

The analysis on operation management of temporary organization – based on exhibition organization

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Abstract: With the growing proportion of tertiary industry in China's economic development, the exhibition as an important part of the service sector, held more and more. With increasingly competitive market, the exhibition as a temporary organization, the trend of development become professional and profitability, the performance is that the emergence of a large number of the exhibition service agencies to provide professional business consulting and planning, and even some consulting company build its own organization for operating commercial exhibition. In this paper, based on the microscopic point on an exhibition, to analyze the construction and operations management of the temporary organization, as well as analyze the management of operational personnel during exhibition.

Keywords: Temporary organization, Operation management, Exhibition

1. Introduction

The well-known management expert Savage in his book "The Fifth Generation Management" has been proposed that we are entering the third stage of industrial development, the organization has to survive in this era of knowledge-based economy, they facing the challenge of both widely disseminated knowledge and the network technology, they must be innovation to adapt to future developments. Similarly, management scientists Lundin (2003) pointed out that: "In view of the development of modern business, we believe that almost all of the organization should be considered temporary, if not temporary, at least in the frequent changes, the temporary organization may become the new trend of the future development of the organization." Compared temporary organization with temporary team, temporary team often deal with the single issue and the establishment of a single temporary groups often have fewer people, shorter life cycle and simpler internal coordination management, but temporary organizations is established in order to accomplish a complex task, you need to communicate to solve multifaceted problems, and the internal organizational structure must have to achieve certain organizational functions in order to

achieve organizational goals, it simply is small but perfectly formed.

The example exhibition show is about an area of 4,000 square meters, the opening about 50 days, the show has a internal management structure, has the Curatorial department, Operation department, Marketing department, Finance Department in charge of the affairs during the exhibition, and the number of employees up to about 70 (not including 15 security guards) in addition to the person who in charge of the various departments of the company, the rest are short-term laborers, compared to other shows, it is longer, have more employee, it is representation in academic research as a study sample.

2. The Management on operations' personnel

As introduced in the introduction, although the curatorial department, marketing department and the finance department is important and indispensable in this exhibition, the three departments only need a little experienced and skillful staff, so they are not as the analyze focus of the personnel management. The Operational department accounting for almost 80% of the number of employees of the entire exhibition, so we

just need to focus on the people in Operational department. In order to be able to obtain more detailed information of employees, we did an investigation before the end of the show, especially for the 50 employees working in the exhibition area, the survey taken in the form of bearer questionnaire, a total of ten questions. The question and data statistics are shown in Table 1 below.

Table 1. The questions and data statistics

Question	Option	Date
1 Gender	Male, Female	Male(17), Female(33)
2 Age		18 to 28, average age is 22
3 Educational background	Primary education High-intermediate or above; Continuing students	Primary education(9) High-intermediate or above(21); Continuing students(20)
4 Working period	10 days, 20 days, 30 days, 40 days, 50 days	10 days(3), 20 days(4), 30 days(13), 40 days(8), 50 days(22)
5 What is the channel to find this work	Websites; Acquaintances; Intermediary; Others	Websites(11); Acquaintances(9); Intermediary(27); Others(3)
6 What is main purpose about this the work	Salary; Exercise self; Social experience;	Salary(41); Exercise self(5); Social experience(4);
7 Weather had exchanged the internal position	Y/N	Y(36)/N(14)
8Satisfaction on the work	1 to 10 points	5.3
9Satisfaction on the employee relations	1 to 10 points	8.1
10Satisfaction on the leader	1 to 10 points	5.7

Through questionnaires, we can see there are 33 women and 17 men, the age range from 18 to 28, with an average age of 22 years. In the 50 person, 20 are students, others most gave graduated from middle school and specialist school education and students at school-based, secondary and below only 9 people. In the fourth question, only a half of them working from the start to the end, it appears that the turnover rate is high, and there are 41 people only wanted to make money, only 9 people aimed to get some social experience. It is amazing that about 36 people had the experience to change their positions in the internal exhibition, but the job satisfaction scoring only 5.3 points (full is 10 points), compared to the satisfaction of employee relations, reaching 8.1 points, and the leader satisfaction was only 5.7 points.

Through surveys and the statistical analysis of questionnaires, we can be known that in a temporary organization operating staff management has the following characteristics:

The first, the management of the group leader is very important, group leader is the most direct impact of manager on staff, so they have great effect on the operational works, including convey commands, the implementation of the new requirements and even on the employees working attitude, they can play a very strong constraints and stimulating effect, so the level of a group not only lies in the crew's own level of ability and quality, as well as the leadership. Because staff as a temporary structure is formed in a short time, the staff needed to set up a trust system for the work, the length of time this system to establish depends on the individual ability of the team leader, strong sense of responsibility team leader is usually need 3-5 days, and less capable team leader will need more time.

Secondly, awkward informal communication, in the formal organization the means of communication is a formal communication, because formal communication is conducive to the effectiveness and authority, but in a temporary organization because of their management levels are fewer than the formal organization, so the leaders have more people to control, so the style of the communication is more horizontal, which lead the informal communication more popular. And easy to come out some informal groups on the different work experience, geographical, gender, etc., the complex relationship between the employees, brought great difficulties to the management. So when organizations need to spread a message, the effect of the formal communication is even smaller than the effect of informal communication, which requires a temporary organization to face informal communication correctly, and control an effective channel of communication.

