

## ***Abstract***

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<b>Title:</b> Affective organisational commitment as a key target variable for employee retention in family-run hotel businesses	

### **Abstract:**

The master's thesis entitled "Affective organisational commitment as a key target variable for employee retention in family-run hotel businesses" deals with the research question "What influence does affective organisational commitment have on employee retention in family-run hotel businesses?".

In the theoretical part of the thesis, the topics of organisational commitment and family-run hotels are analysed and linked. The starting point analyses that affective organisational commitment is one of the most important concepts in human resource management. Employees with a high level of affective commitment provide a company with key benefits and can lead to an emotional bond with the organisation. As in particular the tourism industry is confronted with high fluctuation rates and a shortage of qualified labour, this paper will focus exclusively on this sector. After all, the hotel industry is a labour-intensive sector that is dependent on committed employees in order to survive the intense competition. Family businesses have a socio-emotional wealth in the family, which allows them to identify unique characteristics and derive competitive advantages. These circumstances and their unique values can promote affective commitment and lead to employee loyalty.

Based on the theoretical background, hypotheses are formulated to operationalise the research question. With the help of an empirical study, the influencing factors for affective organisational commitment, which are decisive for employee loyalty in the family-run hotel industry, are analysed. The online questionnaire was completed by employees in family-run hotel businesses. Hence, the results of the quantitative method clearly show that employees remain loyal to the company if they identify strongly and are

emotionally attached to their employer. Affective commitment therefore has a positive and significant influence on employee loyalty. As a result of this loyalty and employee satisfaction, turnover intentions are reduced.

Finally, recommendations for action for family-run hotel businesses are derived from the theoretical and practical findings. In the end, these five conclusions are intended to explain to these companies how they can promote affective commitment in order to increase employee loyalty and achieve competitive advantages. These include promoting organisational support, transferring responsibility and opportunities for co-design, strengthening social relationships, offering training and further education opportunities and building a strong employer brand.

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