

Seasonal workforce retention: a study of snow sports instructors

Status Quo & Problem Statement

Tourism organizations struggle to find sufficient staff (Misrahi & Jus, 2021) and are plagued by high turnover (Belias et al., 2022).

- Meanwhile employee retention offers valuable benefits for organizations (Alverén et al., 2012; McCole, 2015).

Ski schools are valuable contributors and an integral part of Tyrolean winter tourism (Land Tirol, n.d.).

- Few studies focus on employment of snow sports instructors and their retention.

Research Questions & Objectives

Create a twofold benefit for providers with practical implications and snow sports instructors with an improved employment environment.

a. What factors of seasonal employment of snow sports instructors aid in predicting their retention?

b. How can retention measures be accordingly created and utilized?

Theoretical Background: Key Areas

Outlining employment characteristics of snow sports instructors

Exploring job satisfaction as an antecedent of retention and affective commitment

- Value-PerceptTheory (Locke, 1976)
- Frames of Reference – Cornell Model (Smith et al., 1969)

Defining indicators and standards of quality (Ismert & Petrick, 2004)

Research Design

Quantitative Online Surveys

- To capture human attitudes by making characteristics measurable (Reinders & Ditton, 2015)

Data Analysis

- Descriptive statistics
- Multiple linear regression
- Simple linear regression

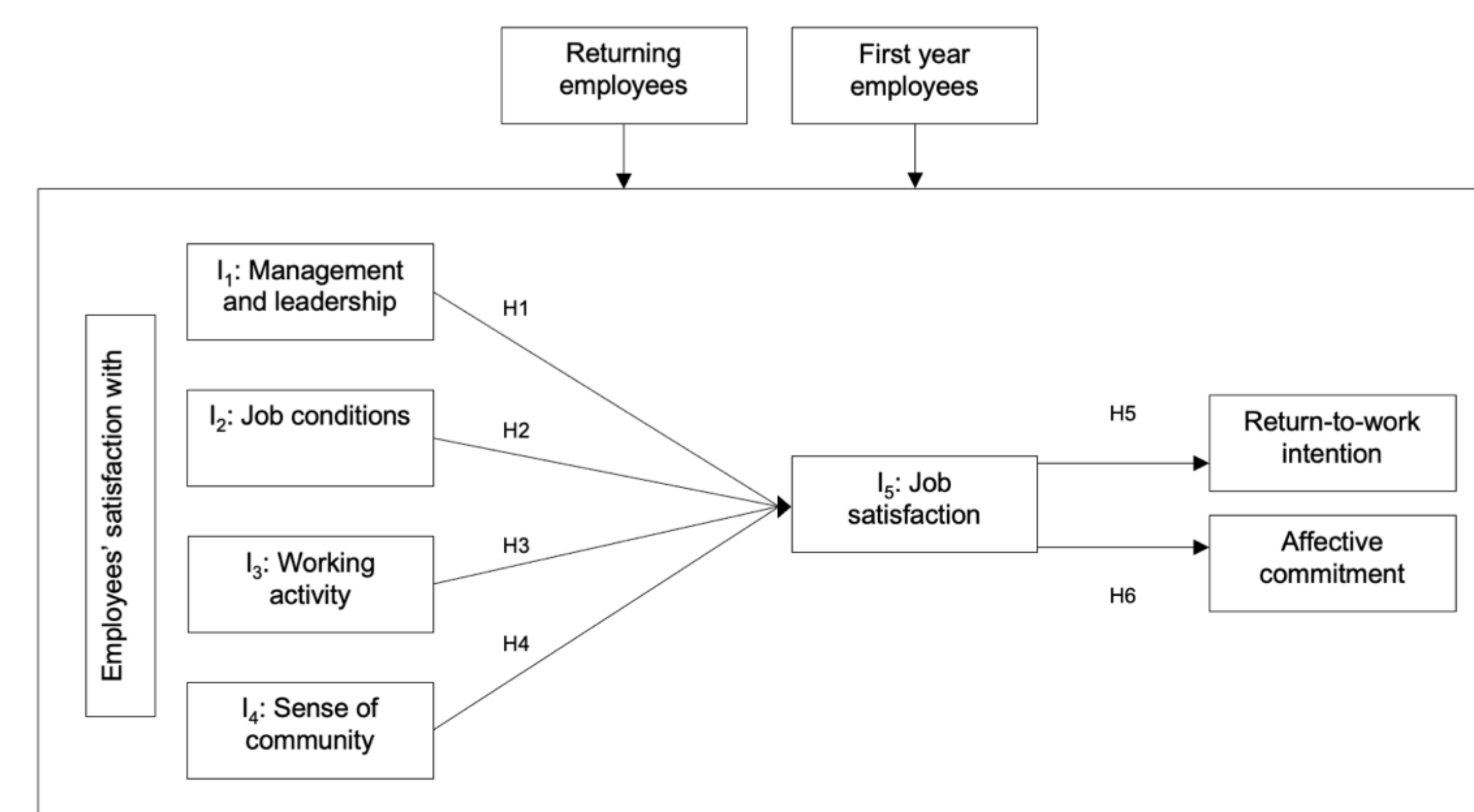


Figure 1: Conceptual Model (by the author)

Main Findings

- Management and leadership is the only indicator that significantly explains the variance in overall satisfaction for returnees.
- None of the indicators are significant for first year employees.
- For both groups overall satisfaction is a significant predictor of intent to return for another season and affective commitment.
- Sense of community is comparably of highest importance.
- No significant differences in indicator importances and satisfactions were identified between the two groups.

Practical Implications

Awareness of typical employee characteristics indicative of possible wants and needs from an employer:

- Younger age distribution and non-permanent residency
- Necessity for sense of community

Monitoring satisfaction levels and implementation of feedback, especially for management and leadership.

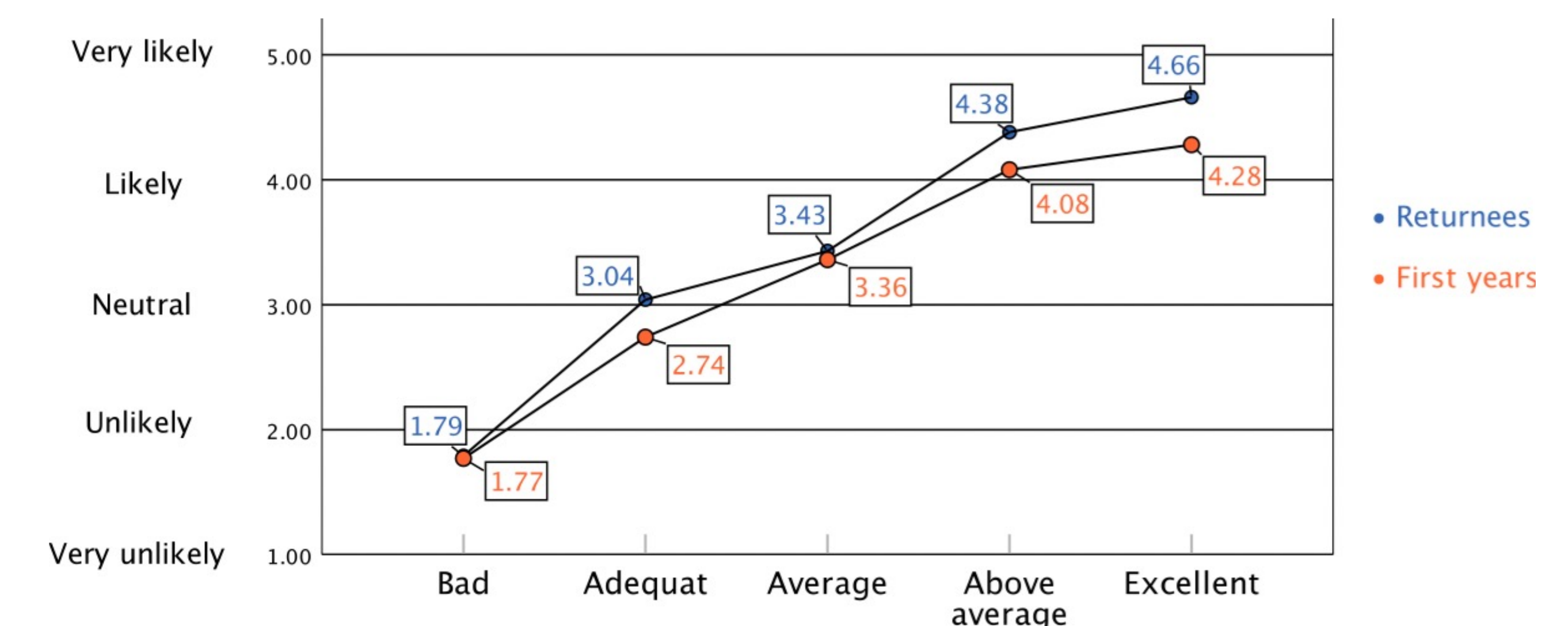


Figure 2: Likelihood of intent to return of I₁ standards (by the author)

Limitations & Future Research

- Smaller sample size of first year employees and lack of cross-country skiing instructors
- Limited information on the research population
- Expanding on antecedents of job satisfaction
- Considering other constructs with employee retention as a possible outcome

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