# EMPLOYEE TURNOVER IN THE RESTAURANTS AND ACCOMMODATIONS SECTOR: A SYSTEMATIC LITERATURE REVIEW

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# MASTER'S THESIS

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TITLE:

**EMPLOYEE TURNOVER IN THE ACCOMMODATIONS AND RESTAURANTS SECTOR: A SYSTEMATIC LITERATURE REVIEW**

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# ABSTRACT

There is an extensive literature that tackles turnover issues within the hospitality sector. It has been argued and claimed in several studies that the hospitality industry faces the highest labour turnover problem among all other industries, particularly in the service industry.

The purpose of this study is to conduct a systematic quantitative literature review of academic articles addressing the issues on employee turnover within the hospitality industry, mainly in the restaurants and accommodations sector. It is specifically intended to investigate the research focus on the subject of employee turnover within the hospitality research sector.

The academic articles are screened following the PRISMA protocol. A total sample of 42 academic articles was included in this review from the period year 2001 to 2018. Furthermore, the literature included in the study are analyzed within the scopes of leadership, Human Resource/work environment, and economic perspective during which a categorization technique is also employed.

The findings indicate that there has been a change in the research focus over time, particularly on the economic aspect which emerged to be the least focus while HR/work environment and leadership aspects remain to be the central focus within the hospitality research sector in addressing the employee turnover issues.

It can be suggested that applying the scopes of leadership, HR/work environment, and economic perspectives can provide an overview in the analysis of research focus on the subject of employee turnover in the hospitality research sector.

*Keywords: Employee turnover, hospitality industry, restaurants and accommodations sector, leadership perspective, HR / work environment perspective, economic perspective, systematic literature review, categorization*

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# FOREWORD

The issues of turnover in the hospitality industry have been a particular interest among scholars, researchers, practitioners, and managers during which a plethora of literature addressing these issues have emerged over time. There can be found studies that address the issues of turnover in the hospitality industry. In the hospitality research sector, several factors were investigated to explain the causes and reasons of turnover, turnover intentions among employees, and what have been done so far to resolve, if not, to reduce the high turnover rate in the hospitality industry.

The Bureau of Labour Statistics along with the National Restaurant Association update in 2016 in the U.S stated that the restaurants and accommodations sector have the highest in employee turnover compared to other sectors in the service industry. Several studies have also expressed a similar existence of issues of turnover in other parts of the world.

Personally, as an individual who is passionate about the world of service, particularly in the hospitality industry, it is relevant to be aware of these issues. Therefore, this particular topic is selected using a literature review approach in order to gain a deep understanding and to provide an overview of the current issues addressing the issues on employee turnover.

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Finally, I would like to thank the **Good Lord** for the gift of life and for having the privilege to explore, to gain more knowledge and new experiences, and to be faced with wonderful challenges that give meaning to life.

# 1 INTRODUCTION

## *1.1 Background Information*

Hospitality researchers, practitioners, managers, business owners, and employers know that there is a high turnover of employees in the hospitality industry and that the cost per employee turnover is relatively high. For instance, in a classic review, Hogan (1992) mentioned that according to a front-page article in *The Wall Street Journal* on the 13<sup>th</sup> March 1988 issue, the cost of turnover in the hospitality industry has an average of $1,400 in the United States of America. Looking back at the hospitality industry's cost per employee turnover from 30 years ago, one can wonder how much the cost of turnover in the hospitality industry at present is. In Australia, an estimated cost of A$9,591 is said to be the average cost of replacing an operational employee (Davidson, Time, & Wang, 2010).

From previous literature, we also came to know that employee turnover can have many negative consequences, mainly in terms of direct and indirect costs (Faldetta, Fasone, & Provenzano, 2013).  In fact, numerous studies have indicated that the hospitality industry has the highest in employee turnover among all other industries. The Bureau of Labour Statistics along with the National Restaurant Association update in 2016 in the U.S. indicated that the rate of employee turnover is higher in restaurants and accommodations sector than in other private sectors. However, there can be found no standard reason as to why employees would quit their jobs or leave the organization (Ongori, 2007).

In definition, turnover is *''a measure of separations from an employing organization. These separations are consisting of resignations, retirements, discharges, reductions-in-force, deaths, and interagency transfers. It is expressed as turnover rate and it is calculated during a fiscal year, or calendar year''* (Trip, n.d, p.2).

Although several studies indicate that employee turnover is perceived to be a normal phenomenon in the service industry, it is observed and noted that employee turnover is remarkably high in the hospitality industry for more than three decades (Yang, Wan, & Fu, 2012; Yang, 2010; Birdir, 2002; Deery & Shaw, 1999; Kennedy & Berger, 1994; Woods, 1992; Tanke, 1990). This nature of employee turnover in the hospitality industry has been a particular point of interest among researchers and scholars within the hospitality research sector.

## 1.2 Problem Statement

There is an extensive research literature that addresses turnover issues in the hospitality industry and there is a need to summarize it. According to Shaw, Delery, Jenkins, and Gupta (1998, p.511*) ''turnover is a subject of much research in the organizational sciences and economics''.* Moreover, Ongori (2007) stated that there is no standard reason found in the aim to understand the causes of employees withdrawing from their jobs.

Furthermore, an integral part of this systematic literature review is to identify the theoretical perspectives that researchers, scholars, and practitioners are inquisitive about in their studies concerning the issues on employee turnover in the hospitality industry. There are several theoretical perspectives that researchers are dwelling in relating to addressing turnover issues

in the hospitality industry. Although, there are a plethora of studies indicating several theoretical perspectives within the hospitality and tourism research sector, this study has chosen to limit the selection of academic articles within the scopes of leadership, HR / work environment, and economic perspective in the restaurants and accommodations sector which is deemed relevant for the interest and purpose of the study.

*1.3 The Purpose of Study*

There are several objectives set for this study. These are the following:

- First, to use PRISMA flow diagram (Moher, Liberati, Tetzlaff, & Altman, 2009) in screening relevant academic articles, and to apply categorization technique (Mahalakshmi & Duraiswamy, 2012) in a systematic literature review approach;

- Second, to review recently published academic articles that are relevant in addressing the topic on employee turnover in the restaurants and accommodations sector;

- Third, to investigate the research focus on the issues of employee turnover in the hospitality research sector;

- Fourth and last is mainly to analyze the reviewed academic articles addressing turnover issues within the scopes of leadership, HR/work environment, and economic perspectives.

*1.4 Research Questions*

The main research question for this research study is the following:

***How will the analysis in the scopes of leadership, HR/work environment, and economic perspectives contribute to understanding the issues of employee turnover in restaurants and accommodations within the hospitality research sector?***

This research question will be answered through the following sub-questions:

> ➢ *What do we (as managers in hotels and restaurants, practitioners, and researchers in the hospitality and tourism research) know about the employee turnover issues in the hospitality industry?*
>> o the causes of turnover and turnover intention stated in the literature
>> o the employee retention strategies and theories stated in the literature
> ➢ *Which of the three theoretical perspectives is 'ruling', and have there been changes over time in the research focus within the hospitality research sector in addressing the employee turnover issues in the hospitality industry?*
>> o This RQ will reflect on the analysis of academic articles being published within the hospitality research sector on the subject of turnover from the year 2001 to 2018. The analysis will be based on the scopes of the theoretical perspectives.
> ➢ *Which research track is not most focused and what lack of knowledge may this imply?*
>> • This RQ will be reflected in the findings and will be further discussed.

*1.5 Outline*

The study includes four main parts. The first part will be consisting of the introduction section that includes background information, problem statement, the purpose of the study, the research questions.

The second part is comprised of the literature review which includes a synthesis of the literature that discusses the causes of turnover and turnover intention in the hotel industry. Also, there are included employee retention strategies and some theories from previous studies.

The third part is the methodology which includes the chosen research design, sample, data collection, measurement(s), data analysis, results, discussion, conclusion, limitations and recommendations.

The last part will consist of the references used in this paper.

## 2 LITERATURE REVIEW

This chapter will explore the literature addressing the area of employee turnover and retention in the hospitality industry. It will review the empirical literature relating to the research questions, the potential causes of the industry's high turnover, and an outline indicating retention strategies that can be useful and available for managers, practitioners, and employers in the hotel and restaurant businesses across the world. The first part will include a deeper

understanding of employee turnover followed by a review of previous literature indicating the potential causes of employee turnover and turnover intentions.

The second part will briefly describe the employee retention which will be followed by a review of employee retention strategies and theories from previous literature

## 2.1 Employee Turnover

Turnover is perceived as a symptom of many underlying problems that are caused primarily by an 'ineffective work environment', 'defective supervision', and 'inadequate compensation' (Hinkin, &Tracey, 2000). Moreover, Griffeth, and Hom (2001) defined turnover across three dimensions namely, 'Voluntary, Involuntary, and Dysfunction turnover'. The first dimension called as voluntary turnover is instigated by the employee. The second dimension which is involuntary turnover is initiated by the employer or the organization to the employee due to a poor performance or organizational restructuring. The third dimension termed as dysfunction turnover is when the people who leave are the most talented which can potentially harm the organization. (Griffeth & Hom, 2001).

According to Allen, Bryant, and Vardaman (2010), employee turnover can undeniably be problematic and in some cases catastrophic for organizations, and it is therefore essential for parties involved (e.g. HR managers) to understand the impact of turnover and how to manage employee turnover when developing and implementing effective evidence-based guidelines in managing turnover.

