
I handle tasks smoothly	.702	4.13	.627
I know how to get things done	.753	4.34	.609
I like to tidy up	.501	4.02	.955
I tell the truth	.704	4.50	.563
I work hard	.786	4.62	.523
I set high-standards for myself and others	.766	4.42	.653
I carry out my plans	.723	4.21	.707

PT Extraversion			
I can take charge	0.75	3.97	.838
I love large parties	0.687	4.22	.680
I am always busy	0.657	3.42	1.065
I am always on the go	0.748	4.15	.856
I love excitement	0.711	3.77	.932
I have a lot of fun	0.75	3.75	.989
I love life	0.777	3.85	.988
I make friends easily	0.776	4.28	.700
I can act comfortably with others	0.717	4.22	.825
PT Agreeableness			
I love to help others	0.893	3.49	.916
I believe that others have good intentions	0.881	3.66	.822
I am concerned about others	0.692	4.39	.560
I trust others	0.677	4.10	.773

Table 4: Correlations, Cronbach's Alpha, Composite Reliability (CR) and Average Variance Extract (AVE)

Constructs	MT	AC	PV	OV	PTC	PTE	PTA
MT	1.000						
AC	.509*	1.000					
PV	.378*	.308*	1.000				
OV	.359*	.392*	.624*	1.000			
PTC	.234*	.268*	.419*	.346*	1.000		
PTE	.407*	.299*	.392*	.223*	.559*	1.000	
PTA	.189*	.328*	.369*	.315*	.366*	.178*	1.000
Cronbach's Alpha	.899	.841	.875	.879	.840	.823	.772
AVE	0.565	0.529	0.52	0.54	0.504	0.534	0.627
CR	0.933	0.885	0.908	0.915	0.875	0.911	0.868

MT=Motivation, AC=Affective Commitment, PV=Personal Values, OV=Organisational Values, PTC=Personal Trait Conscientiousness, PTE=Personal Trait Extraversion, PTA=Personal Trait Agreeableness;

*:. correlation is significant at the 0.01 level

Table X. Correlations, Cronbach's Alpha, Composite Reliability (CR) and Average Variance Extract (AVE)

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Affective commitment

Organisational Values

Personal Values

Personality Traits

Agreeableness

Conscientiousness

Extraversion

Motivation to work at events

H1

H2

H3

H4

H5

H6

Reviewer's 1 Comments	Authors' response
Thank you for addressing all of the recommendations and concerns. I only have two very minor edits. Within the first sentence you have added the definition. I believe the definition is important however I recommend breaking this into two separate sentences because it is difficult to read.	Thank you for your comments and your support. We have now broken down the definition into two sentences and now reads as follows: *"Talent Management (TM) is defined as a strategy to effectively attract, recruit and retain high value and difficult to replace employees (Steward, 1997). This is a key topic of debate within the hospitality, tourism and event sectors (Sparrow and Makram, 2015; Sheehan et al., 2018)".*
Also on page 24, you refer to three actors, please call these employees instead. Perhaps three distinct employee roles.	We have also amended the wording on page 24, removed the term "actors" and restructured the sentence for clarity.
1.Originality: Does the paper contain new and significant information adequate to justify publication?: There has been little work to date on temporary workers and yet this makes up a large part of our industry. Thus, I believe this is relevant and important. 2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: The authors addressed this in their previous revision. 3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: Thank you for taking the suggestion of removing the table. 4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Again I believe this was addressed in the first revision. 5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in	Thank you for your feedback and your help in making this manuscript better.

teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: The implications are much stronger as a result of the revision.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: I believe this has been addressed

Reviewer's 2 Comments	Authors' response
I appreciate the responses provided and the efforts taken to address the comments. The paper has so much interesting information here, which I now think is more clearly communicated. For me it is too long which limits its readability - for example there is a lot here which would be great for my students (UG and PG) but the paper is probably too long for them to really engage with. Whilst I accept this is an issue the students need to address, I do think there is much to be said for writing in accessible forms (this paper largely does this, it is just the length).	Thank you for your comments. We accept that the paper is long and this is inevitably due to the complexity of the topic and the three data collection methods. We have worked to further shorten the length the paper by approximately 3500 words, and we hope that we have increased its readability.
I still don't agree with your use of 'talent management' in this context. I can accept the rationale provided in the response to reviewers, that 'talent' is context specific etc., but this is not in the paper, which just uses a generic definition of talent being highly skilled, difficult to replace etc. which does not reflect the sample in the study - a sentence to clarify this broader use of the term 'talent' here would rectify this. Or you could just drop the whole use of 'talent management' as I don't think it adds anything to your analysis and discussion.	Thank you for your comments and suggestions. We have inserted a paragraph to clarify that the term "talent" is being used here in the broader context. This can be now seen at towards the end of the introduction section.
On a separate point, I think you raise a very interesting issue in your response to reviewer comments about the need to broaden and contextualise what we mean by 'talent management' - this is beyond the scope of this	Thank you for your comments and your suggestion. We also believe that this topic is worth exploring further and we intend to do so in the near future.

