

The Effects of Marine Tourism Industry Job Characteristics on Organizational Performance and Turnover Intent

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Abstract

The purpose of this study is to investigate the effects of the job characteristics of marine tourism employees on organizational performance and turnover intent, in order to manage human resources more competitively in the marine tourism industry, and also provide fundamental data to establish a practical marketing strategy. The data of this study were processed using IBM SPSS 23.0 for analysis. The specific data processing methods were Frequency Analysis, Exploratory Factor Analysis (EFA), Reliability Analysis, Correlation Analysis, and Regression. The results are as follows. First, job importance, technological diversity, feedback, job identity, and autonomy have positive effects on job satisfaction among factors subject to job characteristics, and they positively influence organizational immersion. Second, feedback, job identity, and autonomy negatively affect turnover intent among factors subject to job characteristics. Third, among factors subject to job characteristics, job satisfaction and organizational immersion negatively affect turnover intent.

Keyword: Marine tourism industry, Job characteristics, , Organizational performance, Turnover intent

1. Introduction

Although social interest in services related to the marine tourism industry has increased, supporting policies and systems to drive a sense of immersion towards the duties of marine tourism professionals are inadequate in Korea. For the same reason, those who are more experienced and skilled are considering changing jobs, and the operations and safety management of marine tourism establishments are being neglected as phenomena [1].¹

Therefore, the purpose of this study is to identify how employees' job characteristics influence the organization's performance and turnover intent, and based on the result, provide primary data for establishing the effectiveness of human resource administration and a realistic marketing strategy. Human resource management is needed to revitalize the marine tourism industry, which receives national attention as well as national policy support.

2. Research Methods

2.1 Research objects

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The objects of this study are the people who work in the marine tourism and leisure sports industries and participated at the 2016 Busan International Boat Show held in the BEXCO exhibition center 1 from March 10 to 13, 2016. 170 questionnaires were distributed and, excluding questionnaires with unreliable or duplicate answers, 161 questionnaires were used for actual analysis. The demographic information of the research objects is as follows. Gender - 137 males (85.1%), 24 females (14.9%); Age group - 36 20s (22.3%), 57 30s (35.4%), 46 40s (28.6%), 22 over 40s (13.7%); Education - 47 graduated high school (29.2%), 94 graduated undergraduate (58.4%), 20 higher than undergraduate (12.4%). Also, business type information is as follows: 45 were in the facilities and equipment business (29.2%), 82 were in the service business (50.9%), 21 were in sales (13.0%), and 13 were in others (8.1%).

2.2 Research Tools

2.2.1 Questionnaire constitution

The questionnaire used for this study had 29 questions in total - 4 demographic questions, 13 job characteristics questions, 10 organizational performance questions, and 4 turnover intent questions. For the case of job characteristic factors, the questions of Soo-Chang Lee, Hwan-Bum Lee (2008) [3], which adopted the factors used by Hackman & Oldham (1975) [2], were modified, supplemented, and used for this study. In the case of organizational performance factors, the questions of Seung-Kyu Baek and Young-Myeon Lee (2010) [5], and Gil-Soo Kim and Jae-Yeol Kim (2015) [6], which adopted the questions of McGee & Ford (1987) [4], were modified, supplemented, and used for the purpose of this study. In the case of turnover intent, the questions of Young-Cheol Jae (2013) [8] and Myeong-Soo Park (2014) [9], which adopted the questions of Mathieu & Zajac (1990) [7], were modified, supplemented, and used for this study.

2.2.2 Questionnaire’s reliability and validity

To verify the validity of the study’s content, factor analysis was used and Table 1 is the result of the factor analysis on job characteristics.