Furthermore, in search of reasons why employees leave a company, these seven main reasons were suggested (Branham, 2005; Jagun, 2015):

'1. Employees feel the job or workplace is not what they expected.

2. There is a mismatch between the job and person.

3. There is too little coaching and feedback.

4. There are too few growths and advancement opportunities.

5. Employees feel devalued and unrecognized.

6. Employees feel stress from overwork and have a work/life imbalance.

7. There is a loss of trust and confidence in senior leaders.'

In the next part, some recent empirical literature that was included in this study will further reveal other potential causes of employee turnover.

## 2.2 A Synthesis of Employee Turnover Causes and Reasons

There are numerous studies indicating relevant causes of employee turnover in the hotel and restaurant businesses across the globe. Given the knowledge that turnover is a major issue in almost all service industries, especially in the hospitality industry, these chosen turnover causes are mainly examples of the purpose of the study.

Several studies were conducted in search of leads resulting in a turnover in the hospitality industry. For instance, Brown, Bosselman, and Thomas (2016) inferred that the intent of not entering into the hospitality industry may begin as a hospitality student. According to Blomme (2006) a percentage ranging from 17% to 70% of hospitality graduates not intending to enter the hospitality industry can have implications leading to a potential turnover, during which previous studies were focused on ''students' expectations'' (Blomme, Van Rheede, &

Tromp, 2009; Kusluvan, & Kusluvan, 2000; Richardson, 2009), and how these expectations

have changed after being in the industry.

In the study of Brown et al. (2016), 96% of the students who vouched to not pursue a career

within the hospitality industry is caused by their experiences while working in the hospitality.

According to Brown et al. (2016), having hospitality students and graduates with no intention

to continue their practice in the hospitality industry, for instance, 70% of the quondam

graduates of The Hague Hotel School (Blomme, 2006) no longer pursue a career in the

hospitality industry after 6 years of graduating, warrants further research to investigate the

matter. More so, Brown et al. (2016) stated that there is a clear implication that hospitality

graduates are more likely to leave the hospitality industry if they did not experience what they

find important. Brown et al. (2016) also argued that expectations do change, and it is vital to

study the relevance of career factors and to investigate what kind of experiences hospitality

management graduates go through because a study of Walsh, and Taylor (2007) found that

individuals with a hospitality management degree are usually the ones quitting the industry

leading to hospitality graduate turnover.

Moreover, a previous study of Maxwell, Ogden and Broadbridge (2010, p.53) on the

Generation Y undergraduates in Scotland stated that ''*early experiences in the hospitality*

*industry act to discourage them from pursuing careers in this sector''* of which 46% of the

respondents reported that the hospitality sector is totally unattractive and therefore, not their

first career choice after graduation compared to the 34% that finds the industry a little

attractive.

A recent study by Xu, Martinez, Tews, Torres, and Farfan (2018) also find that hospitality

and tourism student attending their internship experienced abusive supervision in the

workplace. In addition, previous studies indicated that the work environment within the hospitality industry to be 'stressful and arduous' (Murray-Gibbons & Gibbons, 2007), 'abusive supervision' can only worsen and increase the withdrawal from the hospitality industry among hospitality students and graduates (Xu et al., 2018).

Another interesting point has emerged as a potential lead in identifying the causes of turnover. According to Brown, Thomas, and Bosselman (2015), the members of the Generation Y or the Millennials as compared with other generations are the most difficult to keep in the hospitality workforce. Lancaster, and Stillman (2002), Martin, and Tulgan (2001), and Twenge (2007) argued that Generation Y employees showed lower levels of organizational commitment and higher turnover rates as juxtaposed with older generations in several industries. Numerous studies as summarized in Brown et al. (2015) study, explain that the higher turnover rates among Generation Y employees, for instance, Barron, Maxwell, Broadbridge, & Ogden (2007), and Weingarten (2009) asserted that value of personal life and the Generation Ys' willingness to quit should they find that their current job is not beneficial, and that 'biggest age gap' experience, can be a determining factor to leave. Weingarten (2009) also added that Generation Y employees are 'very demanding and require immediate responses and results. Moreover, Morton (2002) added that Generation Y is in search of defined organizational culture encompassing diversity, equality, compensation, and tolerance in the workplace'. Also, Martin (2005) argued that members of the Generation Y prefer to perform tasks their way at their own pace as they are independent, entrepreneurial, challenge taking, creative, technologically savvy, and knowledgeable.

Also, Emiroğlu, Akova, and Tanrıverdi (2015) raised findings that link demographic factors to turnover intention. In Emiroğlu et al. (2015) study, they argued that demographic factors like age, gender, marital status, and education and other factors such as tenure, wage, position,

the area of assignment can also be the determinants for turnover intention. For instance, Akova, Cetin, and Cifci (2015) inferred in their study that while the turnover intention of employees on pre-opening hotel businesses is low, male employees have shown to have more intentions of quitting their job than female employees.

Moreover, Foreman (2009) stated that there are three factors that generally cause a turnover. These are 'individual factors' (e.g. age, education, gender, tenure), 'work-related factors' (e.g. job satisfaction, wage, performance, organizational commitment), and 'external factors' (e.g. unemployment rate, perceptions of employment, the presence of trade union'' (Foreman, 2009).

Mobley (1977) stated that 'turnover intention is the best predictor of leaving'. Such claim is supported by recent studies indicating that turnover intention and emotional exhaustion are certainly related (Lv, Xu, & Ji, 2012). From earlier studies, Jackson, Schwab, and Schuler (1986) asserted that emotional exhaustion leads to lower rates of organization attachment. Also, the study of Firth, and Britton (1989), Jackson et al. (1986), Leiter, and Robichaud (1997), and Shaufeli, and Enzman (1998) implied that higher rates of turnover and turnover intention revealed significant correlations among emotional exhaustion, job satisfaction, organizational attachment, and turnover intention. Furthermore, Yavas, Babakus, and Karatepe (2008) have also shown in their study that emotional exhaustion and turnover intention are 'closely linked' and Karatepe, and Uludag (2007) claimed a 'similar link'. In addition, the study of Qin, and Shi (2012) indicated the relevant effects relating to emotional labor strategies on emotional exhaustion and its impact on turnover intention.

It could also be an interesting addition as one of the potential leads to turnover is that 'critical life events and turnover are positively related' (Tews, Stafford, & Michel, 2014). In support

of this claim, Tews' et al. (2014) findings indicate that positive and negative external personal events and positive external professional events were positively related to turnover. Tews et al. (2014) asserted that individuals tend to reassess their employment conditions which may be stimulated by critical events that will then determine if their needs are met and whether they will remain or leave the organization that will eventually lead to turnover. This particular study of Tews et al. (2014) was conducted with a focus on entry-level/part-time employees within the hospitality industry due to their undisputed importance being central to the service delivery process which Maxwell (2008) concurred that their number is relatively large. Not only that critical life events, for instance, one of the central drivers to the turnover process due to the fact that 'life happens, and people matter', positive external personal and positive external professional events are also regarded as stimulants (Tews et al. 2014).

Another common practice circulating within the hospitality industry leading to turnover is known as ''Organizational Politics'' or OP (Daskin, & Tezer, 2012) and that it 'carries a prevailing opinion indicating a negative connotation' (Drory 1993; & Zanzi 2001). Moreover, in an empirical research on frontline supervisors working in three to five stars hotel in North Cyprus conducted by Daskin, and Tezer (2012), the findings indicate that organizational politics escalate supervisors' turnover intentions. This includes political behaviors such as 'acting against procedures', 'sucking up to the boss', 'lobbying executive managers in return of special treatment', etc., leading to favoritism practices which are potential factors that can paralyze the organizational justice as it fabricates a working environment that is surrounded by distrust during which real performers of the organization will either choose to be part of the political games or leave the organization (Daskin, & Tezer 2012).

Also, Yang, Wan, and Fu (2012) summarized in their research what is believed to be the major factors why employees leave their jobs. According to Yang et al. (2012), these major factors of separation were subdivided into five HRM categories. These major factors from previous studies are, 'inappropriate recruiting processes' (Lo, & Lam, 2002; Pizam, & Thornburg, 2000); 'inappropriate work placement' (Lo, & Lam, 2002); 'dissatisfaction with salary, benefits and job opportunities'(Cho, Woods, Jang & Erden, 2006; Lo, & Lam, 2002); 'inappropriate management of company staff' (Kim, Lee, & Carlson, 2010; Cho, et al., 2006; Lo, & Lam, 2002); and 'job stress and burnout' (Chalkiti, & Sigala, 2010; O'Neill, & Xiao, 2010; & Shani, & Pizam 2009).

Another interesting study of hotel managers during which studies found that 'job content' (Hemdi, & Rahim, 2011) is the most revealing predictor for turnover intention is also an essential indicator for affective commitment. According to Hemdi, and Abdul Rahim (2011) 'job content is perceived as to how much the job demands from managers and the possibilities the managers to have control over their job' during which an excessive demand and low level of control can result to higher levels of discontentment of the job and psychological strains resulting to turnover intention. What is more, the study of Hemdi, and Abdul Rahim (2011) has implication towards the design of job of managers that also applies to hotel managers through which the jobs perceived as challenging and demanding but without possibilities of control can result to turnover intentions and actual turnover.