paper, but would be really interesting for you to explore elsewhere. These are very minor points on which we may agree to disagree. I think this paper does make a strong contribution to the field.	
1. Originality: Does the paper contain new and significant information adequate to justify publication?: Yes it reports on interesting data useful to the events field 2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes, although I still think there are too many concepts employed early on and not always adequately applied 3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: Yes this is much clearer 4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: This does feel clearer now. However, although I may have missed it, I don't think the hypotheses are directly addressed anywhere 5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: Yes 6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon	Thank you for your feedback and your help in making this manuscript better. We hope that the reduction in length and further explanation of how the concepts are used in this paper is now to your satisfaction. The Hypotheses are addressed in the second paragraph under the measurement model subheading. The manuscript has undergone a further round of proofreading.

use, acronyms, etc.: I think the paper is too long, but this is stylistic rather than a fault. There are now fewer acronyms which helped maintain the thread of the argument. The paper will need a thorough proofread for grammar - apostrophes and things like 'data' is a plural term - but overall it is well put together	
Associate editor's comments	**Author's response**
Introduction and Theoretical Background - The theoretical background section is lengthy. For example, the authors could combine and shorten the first and second paragraphs in this section. Most information covered on page 5 has already been communicated in the introduction section. The first paragraph on page 6 seems to be unnecessary (or at least fits better in the introduction section). Overall, I strongly recommend the authors to make their introduction and theoretical background sections (page 2 -6) more concise and try to avoid overlaps.	Thank you for your comment. We have now fully revised the introduction section as well as sections of the literature review, to streamline the document and make the arguments more concise and to remove repetitions. Hopefully the document reads better and is void of overlaps
- On page 7, the content in "Understanding Temporary event Workers" doesn't fit the title. The authors discussed employee selection, person job fit and person organization fit. But how do all those related to TEW? More importantly. If those workers temporary, it seems like PJ fit is more important than PO fit since they don't work for a specific organization for long term. Please either delete this section, or revise the content to deliver something related to TEW.	Thank you for your comment, this section is now removed altogether, also to reduce the document word count.
- Both H2 and H3 are problematic. As the authors stated, value is multidimensional. Without specifying the value dimension, it is inappropriate to say "organization value or personal value will have a positive impact on motivation". If the organization value doesn't match the personal value, why would organization or personal value alone play a positive role? These two hypotheses need significant revisions.	Thank you for your comment. We have clarified the value dimension of these two hypotheses, and in terms of organisational values the focus is on the value of teamwork, and is explained so in text. With regards to personal values we have shortened the text to make the argument more distinct and avoid confusion. In case of events and temporary workforce, personal values may or may not play a role altogether in someone being motivated to work at events. Even if personal values do not match organisational values, TEW may still be motivated to work at events due to external factors (i.e. a student needs quick cash for a new xbox, or a pair of new shoes, or to pay the rent at the end of the month).
The concept of "Motivation to work at events"	The motivation section is now moved before the