Table 1. Results Table of the Exploratory Factor Analysis of Job Characteristics

Measuring questions	Job characteristics				
	Job importance	Skill diversity	Feedback	Job identity	Autonomy
I think my job contributes significantly to the organization	.883	.091	.398	.121	.081
The result of my job performance affects the other departments’ target achievements	.763	.231	.231	.091	.053
Many people are affected by my job performance	.716	.336	.183	.311	.221
My job requires diverse skills and knowledge	.343	.712	.101	.109	.219
My job requires complex skills like judgment and drive	.093	.782	.311	.101	.200
My job is composed of many various tasks	.222	.871	.025	.091	.006
I can grasp mishandled parts immediately when performing my job	.095	.009	.910	.346	.132
I receive information on the result or performance of my performed tasks	.352	.223	.768	.131	.327
I can figure out the result of the performed task without going through other people	.331	.125	.882	.298	.105
I can complete all the job’s tasks without cooperation with others	.169	.336	.310	.769	.201
I am aware of all the job’s tasks without the help of others	.253	.265	.221	.605	.215
I can exercise discretionary powers in making decisions for the job	.081	.132	.253	.331	.701
I have autonomy and independence in performing the job	.101	.114	.091	.298	.883

Eigenvalue	4.210	2.115	1.907	1.673	1.131
% distribution	34.126	15.216	10.561	9.653	4.318
% accumulation	34.126	50.342	60.903	70.556	74.874

Kaiser-Meyer-Olkin measurement = 901, Bartlett's unit matrix ($x^2=983,330$ df=51 $p=.000$)

Table 2 is the result of factor analysis on organizational performance.

Table 2 Results Table of the Exploratory Factor Analysis of Organizational Performance

Measuring questions	Organizational performance	
	Job satisfaction	Organizational commitment
I am very satisfied with my job	.882	.319
I perform my job with passion	.703	.046
My job gives me opportunities to grow and improve	.901	.126
I feel a sense of belonging to my organization	.231	.923
I feel attached to the organization	.331	.710
I feel my organization is my family	.193	.847
I see the problems of the organization as my problems	.096	.702
I feel happy working for this organization	.321	.807
Eigenvalue	3.126	1.870
% distribution	50.315	11.093
% accumulation	50.315	61.408

Kaiser-Meyer-Olkin measurement =909, Bartlett's unit matrix ($x^2=842.901$ df=43 $p=.000$)

Table 3 is the result of factor analysis for turnover intent.

Table 3 Result Table of the Exploratory Factor Analysis of Turnover Intent

Measuring questions	Turnover results
I have a possibility of looking for a new job within 1-2 years	.873
I often think about quitting the job	.673
If possible, I wish to find a new job	.787
If another company offers me a position, I'll actively respond	.773
Eigenvalue	1.901
% distribution	61.431
% accumulation	61.431

Kaiser-Meyer-Olkin measurement = 971, Bartlett's unit matrix ($x^2=600.425$ df=23 $p=.000$)

3. Data Processing Method

To process the data of this study, frequency analysis, EFA (Exploratory Factor Analysis), reliability analysis, correlation analysis, and regression were conducted by using IBM SPSS 23.0, and the study results were drawn accordingly.

4. Results

4.1 Examination of the correlation between job characteristics, organizational performance, and turnover intent

Pearson’s product-moment correlation coefficient was calculated for correlation analysis between job characteristics, organizational performance, and turnover intent. The result of correlation analysis is shown in Table 4.

Table 4 Results Table of Correlation Analysis

Factor	Job importance	Skill diversity	Feedback	Job identity	Autonomy	Job satisfaction	Organizational commitment	Turnover intent
Job importance	1							
Skill diversity	.433**	1						
Feedback	.299**	.419**	1					
Job identity	.772**	.440**	.450**	1				
Autonomy	.349**	.290**	.343**	.526**	1			
Job satisfaction	.562**	.692**	.534**	.296**	.593**	1		
Organizational commitment	.362**	.417**	.614**	.664**	.318**	.407**	1	
Turnover intent	-.634**	-.538**	-.416**	-.336**	-.442**	-.222**	-.542**	1

** $p < .01$

4.2 Effect of job characteristics on organizational performance

4.2.1 Effect of job characteristics on job satisfaction

A regression analysis was performed to understand the effect of job characteristics on the way workers in the marine tourism industry feel about job satisfaction. The results are shown in Table 5.