Last but not the least, previous studies have also developed several models to analyze the causes of turnover in the hospitality industry. One study has concentrated on turnover cases that are deemed useful in the reduction of a number of occurrences within the organization using effective HR and compensation practices which brings to another potential lead in

search of the causes of turnover. Stalcup, and Pearson (2001) termed it as 'the breakdown in the employee-employer relationship' that falls to the 'avoidable' in Abelson's journal (as cited in Stalcup, and Pearson, 2001) of 'avoidable-unavoidable dichotomy' during which the employer will need to look for a replacement for the departing position. Stalcup, and Pearson (2001) added that in instances such as this, the employer or the employee will decide whether the separation will take place.

In understanding the breakdown of an employee-employer relationship, Stalcup, and Pearson. (2001) stated that 32% of their survey responses and 40% of their interviews, quit their job due to 'limited opportunity', 'financial', and 'seeking faster advancement' as barricades to the advancement of their careers while 72.9% of the interviewees end up having better position from the separation. Stalcup, and Pearson (2001) have also added that 'organizational culture conflicts', 'conflicting goal and priorities', 'overly' strong concern with controlling cost not necessarily relating to salaries and benefits but due to insufficient resources needed to do the job properly, and the lack of management freedom are potential factors of relationship breakdown between employers and employees resulting to turnover.

## 2.3 Employee Retention

Retention by definition is *''the extent to which an employer retains its employees and may be measured as the proportion of employees with a specified length of service (typically one year or more) expressed as a percentage of overall workforce numbers''* (CIPD, 2014; Jagun, 2015, p. 15).

In a classic article some 29 years ago, Woods, and Macaulay (1989) in their ''R$_x$'' for turnover stated that *''long the bane of the hospitality industry, turnover has become even more troublesome today, given the dearth of job applicants. But the turnover beast can at least be bridled, if not tamed''*. There are numerous studies that have evolved in search of a panacea for turnover and although, 'turnover cannot be cured completely, there can be found remedies to reduce it' (Woods, & Macaulay, 1989). Woods, and Macaulay (1989) further stated that in curing the turnover malaise, it is essential to identify what is causing the turnover, and then find the 'prescription' that works best for the situation.

Woods, and Macaulay (1989, p.86)) suggested classic prescriptions for both short-term and long-term cure for turnover:

''Short-term:

1.  ''Surface'' your company's culture

2.  Find out why short-term employees leave

3.  Find out why long-term employees stay

4.  Ask employees what they want

5.  Give employees a voice in job performance and the organization

6.  Check managers' bias regarding hourly workers

7.  Develop recruiting system tailored to your company's needs

8.  Develop orientation programs that fit your culture

9.  Take employment interviews seriously

Long-Term:

1.  Establish socialization programs to teach employees your company's values and beliefs

2.     Create training programs that speak your employees' language

3.     Establish career paths for hourly employees

4.     Involve employees in quality circles

5.     Develop partner or profit-sharing programs

6.     Create incentive programs

7.     Establish child-care and family-counseling programs

8.     Establish a working environment that supports non-traditional employee (e.g., flextime, job sharing, appropriate benefits packages)

9.     Establish competitive pay scale.''

Furthermore, Gberevbie (2010) argued that if organizations will adopt and implement 'the appropriate employee retention strategy', it will certainly keep its employees and that they will continue to work in the achievement for the overall success of the goals set by their organizations.

In the next part, recent empirical studies are included for the purpose of the study.

*2.4 A Synthesis of Employee Retention Strategies, Methods and Theories*

*Leader-Member Exchanged Agreement*

A recent study of Kim, Poulston, and Sankaran (2017) on a relatively new concept known as the Leader-member exchanged (LMX) agreement have been conducted with proven effectiveness especially for older and longer tenured employees. In definition, *''LMX describes the dyadic work relationship (i.e., two-part) between supervisors (leaders) and their subordinates (members)''* (Kim et al. 2017, p.240). In their study, Kim et al. (2017)

meticulously examined the concept of leader-member exchange (LMX) agreement and further supported the hypothesis that LMX agreement between supervisors and their subordinates are positively related to the subordinates' organizational commitment.

Their study indicates that the greater the LMX agreement between the supervisor and the subordinate, the stronger organizational commitment is shown by the subordinates. Scholars have suggested the use of LMX agreement scores which could help hotel owners, managers to better understand the supervisor-subordinate relationship in order to plan and execute a better structured and more effective organizational task focusing on the strength of relationships within the organization. (Kim et al. 2017). Moreover, Xu, Martinez, and LV (2017) in their study encouraged the need of emotional labor interventions (e.g., orienting supervisors to more promising means of controlling emotional display).

*Perception of Work-life Balance and Job Satisfaction*

Another recent study investigates the important aspects of emotional labor particularly on hotel employees' work-life balance perception and commitment (Hofmann & Stokburger-Sauer 2017) in reducing turnover. According to Hofmann, and Stokburger-Sauer (2017, p.55), their findings indicate that *''employees' emotional labor, work-life balance, and job satisfaction are relevant constructs in hospitality management and research, and that one of their study highlights is that both work-life balance and job satisfaction positively influence employees' commitment''*. The study of Hofmann, and Stokburger-Sauer (2017) suggests that the management should, therefore, question the overtime that they frequently request from their employees as this can have an impact which might result to imbalanced work-life perception. Hoffman and Stokburger-Sauer (2017) added that there is no debate for

organizations to remain efficient and profitable in the long run but, it is also entirely relevant for them to consider that their employees are their organization's human capital that plays an integral role in the long-term success of the hotel business.

*Employee Motivation Theories*

Motivation is what initiates an individual to act or do things (Shinn, 1986). Some employee motivation theories are included in this study. For the most part, this study will reflect on the most mentioned employee motivation theories that were formulated by known theorists, e.g., Maslow's need-hierarchy theory, Adams' equity theory, and Vroom's expectancy theory.

According to Ramlall (2004, p. 53), ''need theories attempt to pinpoint internal factors that energize behavior, and that needs as physiological or psychological deficiencies that arouse behavior, and such needs can be strong or weak'' indicating a temporal and spatial variation among individuals. A classic example of need theory is by ''asking what the employees want'' (Woods, & Macaulay, 1989), Moreover, Certo (2004) stated that individuals are motivated by a number of items such as intrinsic and extrinsic rewards, therefore, employers are required to study the employee's monetary, physical, and psychological needs in the aim to motivate their employees.

Another employee motivation theory, Adams' theory states that *''equity is what employees seek and strive for between themselves and for other workers which are achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs''* (Honore, 2009, p. 66; Wilson, 2005). Furthermore, Hemdi, and Abdul Rahim (2011)

in their study indicated that having an equitable availability of promotion opportunities especially for younger managers is a good example when relating to equity theory.

The third theory, Vroom's expectancy theory is what Turner (2006) describes as a function of the individuals' expectancy of successful performance (expectancy), the saliency or valence of the reward (valence), and the assumption that performances lead to rewarding (instrumentality). Taking, for example, psychological contract measures, a study by Hemdi, and Rahim (2011) emphasized that 'job content' indicate the most significant predictors of hotel managers' intention of withdrawal from the job. The perception of this psychological contract variable might mean that hotel managers' expectations are rather high, and a violation of this expectations can trigger managers' intent to withdraw from their post.

Moreover, scholars and researchers have indicated several other major theories that are relevant to understanding the motivations for employee retention. Other motivational theories namely, hygiene theory, reinforcement theory, achievement motivation theory, and job design are further discussed in studies conducted by Honore (2009) Ramlall (2004), Wilson, (2005), Certo (2004), Turner (2006), among many others.

# 3 METHODOLOGY

## 3.1 Research Design

This paper employs a systematic literature review which is argued to be an essential feature of academic research as it establishes the foundation for academic inquiries (Xiao, & Watson, 2017). Moreover, *''literature review qualitatively summarizes evidence on a topic using informal or subjective methods to collect and interpret studies with a goal to provide a summary or overview of topic''* (Kysh, 2013, n.p.). It can be argued that the literature review

is the most pragmatic approach for this type of study since the primary goal is to make a summary of an extensive empirical literature addressing turnover issues in the hospitality industry, specifically in the restaurants and accommodations sector.

However, according to Booth, Sutton, and Papaioannou (2016, p.11), Bem (1995) notes that *''authors of literature reviews are at risk for producing a mind-numbing list of citations and findings that resemble – impressive case, lots of numbers, but not much plot''*. Also, Xiao, and Watson (2017) stated that literature review alone lacks rigorous systematic review approach, especially during the planning stage. This is due to the scarcity of discussing the methodology of how literature reviews are conducted that makes it ineffective (Xiao, & Watson, 2017). Moreover, according to Booth, Sutton, and Papaioannou (2016), Mulrow (1995) argued that a systematic literature review is '*fundamentally a scientific activity*' given that the purpose is to search for the whole truth, rather than just one part.

Furthermore, the purpose of this study coincides with one of the several purposes of a systematic literature review which Booth et al. (2016, p. 14) stated that this approach will *''place each work in the context of how it contributes to an understanding of the subject under review''*. Also, Xiao, and Watson (2017, p.3) has categorized literature reviews according to the purpose of the study which in this case is set to be a descriptive review that will *''give an account of the state of the literature at the time of the review''*. Under this category, it will follow the type of descriptive review of Arksey, and O'Malley (2005) called as 'scoping review' with elements of a meta-narrative (Greenhalgh, Robert, Macfarlane, Bate, Kyriakidou & Peacock, 2005), when combined can be called a 'hybrid review' (Xiao, & Watson, 2017; Paré, Trudel, Jaana, & Kitsiou, 2015).