Finally, the needs of employees are simple, and make good use of incentive measures, we can know that there is slow level of staff satisfaction through the questionnaire, mainly because of the work in exhibition usually are long working hours, poor working conditions and labor intensity, coupled with they are temporary staff, it is difficult to cultivate their organizational identity, so the incentives to employees only through material incentives, such as wage increases, it can be seen in the sixth question in the questionnaire, 80% of people's purpose is just making money, so the income is most important for them. Besides, there are other influencing factors, according to Maslow's hierarchy of needs theory, we can know hierarchy of needs by the multiple effects of gender, education, age and work experience, which means that the incentives are not limited to material rewards. In the questionnaire, we see that 72% of the staff had changed their internal position. so may the rotational working system can also produce incentive effects on employees, to develop their skills through take part in different positions. It may another motivation for employees to work.

3. The problems and solutions proposed on the temporary organizations

To face the future uncertainty of the environment as well as the needs of the market, the temporary organization will become a new trend in the development of the organization, while the temporary organization not only face the external uncertainties include internal uncertainty, so the development of temporary organization is just a start-up phase, so its development is still have a long way to go.

First, for the temporary organization, the biggest problem is the internal staff's organization identity. According to Deng Zhaoming, the corporate culture can be divided into three systems, respectively, material culture, system culture and spiritual culture, the core level of organizational culture is the spiritual culture, it is the most valuable part of an organization, an organization must train the staff to accept organization identity, especially in the core of the spiritual cultural. The temporary organization facing an important problem is how to train the staff of organizational identity, to agree with the spirit of the culture of the organization and gain spiritual motivation. Compared temporary organization with the long-term formal organization, there is a significant difference is that the shorter the life cycle of the temporary organization. In the general formal organization, they can pay more time to train staff identity, but it is almost impossible in a temporary organization, because the life cycle of the temporary organization is really short. So, if they want to explore the potential ability of the staff, they need to solve by other means. In my opinion, we can choose a staff model, because for short-term employees, it is very difficult to accept the core culture of an organization, and by discovering and developing a staff role model is easier, and can be selected through voting, deepen the model recognition. Through this exemplary role to guide and motivate employees can help the staff have right attitude and efficient way to go to work then achieve organizational goals.

Secondly, in a temporary organization, communication and transmission of information is a problem that worth exploring, due to the temporary short-term characteristics of the organization, it is difficult to build effective information communication channels, so it caused the proliferation of information which affect employees' psychological, then affect the normal work, and most of the information communicated through informal channels made the managers cannot know the circumstance clearly, so it would be difficult to deal with staff problems, then led some problems, the most typical is the collective resignation. Since the existence of the informal group, coupled with official leaders didn't concern some questions of the staff, led to the authority of the managers is even smaller than the actual leader of the informal groups, can easily lead to collective employees events, not fully prepared when the outbreak, managers can only compromise to these issues, so as a good manager must be understand the real needs of employees better, and strive to solve the problem before the problem occurred, and deal with the relationship between the informal group, strive to make them serve the goals of the organization. I think there is a solution is holding a conference every day, just need

about ten minutes, in the conference the staff can talk what they are thinking in the work, then the team leader collect the information as a report and update it to the manager. In one hand, it is a channel for the staff to say what they are thinking, in the other hand; the manager can learn it clearly.

Finally, the problem of the relationship between the employees, due to the lack of the trust mechanism between the employees, makes the relationship between employees more complex, if the issue of the relationship between employees are not properly handled, it may the impact the efficiency and reduce the level of service and increase costs, what's more, may direct result of the phenomenon of employees strike resign, it is difficult to stabilize the normal operation of the organization. Temporary organization employees are temporary recruitments, so they are more equal status between employees, even with the team leader, the bureaucracy is not so obvious, mainly because of the temporary organization lacks comprehensive regulatory constraints and the organizational life cycle is shorter, the degree of the individual organizations identity. As a result, even the manager is more like a service supplier than a controller, because they are cooperation in it. So the equality between employees in temporary operational management need to pay much attention, especially in the distribution, the salary is most important for the staff, so the salary must be combined with practical benefits as well as the different position, keep equality can avoid causing unnecessary contradictions and conflicts. On the other hand, refer to Kotter, in his theory on the psychological contract principle; in the management we should help the staff to build a reasonable role, so they can find their own role in the cooperation with other staff. On one hand, they can full use capacity effectively, on the other hand, it is an effective way to establish cooperative relationships with other employees; it would be facilitate for the management.

4. Conclusion

The provisional organization is an organizational model that developed to a certain stage, through the innovation of the organizations, the can adapt to social development, and more suitable to the needs of marketing development. With the continuous development of China's market economy, the temporary organization would have greater problem and need constant improvement on the market mechanism; but also would provide greater space for the development of temporary organizations. In this paper, the writer analyzes it from the microscopic point on problem of the personnel operations and management during the temporary organization construction. With the time going, the development of the temporary organization will promote the it to be a maturity organization mode..

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