Sensitivity: Internal

appeared in H1 – H6. However, this concept was not clearly defined and introduced until page 10 (after H6). This section must be moved before presenting H1, and needs to be significantly shorted. Only information related to the proposed hypotheses need to be kept in this paper.	hypothesis and has been significantly shortened.
- It is not clear why the authors repeat and present the research objectives one more time after H6. The information presented on page 12 (Triangular Relationship between TEWs, EEB, and Eos) are mostly redundant and already presented in the introduction section. Overall, the authors need to re-structure and shorten their introduction and theoretical background sections to make them concise and flow well (easy to follow). - At the end of the theoretical background section, a conceptual model with all hypotheses labelled in the model should be presented.	We were asked to present them during a previous round of revision, but we feel this is quite repetitive and have now removed them. As mentioned above introduction and literature have been revised and content streamlined accordingly Thank you for our comment. A model with all hypotheses has now been inserted there as figure 1.
Methods and Results - A full list of measurement items should be provided with basic descriptive statistics. - On page 15 under the title "sample profile", please specify what sample this refers to. It should be the respondents participated in the quantitative survey. In addition, the tables were labeled as 4 and 5, rather 2 and 3. Please carefully revise and make everything consistent. - How did the authors test their hypotheses? Only a measurement model was reported. Much more detailed information about hypotheses testing must be reported. This is a major flaw in this paper. In addition, why did the author remove PTA from the model? - After reading the paper, I feel the focus of the paper is not clear. Using a mixed method and studying both employee and organization sides make this paper too long and difficult to follow. The interview sample size is too small and the results didn't provide ample additional value on top of the quantitative study. I would strong	Thank you for your comment. We have included table 3 with information on the constructs, corresponding measurement items, item loadings, means and std. deviation. Thank you for your comment, we have amended the title and now it specifies that it is the quantitative survey sample. Tables have been renumbered. Regression results showed that PTA hypothesis was rejected ($p > 0.05$), and therefore tested the model without PTA to see whether the overall R^2 would improve (which it did, albeit negligibly). We have provided the information required to describe what and how the data has been dealt in the study and included the list of items, loadings and the conceptual model. Thank you for your comments. We respectfully disagree, as the worth of the paper lies in its ability to combine three different stakeholders' views in relation to the challenges of managing talent in events. In fact, you cannot describe the relationship unless you describe the parties involved into the relationship. The paper

suggest that the authors focus only on the quantitative part in this manuscript, then recruit more samples to work on a qualitative paper separately.	extensively discusses the need for a further understanding of these issues in the area of events. Whilst we accept that the interviews with the event organisers and the intermediaries are not many in numbers, they still provide valuable insights into the topic; particularly considering that this type of study hasn't been done before and we have scarce knowledge on the issue.
Other Observations There are still grammar issues. Please carefully read the paper. For example, on page 7, "PO-fit is a better than PJ-fit as a recruitment strategy" – please delete the "a" before "better than…"	Thank you for your comment, the document has now been professionally proofread and any grammar or spelling errors should now be removed.
Editor's comments	**Authors' review**
1. Respond to one of our associate editors' and the reviewers' comments and revise your article accordingly.	Please see responses to associate editor and reviewers above. Manuscript has been revised accordingly
2. Include a structured abstract in page 1 of the main document and make sure that it includes all the requires subsections.	A structured abstract with all required subsections is included on page one
3. Make sure to follow IJCHM author guidelines closely: http://emeraldgrouppublishing.com/products/journals/author_guidelines.htm?id=ijchm For example, when there are three or more authors, you need to use Adam et al., XXXX (or Adam et al., XXXX) format for the first time and after.	Author guidelines have been closely observed
4. Revisit the Discussion and Conclusions sections one more time to better answer the "So What" question. There should be four sub-sections under this section: (1) Conclusions, (2) Theoretical Implications, (3) Practical Implications and (4) Limitations and Future Research.	Discussion and conclusion section has been revised to better demonstrate the value of the study. The four sub-sections of (1) Conclusions, (2) Theoretical Implications, (3) Practical Implications and (4) Limitations and Future Research are now clearly defined under separate headings under this section.
5. Cross check all references within text with your reference list. You may like to add more recent and relevant references published in recent months/years.	Thank you for your comment. We have revised our references and text accordingly; removed some outdated references and added more recent ones (i.e we added references from the SI of this journal on talent management of 2019)
6. Run your article through iThenticate, Crosscheck or any similar software to check the similarity between your study and previous studies. Try to minimize similarity percentage below 1% with any previous study. After you run	We have run the manuscript through Turnitin. All similarities are under 1%, bar one source which is this article first submission version. The Turnitin report and the full text source evidence are also provided.

Sensitivity: Internal

your article's final version through iThenticate or other similar software, you should upload the similarity report to the system for our records.	
7. Keep your article below 9000 words including references, tables and figures.	We have reduced the article significantly, and now is about 3500 words shorter, but text is a bit above 9000. We are afraid any further reductions will require removal of core content.
8. Proofread your article one more time and also you may ask a technical writer/copy editor to proofread it for you. After the manuscript is accepted, we will not ask you to proofread it again. In short, after I send you an official acceptance e-mail, you will not be able to make any further changes in your manuscript.	We have had the manuscript professionally proofread and hope that now is up to standards.
9. Submit a clean version of your paper. You don't need to show/highlight all the changes made in the paper. I will read its final version anyway.	Thank you, a clean version of the revised manuscript has been submitted
10. Include a brief report showing how you have responded to the above requests. You don't need to show/highlight all the changes made in the paper. I will read its final version anyway.	This is the response to reviewers document, please see answers above.