Therefore, the overall research design for this study is set as a systematic quantitative literature review employing a combination of scoping review with elements of meta-narrative review. Finally, a systematic quantitative literature review approach including a hybridization of review types within the descriptive form of a literature review, and a quantitative data.

## 3.2 Sample

This study will focus on the subject of employee turnover within accommodations (e.g. hotels) and restaurants. It will review academic articles relevant for the purpose of the study Thus, excluding academic articles that address employee turnover in other service sectors such as casino or the gaming sector, recreation parks, theme parks, clubs, travel agencies, and few others.

As the study topic is about the employee turnover in the hospitality industry, the academic articles to be included in the review will consist of hospitality workers and employees as the target population sample of the screened published articles. For instance, employees including supervisors and managers of international chain hotels, luxury hotels, and mid- to upscale hotels, full-time, part-time, and hourly paid employees of both hotels and restaurants, newcomers or newly-employed, hospitality students, and senior undergraduate students taking their internship at hotels and restaurants.

## 3.3 Data Collection

According to Bizer (2009, p. 92), ''*the Web has succeeded as a single global information space that has dramatically changed the way we use information, disrupted business models,*

*and led to profound societal change. With Linked Data, we have the technologies on hand to repeat this story for data''.*

To begin with, I will look for published academic articles at the University of Stavanger's online library search database via remote access and http://ezproxy.uis.no by EBSCOhost 2018.

*3.4 Measurement*
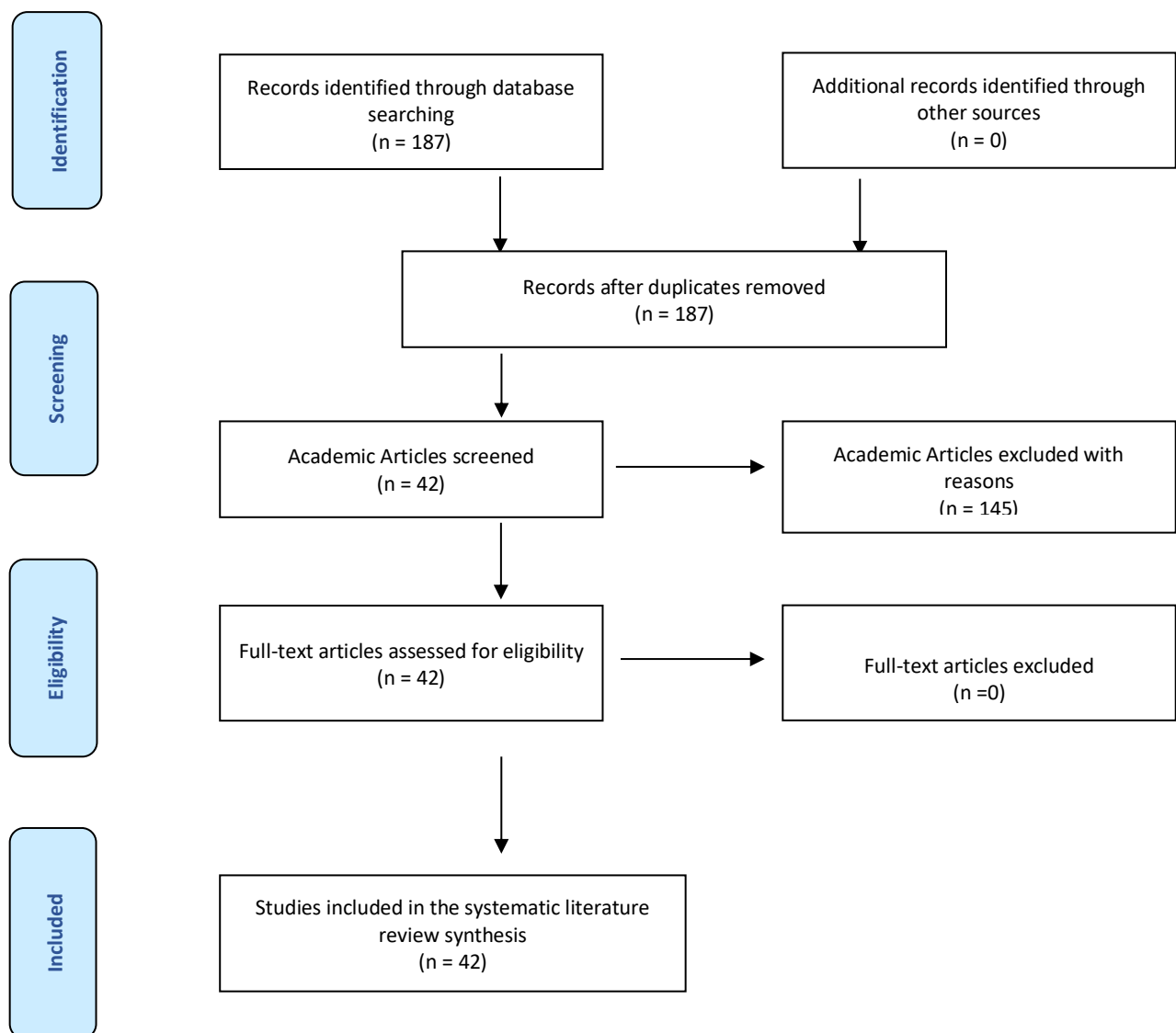


Figure 1. Flow Chart of the Systematic Literature Review (PRISMA 2009 Flow Diagram)

*PRISMA Protocol*

In the selection of academic articles, I will follow the PRISMA protocol (Preferred Reporting Items for Systematic Review Recommendations) as illustrated in Figure 1 (Moher et al., 2009) except that I have used one main source.

*3.5 Data Analysis*

*Categorization and Processing*

In selecting the academic articles, the information that was gathered and recorded in my data are the following: author(s) and year of publication, the purpose of the study, measurements and instruments, sample, data collection, and findings. (Refer to Table 1).

Moreover, this study will employ the method of categorization to analyze the collected data. In definition, *''categorization is the process in which ideas and objects are recognized, differentiated and understood. Categorization implies that objects are grouped into categories, usually for some specific purpose. A category illuminates a relationship between the subjects and objects of knowledge''* (Mahalakshmi & Duraiswamy, 2012, p.3131*)*

Table 1 provides an overview of the categories applied for each recorded item.

Table 1. Categorization of reviewed academic articles (published)

| Item | Category |
| --- | --- |
| *Author(s) of Publication* | |
| *Year of Publication* | *2001 and 2018* |
| *Source and Type of Collected Data* | *Hospitality & Tourism Complete (UiS, online search database)- Academic Journal* |
| *Geographic Location of the Study* | *North America, Europe, Asia, Australia, South America* |
| *Type of Data* | *Qualitative, Quantitative or Mixed / Mode of Data Collection* |
| *Hospitality Sector* | *Restaurants and Accommodations* |
| *Study Topic* | *Employee Turnover, Employee Retention* |
| *Research Focus Analysis* | *HR/work environment, Leadership, Economic* |

The '*year of publication*' is the year the academic article is published. In this study, the academic articles are collected from the year 2001 to 2018.

The '*source and type of collected data*' belongs to the category of academic journal taken from a compilation of several publishers of hospitality journals in one academic database.

The '*geographic location of study*' is where the '*sample*' used in the study is collected.

The '*type of data*' is recorded to be qualitative, quantitative or mixed.

The '*hospitality sector*' is the chosen area of study, in which for this study are the restaurants and accommodations sector.

The '*study topic*' is on the subject of employee turnover, and partly, employee retention.

The '*theoretical perspectives/analysis*' are grouped within the scopes of leadership, HR/work environment, and economic perspective

## 3.6 Data Collection and Sample

The '*type of data*' collected is recorded to have employed several research designs and approach such as quantitative, qualitative or mixed. Most of the researchers used several forms of survey methods as this is the most common method to test hypotheses and also,

survey research contributes greater confidence in the generalizability of results (Jick, 1979). The types of survey used in the selected empirical literature are questionnaire-surveys (e.g., paper-based survey questionnaires, and web-based survey questionnaire using survey cites like SurveyMonkey.com and google, and interviews (e.g., focus group interview, exploratory interview). Also, one of the study is recorded to have employed a web-based turnover tool.

Moreover, in countries where English is not the mode of communication, some researchers initially prepared their survey instruments in English which were then translated to the country's language, using for instance, back-translation method (Brislin, 1970; Perrewe, Hockwarter, Rossi, Wallace, Maignan, Castro, Ralston, Westman, Vollmer, Tang, Wan, Van Deusen, 2002) where item contents are further checked by at least two academicians fluent in both languages.

The *'source of data'* of the academic articles were collected from the University of Stavanger's online library search database under the area of '*Hotell of reiseliv* – Hospitality and Tourism Complete'. Quoting the description from the search database, it states that *''Hospitality and Tourism Complete covers scholarly research and industry news relating to all areas of hospitality and tourism. This collection contains more than 828,000 records with coverage dating as far back as 1965. There is full text for more than 490 publications, including periodicals, company & country reports, and books''*.

In Table 2, it will present the extracted details from the collected academic articles, and which research focus or theoretical perspective(s) each of the study represents.

Table 2: A Complete List of Data Collection and Sample

| Author(s) Year Published | Purpose of Study | Measure-ments / Instruments | Sample | Data Collection | Findings | Research Focus | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | Leadership Perspective | HR or Work Environment Perspective | Economic Perspective |
| Xu, Martinez, Van Hoof, Tews, Torres & Farfan 2018 | ''To examine the effect of abusive supervision experiences on student employees' turnover intentions in a hospitality and tourism context in a high-power distance culture'' | 7-point Likert scale (1= strongly disagree; 7= strongly agree) | 305 responses Internship/ Senior undergrad students/ 97.4% response rate/ average age is 22 / 63% female Ecuador | Survey questionnaire translated in Spanish (original survey in English) using back translation (Brislin, 1980) / 3 bi-lingual authors for translation and accuracy of questionnaires | ''The findings highlight the roles of perceived organizational support (POS) in explaining the relation between abusive supervision and turnover intentions and co-worker emotional support in buffering the negative effect of abusive supervision'' | Yes | Yes | No |
| Afsar, Shahjehan & Shah 2018 | ''To investigate the mediating effect of job embeddedness on the relationships between high-performance work practices, trust in supervisor and turnover intentions of frontline employees in the hospitality industry | 5-point Likert scale | 343 responses/ Hotel Employees from 17 international chain hotels/ 41.7 % males Thailand | Survey questionnaire 12 months | ''Results suggest that job embeddedness fully mediates the effects of high-performance work practices and trust in supervisor on turnover intentions and turnover intention positively affects the actual voluntary turnover'' | Yes | Yes | No |
| Kang, Busser & Choi | ''To develop a conceptual model of service climate in | SEM | 263 responses/ hotel employees/ 43 | Intercept Approach and | ''Service climate showed a positive relationship with | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2018 | *hospitality, which tests its relationship with psychological capital (PsyCap), quality of work life (QWL) and **turnover** Intention''* | Two-step approach (Anderson & Gerbing, 1988)<br><br>5-point Likert-type scale (5- strongly agree to 1- strongly disagree) | is the average age / 47.5% Caucasian / 45% front of the house employees / 36.9% kitchen and stewarding/ 87% full-time / 61% line-level / 39% managers or supervisors<br><br>U.S. | Qualtrics Online Survey | *PsyCap and QWL, and PsyCap partially mediated this relationship. Employees' level of PsyCap had a powerful impact on QWL. Specifically, employee QWL was a critical mediator (full mediation) between service climate and turnover intention. Finally, PsyCap and QWL showed combined mediating effects between service climate and turnover intention''* | Yes | Yes | No |
| Joung, Choi & Taylor<br><br>2018 | *''To examine differences of the perceived internal marketing practices (IMP), job satisfaction (JS), organizational commitment (OC) and turnover intention (TI) between full- and part- time employees and to incorporate employment status as a moderator in the restaurant employee turnover mode* | IMP (Foreman & Money, 1995)<br>JS (Hackman & Oldham, 1975)<br>OC, (Meyer & Allen, 1991)<br>TI (Camman, Fichman, Jenkins, & Klesh, 1983) | 405 responses / Restaurant employee - 269 full-time employees, 136 part-time employees<br><br>U.S. | Survey Questionnaire | *''Full-time employees' perceptions of the IMP were comparably greater than those of part-time employees, and full-time employees were also more committed to the organization and had less intention to leave than their part-time counterparts. Significant moderating effects of employment status existed in the restaurant employee turnover mode''* | No | Yes | No |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| DiPietro & Bufquin, 2018 | *"Examines a proposed turnover intention model on hourly employees in a large fast casual dining restaurant chain located in the United States."* | 7-point Likert-type scale (1= strongly disagree; 7=strongly agree) SEM | 2,683 responses/ 29% response rate/ hourly paid employees/ 51.1% male / 39.5% high school degree / 36.4% some college / 67.2% single no children / 69.4% worked part-time / 30.5% worked 12-23 hours or 43.1% worked 24 to 35 hours per week U.S. | Convenience sampling technique/ comprehensive employee survey conducted by a national U.S-based fast casual restaurant chain | *"Work status congruence, perceived management concern for employees, job satisfaction, and organizational commitment have an influence on employee turnover intentions"* | Yes | Yes | No |
| Ferreira, Martinze, Lamelas & Rodriques 2017 | *"To understand how job embeddedness and job satisfaction could lessen the undesirable effect of task characteristics on turnover intentions"* | Mulitilevel Statistical ApproacH | 525 responses / 46 Portuguese Hotels Portugal | Survey Questionnaire | *"The findings suggest that both at the individual level and the hotel level of analysis, job satisfaction and job embeddedness fully mediated the relationship between different task characteristics (significance and identity) and turnover intentions"* | Yes | Yes | No |
| | | | | | | | | |

| Akgunduz & Sanli 2017 | ''To investigate the effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention'' | Multiple-item scales on 5-point scales (5-strongly agree to 1-strongly disagree) IBM SPSS Statistics 23 | 400 responses / hotel employees with Operation and Investment Certificates / average age of 26 years old. / 70.8% male/ 46.7% from the F&B department/ 75.5% single Turkey | Simple Sampling Method / Face-to-face method / Survey questionnaire / Period from June – November 2015 | ''The study argues that perceived organizational support (POS) has a significant positive effect on hotel employees' job embeddedness and has a significant negative effect on their turnover intention.'' ''The study also finds that although employee advocacy has a significant positive effect on hotel employees' job embeddedness, it does not have a significant effect on their turnover intention'' | Yes | No | No |
|---|---|---|---|---|---|---|---|---|
| Chen & Wu 2017 | ''To explore the high turnover intention issue in Taiwan's tourist hotel industry. Due to a lack of empirical research regarding front-line employees' psychological contract breach perceptions in tourism literature, this study develops an integrated model to examine the causal relationship among | MLQ / two.step analysis procedure / SEM | 226 responses / 53.8% response rate / front-line employees / tourist hotels / 63.2% female / 76.8% are 30 years old and below / 60.7% with university education / 59.8% 3 years below in tenure | Multifactor Leadership Questionnaire Survey | ''Statistic results revealed that transformational leadership behaviors influence LMX and LMX in turn influences psychological contract breach, which consequently leads to lower turnover intention'' | Yes | No | No |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | *transformational leadership behaviors, leader–member exchange (LMX), psychological contract breach and turnover intentions* | | Taiwan | | | | |
| Xu, Martinez & LV<br><br>2017 | *''To determine if intimate communication is the key to reduce turnover intentions among supervisors''* | 5-point Likert-type scale (1= Strongly disagree; 5= Strongly Disagree) | 144 sample / Full-time Supervisory-level, 5-star hotels, 80% response rate / 60% female / 65% with organization tenure of 3 years / 65% associate or undergraduate<br><br>China | Self-administered, closed ended survey | *''A lack of intimate communication will increase intentions to leave among supervisors who express less genuine emotions and who engage in more surface acting''* | Yes | Yes | No |
| Ariyabud-dhiphongs, & Kahn<br><br>2017 | *''Hypothesizing that transformational leadership would negatively predict turnover intention and that trust and job performance would mediate the relationship between transformational* | PASW 18 program with PROCESS dialogue | 187 responses / 59.9% female / Average age of 24.17 years / 63.1% vocational graduates / 28.9% with bachelor's degree / 8% higher than | Survey questionnaire Translated from English to Thai (translated by three language experts)<br><br>Non-probabilty purposive sampling | *''Transformational leadership seems to have an impact to reduce turnover intention and organizations may benefit from development programs to instill transformational leadership style among* | Yes | No | No |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *leadership and turnover intention'* | | bachelor's degree / 48.1% earned a monthly income of 10,000 to 19,999 baht / 24% earned more than 20,000 baht<br><br>Bangkok, Thailand | | *their immediate managers''* | | | |
| Bufquin, DiPietro, Orlowski & Partlow<br><br>2017 | *''Examines the influence of co-workers' perceived warmth and competence on employees' job satisfaction, organizational commitment, and turnover intentions in a casual dining restaurant setting''* | CFA using Mplus 7.31<br><br>AVE<br><br>Structural Parameter Estimates | 781 sample / 39% response rate/ employees from 43 restaurants / 62.1% female / 56.9% 18-25 years old / 72.1% Caucasian / 54.9% college education / 57.4% less than 20,000 income per year / 51.9% full-time / 69.4% evening schedule /47.5% have tenure of one year or less<br><br>U.S. | Non-probability convenience sampling technique / Comprehensive employee survey and gathered through Qualtrics<br><br>15th Feb to 16th March 2015 | *''Co-workers' perceived warmth and competence had significant effects on employees' job satisfaction, which in turn improved their organizational commitment.''*<br><br>*''Job satisfaction and organizational commitment mediated the relationships between co-workers' perceived warmth and competence and employees' turnover intentions''* | Yes | Yes | No |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Darvishmotev ali, Arasli & Kilic  2017 | *''To extend the knowledge of the link between job insecurity and job performance by exploring potential mediating mechanism of psychological strains and moderation role of psychological advantages on the mentioned relationship in the hospitality industry''* | SEM | 288 responses / 82.28% response rate / Hotel frontline employees from 15 five-star and 4-star hotels / 29% single / 70% married / 52% female / 38% with bachelor's degree  North Cyprus | Survey Questionnaire | *''Job Insecurity mitigates Job Performance. The results further suggested that anxiety, as a psychological strain, mediates the effect of job insecurity on job performance. Additionally, psychological advantages (supervisor support and intrinsic motivation) play a crucial role as a delimiter against the negative effect of job insecurity on job performance''* | Yes | Yes | No |
| Kim, Poulston & Sankaran  2017 | *''Examines the concept of leader–member exchange (LMX) agreement, which reflects subordinates' and supervisors' perceptions of LMX, and its relationship with employees' organizational commitment and turnover intent in the Indian hospitality industry''* | 7-point Likert scale (1=strongly disagree, 7= strongly agree) | 275 responses/ 240 frontline employees / 35 supervisors in hotels  India | Double-sided, one-page questionnaire survey | *''LMX agreement has a positive relationship with organizational commitment and a negative relationship with the turnover intentions of hospitality workers. Particularly, the relationship between LMX agreement and organizational commitment is stronger for older and longer tenured employees than for* | Yes | No | No |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | *their younger and shorter tenured counterparts''* | | | |
| Dusek, Clarke, Yurova & Ruppel, 2016 | *''Test the relations between employee turnover and the organizational dimensions of service climate, comparing locals and foreign nationals in the international brand Russian hotel industry''* | Structural Equation Model / Partial Least Squares Measureme nt Model | 164 responses / Russian national hospitality employees / 28 years average age & 41 foreign national hospitality employees/ 31 years average age  Russia | Online, targeted snowball sampling method sent through LinkedIn to the targeted hotel managers and hospitality industry expects | *''Job insecurity directly affects the turnover intentions of Russian nationals, while its effect for foreign nationals was indirect through organizational commitment and job satisfaction''* | Yes | Yes | No |
| Wang, Kim & Milne 2016 | *''Examines the effect of leader–member exchange (LMX) on frontline employees' turnover intentions and their levels of organizational citizenship behavior (OCB) mediated by organizational justice in the New Zealand hospitality industry''* | 5-point Likert scale e (1= strongly disagree,2= disagree, 3= neutral,4= agree, and 5 = strongly agree) | 118 responses/ 45.21% response rate / Frontline employees in hospitality businesses /  Auckland, New Zealand | Survey Questionnaire  August 2013 to October 20 13 | *''Organizational justice fully mediates between LMX and Organizational Citizenship Behavior (OCB), and that there is a significant moderating impact of gender on the relationships of LMX with organizational justice and OCB, and the organizational justice and OCB relationship''* | Yes | Yes | No |
| | | | | | | | | |

| Cheng, Lu & Gursoy 2016 | *''Examines possible moderating effects of generational differences (Baby Boomers, Generation X, Millennials) on the relationship between job burnout (emotional exhaustion, cynicism, reduced professional efficacy) and employee satisfaction and turnover intention, as well as its moderating effects on the relationship between employee satisfaction and turnover intention''* | MBI-GS MBI scale  5-point Likert-type scale (ranging from 1 = strongly disagree to 5 = strongly agree) | 677 responses / 42.9% response rate / 29 mid- or upscale hotel employees  U.S | Survey Questionnaire | *''Generational differences between Baby Boomers and Millennials have significant moderating effects on the relationship between emotional exhaustion and job satisfaction and turnover intention, and on the relationship between job satisfaction and turnover intention''* | Yes | Yes | No |
|---|---|---|---|---|---|---|---|---|
| Brown, Bosselman & Thomas 2016 | *''To examine if differences between actual experiences of hospitality graduates and the perceived importance they placed on career factors can lead to turnover intent''* | SPSS v19.0 Linear regression | 165 sample / 11.3% response rate/ Tourism & Hospitality Graduates, from within 10 years / 4 years-program  U.S. | Web-based Survey Questionnaire | *''Hospitality graduates rate certain factors more important, or experience factors less in their career, the differences become larger and their turnover intentions rise.* | Yes | Yes | No |
| Kim, Knutson, & Choi | *''To examine the relationships of employee voice,* | 5-point Likert scales (1= strongly | 341 respondents / | Convenient sampling method | *''Gen Y employees showed lower values of voice, delight,* | Yes | Yes | No |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2016 | *delight, satisfaction, loyalty, and turnover intent between Gen Y employees and older employees within a hospitality business environment''* | disagree; 5 =strongly agree)<br><br>CFA using AMOS 18.0 / | 2 independently owned and operated hotels / 174 Gen Y employees, 64% female, 68% full-time, 19% with 20k annual income / 156 older employees, 73% female, 89% full-time, 60% with 20k annual income<br><br>Midwest U.S. | Self-administered paper survey<br><br>From April to May 2012 | *satisfaction, and loyalty than did their older counterparts, while their turnover intent was greater''* | | | |
| Gukhait, Cho & Meurs<br><br>2015 | *''Investigates the effects of perceived organizational support on transactional and relational contracts and how these two types of psychological contracts influence employee intent to leave''* | 7-point Likert scale (1=strongly disagree, 7= strongly agree) | 289 responses / frontline employees from 22 locations of an international-chain restaurants in<br><br>India | Paper-and-pencil based survey questionnaires | *'Perceived supervisor support (POS) increased employee perceptions of organizational support, perceived organizational support increased relational psychological contracts but not transactional contracts, and only relational contracts had a significant effect on employees' intent to leave* | Yes | Yes | No |
| | | | | Survey design | | | | |

| Kang, Gatling, & Kim 2015 | *''Explores the relationships among supervisory support, organizational commitment, career satisfaction, and turnover intention of frontline employees in the hospitality industry''* | 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) | 236 usable sample / 38% response rate / 38.6% Asian / 38.6 % Caucasian / 22.9 % 'other' including black and multiple races / 89.4% between ages 19 to 29 / 59.1% female / 89% with guest contact / 48.9% with less than 1-year hospitality related experience Southwestern U.S. | Demographic Information January and March 2013 | *''Supervisory support had a positive effect on both employees' organizational commitment and their career satisfaction.''* *''Although organizational commitment had no direct effect on career satisfaction, a higher level of organizational commitment reduced turnover intention.''* *''Organization commitment mediated the relationship between supervisory support and turnover intention''* | Yes | No | No |
| Ariyabuddhiphongs & Marican 2015 | *''Hypothesized that the Big Five personality traits predicted turnover intention, and that hospitality competency and job satisfaction mediated the relationship of the Big Five personality traits to turnover intention''* | GPOWER Program power analysis | 183 responses / 67.25% response rate / Front- and Back-office managers of three international chain hotels Bangkok, Thailand | Non-probability purposive sampling / English survey questionnaire | *''The Big Five personality traits negatively predicted turnover intention and job satisfaction mediated the relationship of the Big Five personality traits to turnover intention while hospitality competency did not. Thai hotel employees' Big Five personality traits were related to* | Yes | Yes | No |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | *their job satisfaction to predict their turnover intention''* | | | |
| Brown, Thomas & Bosselman 2015 | *''Examines Generation Y hospitality employees with respect to why they would leave, or have left, the hospitality industry, what would cause them to return if they had left, and the perceived positive and negative career related traits of the hospitality industry''* | QDA Miner analysis program / / Inductive Coding / Corresponde nce Analysis | 107 hospitality graduate respondents / 39 non-hospitality graduate respondents/ 10% response rate / Generation Y / U.S. | Web-based questionnaire using SurveyMonkey.co m | *''Generation Y employees desire an exciting and challenging career, but also indicates they may be thinking more long-term in their career than typical Generation Y employees''* | No | Yes | Yes |
| Mohsin, Lengler, and Agguzola 2015 | *''To analyze whether the relationship between employee turnover intention and the antecedents to turnover is linear or quadratic''* | Pre-test sample of questionnair e / Partial Least Squares Path Modelling / SmartPLS 2.0 statistical software / Non-Parametric Boostrap Procedure / Estimation Technique | 884 responses / employees in 4-star and upward hotels categorized as luxury hotels located in metropolitan cities of India (Delhi, Mumbai, and Chennai) | Survey questionnaires using Single key informant for identification and selection of respondents | *''The effect of two antecedents i.e. job security, earnings and organizational loyalty, were found to be linear. The two other antecedents i.e. organizational enthusiasm and stimulating job, confirmed a quadratic relationship with intention to leave the job, although one result suggesting that neither high salary nor job security are guarantees of* | Yes | Yes | No |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | *improvements in staff turnover has been somewhat surprising''* | | | |
| Qiu, Haobin Ye, Hung & York<br><br>2015 | *''To explore the antecedents of hotel employees' turnover in China and to determine new antecedents in the hospitality industry''* | NVIVO qualitative software package /<br><br>Open coding | 13 supervisory employees from a hotel in Shenzhen,<br><br><br>China | Focus group Interviews each lasting for 60 to 90 minutes / tape recorded | *''Promotional/advancement opportunity, work-life balance, community fit, work-group cohesion, leader-related factors, and pay, which have been found to be the antecedents of employee turnover intention''*<br><br>*''Community fit is a new category for explaining the turnover intention of hotel employees. Employees were more likely to stay in a city with good environmental quality, and to pursue their career goals in a city that fits their values or lifestyles well. By contrast, employees may leave a city where they do not find an appropriate fit''* | Yes | Yes | No |
| Guilding, Lamminmaki, & McManus | *''Examined the nature of staff turnover accounting procedures* | Transcriptions subjected | 26 respondents / | Exploratory Interview Approach / | *''The main staff turnover accountability procedures adopted* | Yes | Yes | Yes |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2014 | *in a labour intensive context''* | to thematic data analysis | Managers in 3-, to 5-star hotels / 14 managers represent HRM Functions, 4 financial controllers, 4 F&B managers, 2 Housekeeping managers, 1 events manager, 1 General manager / Queensland, Australia | Recorder interview and ranged in duration from 30 to 75 min. / Semi-structured manner / Transcribed to thematic data analysis | *involve monthly departmental reporting of staff turnover percentage levels and also the conduct of exit interviews.''* ''A degree of staff turnover costing was noted, although this practice was not extensively applied. Most interviewees supported the notion of allocating staff turnover costs to those operating departments experiencing the turnover'' | | | |
| Zopiatis, Constanti & Theocharous 2014 | *''Investigates the causal relationships of job involvement, organizational commitment (normative and affective), and job satisfaction (intrinsic and extrinsic), with the intention of hospitality employees in Cyprus to either remain at or leave their job''* | AMOS (v.20) / SEM 5-point Likert scale (1- | 482 responses / 32.13% response rate / full-time employees in 3-, 4-, and 5- star hotels Cyprus | Simple Random Sample Survey Questionnaire / | ''Positive associations between affective and normative organizational commitment, and intrinsic and extrinsic job satisfaction were also found.'' ''Negative associations between affective organizational commitment, extrinsic job satisfaction and turnover intention were revealed.'' | No | Yes | No |