Table 5 Results Table of the Effect of Job Characteristics on Job Satisfaction

	B	SE	β	t
(Constant)	3.091	.298		8.447***
Job importance	.201	.109	.142	4.751*
Skill diversity	.253	.143	.209	6.331**
Feedback	.146	.091	.154	3.335*
Job identity	.332	.212	.287	8.215***
Autonomy	.254	.149	.191	5.348**
F= 17.452*** R ² = .438				

* $p < .05$, ** $p < .01$, *** $p < .001$

4.2.2 Effect of job characteristics on organizational commitment

A regression analysis was performed to understand the effect of job characteristics on the way workers in the marine tourism industry feel about organizational commitment. The results are shown in Table 6.

Table 6 Results Table of the Effect of Job Characteristics on Organizational Commitment

	B	SE	β	t
(Constant)	3.998	.203		4.613**

Job importance	.200	.097	.243	5.673*
Skill diversity	.143	.105	.083	1.274
Feedback	.229	.153	.203	3.441*
Job identity	.198	.087	.118	2.998*
Autonomy	.189	.127	.154	3.008*
F= 6.711*** R ² = .319				

* $p < .05$, ** $p < .01$

4.3 Effect of job characteristics on turnover intent

A regression analysis was performed to understand the effect of job characteristics on the way workers in the marine tourism industry feel about turnover limit. The results are shown in Table 7.

Table 7 Results Table of the Effect of Job Characteristics on Turnover Intent

	B	SE	β	t
(Constant)	3.998	.153		11.998***
Job importance	-.114	.102	-.109	-1.648
Skill diversity	-.129	.087	-.102	-1.472
Feedback	-.154	.117	-.132	-3.105*
Job identity	-.201	.100	-.121	-1.009
Autonomy	-.294	.148	-.173	-4.411**
F= 12.904*** R ² = .081				

* $p < .05$, ** $p < .01$

4.4 Effect of organizational performance on turnover intent

A regression analysis was performed to understand the effect of organizational performance on the way workers in the marine tourism industry feel about turnover intent. The results are shown in Table 8.

Table 8 Results Table of the Effect of Organizational Performance on Turnover Intent

	B	SE	β	t
(Constant)	2.998	.131		7.946***
Job satisfaction	-.186	-.114	-.171	-5.326**
Organizational commitment	-.144	-.114	-.156	-3.001*
F= 7.263*** R ² = .332				

* $p < .05$, ** $p < .01$

5. Conclusions

The conclusions of this study are as follows. First, some factors among the job characteristics of marine tourism industry workers appeared to have a positive effect on job satisfaction and organizational commitment. Hence, it is necessary to establish and provide regular seminars on jobs, provide support through systematic programs, fair evaluation, and compensation, and employ a system that assures independent discretionary power, according to the job characteristics of the workers. Second, among the job characteristics of marine tourism industry workers, feedback and autonomy showed a negative effect on turnover intent. Therefore, the turnover intent of marine tourism industry workers to move to other jobs or other organizations can be lowered by providing institutional support for the decision-making range, high-level rights and

responsibilities in their jobs, as well as the right career development program. Third, among organizational performance factors of marine tourism industry workers, job satisfaction and organizational commitment showed negative effects on turnover intent. Hence, it is necessary to increase job satisfaction and commitment of the workers to lower the turnover intent, which is a psychological factor occurring before a career change. For this purpose, clusters on marine tourism vitalization must be formed by administrative departments, local governments, and corresponding facility management. Moreover, an administrative standard framework, such as an examination, and improvement of related facilities, as well as working conditions, must be established and actively implemented.

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