

## ***Abstract***

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<b>Title:</b>  <b>Seasonal workforce retention: a study of snow sports instructors</b>	

### **Abstract:**

The tourism industry is currently plagued with high employee turnover. This is especially true for seasonal positions. Seasonal employee retention can help businesses alleviate the need for constant recruitment and has favorable financial, as well as service performance implications attached to it. Ski schools are valuable contributors to the Austrian winter tourism product, however, there is very limited research on their primary employees, snow sports instructors. One well-studied job attitude that has been connected to outcomes, such as employee retention and commitment, is job satisfaction. Therefore, this study set out to investigate the seasonal retention of snow sports instructors by analyzing job satisfaction as a predictor of return-to-work intentions and affective commitment. Different employment factors of snow sports instructors and their impact on job satisfaction were examined using a quantitative online survey. A total of 205 snow sports instructors participated and were categorized into returning and first year employees to assess potential differences in their job attitudes.

The findings of this study show no significant differences in the two groups of returning and first year employees. A multiple linear regression analysis revealed satisfaction with management and leadership as the only significant predictor for job satisfaction of returning employees, while none of the investigated job indicators were significant predictors for the job satisfaction of first year employees. Job satisfaction was found to be a significant predictor for return-to-work intentions and affective commitment for both groups. Meanwhile, the job indicator sense of community had the highest importance rating for both groups. This study highlights the significance of job satisfaction of employees for their retention. Especially favorable attitudes of snow sports instructors towards management and leadership are emphasized by this study.

This is one of very few investigations on the seasonal employment of snow sports instructors. Therefore, it is highly recommended to expand upon the key findings with more qualitative-based research, as well as other antecedents of employee retention, including organizational commitment and work motivations.

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