| | | | | | "Negative association between intrinsic job satisfaction and turnover intention was not supported" | | | |
|---|---|---|---|---|---|---|---|---|
| Ozturk, Hancer & Wang

2014 | "To understand the influence of interpersonal trust and organizational culture on employees' turnover intention" | 11-item scale adapted from McAllister (1995) / 7-point Likert-type scale (7=strongly agree to 1= strongly disagree)/

Exploratory Factor analyses with varimax rotation | 252 responses / 42% response rates / hotel employees from 15 5-star hotels / 67% male / 49% bt. 24 and 29 years old/ 38% with bachelor's degree/ 35% high school graduates / 32% with 1 to 2 years' experience at the hotel / 30% with 3 to 5 years' experience / 21% with 5 to 10 years' experience /

Aegean, Turkey | Self-administered, closed-ended questionnaire / 4 weeks data collection | "Affective trust and cognitive trust were negatively related to hotel employees' turnover intention. Furthermore, clan organizational culture, adhocracy organizational culture, and market organizational culture were also negatively related to turnover intention of hotel employees. However, the results indicate that hierarchy organizational culture does not have a significant impact on hotel employees' turnover intention" | Yes | Yes | No |
| Tews, Stafford & Michel

2014 | "Examined the influence of three types of critical | 5-point Likert type scale (1 = strongly | 297 responses / restaurant part-time servers / 64% female / | Survey questionnaire packet | "Positive and negative external personal events and positive external professional | Yes | Yes | No |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *events on turnover – external personal events, external professional events, and internal work events''* | disagree, 5 = strongly agree)<br><br>Kammeyer-Mueller measurement methodology | 61% Caucasian / 2y years old average age<br><br>Northeastern U.S. | | *events were positively related to turnover.''*<br><br>*''Positive internal work events and constituent attachment were negatively related to turnover, promoting retention''*<br><br>*''Constituent attachment curbed the extent to which critical events lead to turnover.''* | | | |
| Hwang, Lee, Park, Chang, and Kim<br><br>2014 | *''To identify the reasons for the high level of turnover intention and examined one in particular—occupational stress.''* | 5-point Likert scale (1-Strongly disagree to 5 Strongly Disagree) | 288 responses/ 82.28% response rate/ 63.9% female/ 46.5% married/ 30.57 mean age / 81.6% college graduate (10% with degree)/ 7.6% high school graduate/ 33.7% from F&B/ 26.7% housekeeping/ 5.2% marketing/ 31.6% administration, 5-star hotels | Self-reported survey questionnaire | *''Occupational stress factors predict hotel employee's turnover intention. In particular, among the six occupational stresses, unfair treatment contributed most significantly to turnover intention''* | Yes | Yes | No |

| | | | Seoul, Korea | | | | | |
|---|---|---|---|---|---|---|---|---|
| Yavas, Karatepe & Babakus<br><br>2013 | *"Investigates the effects of challenge and hindrance stressors and exhaustion on frontline hotel employees' turnover intentions and whether hope, as a personal resource, can moderate the deleterious effects of these antecedents on turnover intention"* | Multi-item scales/<br><br>Chow test (Doughtery, 2007) | 183 responses/ hotel employees in 4- & 5- star hotels / 64% male / 94% had tenures of 5 years or less<br><br>Northern Cyprus | Survey questionnaires initially prepared in English then translated to Turkish using back-translation method (Perrewewt al., 2002) | *"Hindrance stressors and exhaustion heighten frontline employees' turnover intentions and that hope is a potential antidote to the deleterious impacts of these antecedents on turnover intentions"* | Yes | Yes | No |
| Jung, Yoon & Kim<br><br>2012 | *"To understand interrelationships among culinary employees' perception of role stress, burnout, and turnover intent in a deluxe hotel"* | Pilot test of 50 hotel employees /<br><br>Multi-item scales /<br><br>CFA method<br><br>SEM | 316 responses / 63.2% response rate/ hotel employees in 12 5-star hotels in<br><br>Seoul, Korea | Self-administered survey questionnaires | *"Participants who reported a high level of burnout were more likely to leave their position."*<br><br>*"There were moderating effects related to tenure in the causal relationships between employees' burnout and turnover intent."* | Yes | Yes | No |
| Lv, Xu, & Ji<br><br>2012 | *"Investigate the relationship among emotional* | SPSS 13.0 for Windows using 6 methods | 185 responses / 80.4% response rate / full-time employees in 3-, | Convenience Sampling /<br><br>Survey questionnaires/ | *"Surface acting positively influences emotional exhaustion;* | No | Yes | No |

| | | | 4-, 5- star hotel in Beijing, Dalian, Xi'an, and Wuhan, China | Five-month period / | *deep acting negatively influences emotional exhaustion; automatic emotional regulation, however, has little significance on emotional exhaustion''* <br><br> *''Emotional exhaustion positively influences turnover intention.''* *''Emotional labor strategies influence turnover intention through the role of emotional exhaustion.''* | | | |
|---|---|---|---|---|---|---|---|---|
| Daskin & Tezer <br><br> 2012 | *''To examine the effects of scarcity of resources, favoritism, and organizational support as antecedents on organizational politics perceptions of frontline staff and the effect of these perceptions on their turnover intention in Cypriot hotels as its setting''* | SPSS 18 verson pass analysis | 140 responses/ frontline supervisors in 3-, 4-, 5- star hotels in Northern Cyprus | Survey questionnaires / low season months between 1 January and 5 February | *''Scarce resources and favoritism are significant determinants of organizational politics perceptions''* <br><br> *''organizational support was found to be negatively related with organizational politics''* <br><br> *''frontline supervisors' politics perceptions exerted a positive effect on their turnover intentions* | Yes | Yes | No |

*(where the labor strategies, emotional exhaustion, and turnover intention, specifically, in the hospitality industry'')* appears at top-left of first row.

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Davidson & Wang

2011 | *"Investigate the recruiting practices and causative factors of labor turnover and skill shortages in four- and five-star hotels in Australia using a web-based questionnaire survey* | Statistical Package for the Social Sciences / Analysis using univariate descriptive measures | 64 hotels in / 29% response rate /

From a total of 10,546 hotel employees

Australia | Survey from recruited respondents through TTF accommodation members / A result of collaborative research program focusing on labor turnover | *"Labor shortages are a major industry concern. In selecting new employees, personal presentation, interpersonal and customer skills are paramount. The key findings present an industry that currently does not plan for sustainable labor practices and employee retention with casualization being the dominant strategy to cope with changing demand for labor"* | No | Yes | No |
| Blomme, van Rheede & Tromp

2010 | *"To research the differences in the psychological contract and its relation to the intention to leave between highly-educated male and female employees"* | SPSS; Windows 14.0 software

5-point Likert scale (1- totally disagree to 5-totally agree)

Hierarchical Stepwise Regression Analyses | 247 responses / Alumni of The Hague / 157 male / 218 with bachelor's degree / 12% with master's degree / 143 with at least 10 years in the hospitality industry / 53 with less than 5 years' work experience / 51 with 5 to 10 | Validated Survey Questionnaire | *"Psychological contract measures, and in particular job content, can explain why there is a substantial amount of variance among highly-educated employees regarding their intention to leave an organization, especially if the mediating role of affective commitment is taken into account."* | Yes | Yes | No |

| | | Baron & Kenney (1986) method | years in the hospitality industry

U.S. | | ''For women in particular, promotion opportunities and work-family balance were related to turnover intentions while for men the clarity of the job description was an important predictor for leaving'' | | | |
|---|---|---|---|---|---|---|---|---|
| Davidson, Timo & Wang

2010 | ''Seeks to present findings drawn from an extensive survey of labor turnover in the Australian accommodation sector. A particular focus is placed on turnover rates and costs. | SPSS | 64% hotels / 29% response rate / 3-month period

Australia | Online Survey-based Questionnaire (pilot tested by industry-based reference group of senior hotel industry HR managers from corporate hear offices & individually owned properties | ''The major costs are attributed to labor turnover. These are costs that both the industry and individual operators should examine closely, as they impact substantially on hotel operating costs and profitability. It also indicates that the levels of service, consumer experience and value may be impacted'' | No | No | Yes |
| Maxwell, Ogden & Broadbridge,

2010 | ''To explore the linkage between Generation Y's career expectations and aspirations on the one hand and employee engagement on the other. | SPSS version 16 | 122 respondents/ Generation Y students working within hospitality & tourism, | Self-administered survey questionnaire | ''Graduate recruitment and career development that is clear, structured, fair and equal is sought by Generation Y, especially for females.'' | No | Yes | No |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | Scotland | | *''By responding to Generation Y and with further research, hospitality organizations may be better placed to attract and retain Generation Y graduates. More, they may encourage employee engagement''* | | | |
| Yang 2008 | *''To understand 'socialization' by assessing if turnover intention is determined by employees' beliefs on job satisfaction and individual commitment to an organization as well as the overall hospitality profession''* | 7-point Likert scale (1: strongly disagree' to '7: strongly agree') 7-point scale (1: never', '2: very low' to '7: always) 8-item scale | 428 responses/ Newcomers between 3 to 6 months Hotel employees from international tourist hotels in 77.3% female/ Taiwan | Survey questionnaire / Original questionnaire is in English and translated into Mandarin through back translation (Brislin, 1976) | *''Social interaction enables organizations to gain, from an increase in commitment to the organization, job satisfaction and a decrease in newcomers' intent to leave the hotel profession.''* *''commitment to the organization plays a dominant role in employee turnover intent, and job satisfaction is a powerful method of reinforcing individual commitment to the organization''* | Yes | Yes | No |

| Tracey & Hinkin 2008 | *''To gain insights about the nature and expenses of specific aspects of employee turnover''* | Natural or Categorical Comparison Median Split Procedure | 33 Hotels / 14 independent hotels / 30 nonunion / Average no. of rooms is 180 (from 20 to 720) / 45% to 89% occupancy rate / HR & Operation Managers providing data from each hotel U.S. | Web-based turnover tool | *''The results shed new light on the nature and consequences of turnover and provide some prescriptive guidance for managing this serious operational and strategic challenge''* | No | No | Yes |
| Kyuhwan 2006 | *''Examine the key factors directly and indirectly influencing turnover intention''* | SEM by LISREL8.14 | 375 responses / 75% response rate / 3-, 4-, & 5-star hotels Busan | Probability Sampling Method Questionnaire Survey | *''Result shows the importance of organizational commitment as a factor in reducing turnover intention''* *''An efficient way to reduce turnover intention is through arousing pride in the employee's organization, acceptance of certain sacrifices and sharing the organization's future with the employee''* | Yes | Yes | No |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Ricci & Milman 2002 | *"To explore the reasons behind hourly employee turnover in the hotel industry"* | 5-point scale (1= unimportant to 5-very important) Step-wise regression | 230 responses / 72.6% response rate / 31-35 years old is the median age / Hourly paid employees / 10 small and medium-size hotels U.S. | Self-administered questionnaire / Face-to-face and telephone interviews with hotel GM and HR professionals | *"Confirmed that hourly employees' retention was predicted by self-fulfillment and working conditions rather than monetary rewards"* | Yes | Yes |
| Lashley 2001 | *"To investigate and establish management methods that might be used to improve and control staff retention in the licensed retail sector"* *"To establish levels and costs of staff turnover in a selection of licensed retail organizations"* | Categorical / Coding | 30 Key licensed retail organizations / 2 corporate level personnel / 6 Unit managers / 24 unit staff / Pub and Bar trade U.K. | Three-semi structured interview Telephone interviews Employee satisfaction survey & Interview | *"Showed that 30 firms operating a pub estate of directly managed properties were experiencing high levels of staff turnover"* *"Managers are faced with added direct costs associated with the replacement of former employees"* | Yes | Yes |
| | | | | | *TOTAL* | 34 | 35 |

*Note: The table in the image shows three "Yes/value" columns. For each data row: Ricci & Milman — Yes, Yes, Yes; Lashley — Yes, Yes, Yes; TOTAL — 34, 35, 6.*

*3.7 Results*

*Data Collection*

In this part, it will indicate the data collection method of the different studies which are shown in Table 3 and Table 3.1, (n=42).

Table 3. Data Collection

| Survey | | | | | | Measurement | |
|---|---|---|---|---|---|---|---|
| Questionnaire Survey | | Interview | | Combined | | Measurement / Tool | |
| No. | % | No. | % | No. | % | No. | % |
| 37 | 88.09 | 2 | 4.76% | 2 | 4.76% | 1 | 2.38 % |

Table 3.1 Data Collection Approach in Details

| Questionnaire / Interview / Mixed / Measurement Tool | Total |
|---|---|
| Survey Questionnaire (unspecified) | 13 |
| Survey Questionnaire with Translation | 4 |
| Intercept Approach & Qualtrics Online Survey | 1 |
| Comprehensive Survey | 2 |
| Face-to-Face Method Survey Questionnaire | 1 |
| Multi-factor Survey Questionnaire | 1 |
| Double-Sided, One Page Survey Questionnaire | 1 |
| Self-Administered Close-Ended Survey | 4 |
| Online, Targeted Snowball Sampling Method | 1 |
| Web-based Questionnaire Survey | 3 |
| Self-Administered Paper Survey Questionnaire | 1 |
| Paper-Pencil Based Survey Questionnaire | 1 |
| Single Key Informant Survey Questionnaire | 1 |
| Packet Survey Questionnaire | 1 |
| Self-reported Survey Questionnaire | 1 |
| Validated Survey Questioinnaire | 1 |
| Focus Group Interview | 1 |
| Exploratory Interview | 1 |
| Combined: Self-Administered Survey Questionnaire & Face-to-face & Telephone Interview | 1 |
| Combined: Three-semi Structure Interview, Telephone, Employee Satisfaction Survey and Interview | 1 |
| Web-based Turnover Tool | 1 |
| Total | 42 |

As presented in the table above, majority of the collected academic articles have evidently employed survey-based using survey questionnaires (88.09%), while interview-based type of survey only represents 4.76%, and the same with combined data collection which is 4.76%, and 2.38% is recorded to have used a web-based turnover tool.

*Year of Publication and Source of Data*

As of May 2018, there were found 187 academic articles that fall on the Boolean/phrase or keywords 'Employee Turnover AND Hospitality', publications set between the period 2001 and 2018, and with a source type set as 'academic journals'. Prior to using the search phrase 'employee turnover AND hospitality', I have used other search phrases such as 'employee turnover in the hospitality industry' showing 28 academic articles, 'hotel employee turnover' has 37 results, 'restaurant employee turnover' has 10 results, and 'turnover' has 538 results. In addition, there are found none, if not, very few duplicated records of selected academic articles, thus, it automatically removed duplicate copies of the searched academic articles. After employing the PRISMA protocol (Moher, et al., 2009), a total of 42 academic articles were screened, and included in the study.

In total, there are five academic articles that were selected out of six studies that were published as of May 2018, eight academic articles were selected out of twenty-one that were published in 2017, five were taken in 2016, six in 2015, five in the 2014, one in the 2013, three in the 2012, one in 2011, three in the 2010, two in the 2008, one in 2006, one in 2002, and one in 2001.

*Geographic Location*

The selected academic articles that were conducted by several scholars, researchers, and practitioners have collected their respective samples in various geographic locations. These are: in South America (Ecuador – 1); in North America or the U.S.A. (13); in Europe (Portugal – 1, Russia – 1, Scotland – 1, U.K. – 1); in Asia (Thailand – 3, Taiwan – 2, China – 3, India – 3, South Korea – 2, Turkey – 2, Busan – 1, Cyprus – 4); in Australia – 3; and, in the Oceania (New Zealand – 1).

*Hospitality Sector*

This study focused on the restaurants and accommodations sector among various sectors in the hospitality industry. Majority of '*the studies'* collected their data sample from employees in hotels (27 of 42), followed by a population sample from employees of both restaurants and accommodations (8 of 42), sample consist of employees in restaurants (5of 42), from employees in a pub and bar (1 of 42), and a population sample is acquired from an unspecified type of accommodation (1 of 42).

Most of these *hotels* are 3-, 4- and 5-star hotels, while other hotels are categorized as 'deluxe hotels' (Mohsin et al., 2015; Jung et al., 2012; Hwang et al., 2014), 'international tourist hotels' (Yang, 2008), and international chain hotels. Table 4 provides a description summary of the collected data.

Table 4. Summary of Collected Data according to year of publication, no. of collected articles, sampling location and hospitality sector

| Year | No. of Collected Academic Article | Sampling Location | Hospitality Sector |
|------|------|------|------|
| 2018 | 1 | Ecuador | Restaurants & Accommodations |
| | 3 | U.S. | Hotels (1), Restaurants (2) |
| | 1 | Thailand | Hotels |
| 2017 | 1 | Portugal | Hotels |
| | 1 | Turkey | Hotels |
| | 1 | Taiwan | Hotels |
| | 1 | China | Hotels |
| | 1 | Thailand | Hotels |
| | 1 | U.S. | Restaurants |
| | 1 | India. | Hotels |
| | 1 | Cyprus | Hotels |
| 2016 | 3 | U.S | Hotels (2), Restaurants & Accommodations (1) |
| | 1 | Russia | Restaurants & Accommodations |
| | 1 | New Zealand | Restaurants & Accommodations |
| 2015 | 2 | India | Restaurants (1), Hotels (1) |
| | 2 | U.S. | Restaurants & