

Commitment of family firm employees:
Mediating effect of justice perception and moderating effect of high performance
work practices

In June 2018 Jiayan Xiang graduated from the Tilburg School of Social and Behavioral Sciences, Tilburg University. Jiayan followed the MSc Human Resource Studies and wrote her master thesis in the area of family firms. The following text is a summary of the MSc thesis.

Family firms gain exceptional competitive advantages in markets because of the high commitment of family member employees. However, they also experience risks of non-family member employees being not as committed as family members. This research focuses on the commitment of non-family employees, exploring the mediating role of justice perception and moderating role of high performance work practices play in the construction of organizational commitment among those non-family members working in family firms. Using data from 30 Dutch family firms, it is found that family employees exhibit higher levels of organizational commitment than non-family employees, however, the difference could not be clarified through justice perception. Moreover, high performance work practices became a significant predictor of justice perception for both family employees and non-family employees and exert significant influence on organizational commitment.

Key words: family firms, organizational commitment, justice perception, High Performance Work Practices, non-family employees

If you are interested in the master thesis you can contact the Tilburg Institute of Family Business via tifb@tilburguniversity.edu and request a pdf file.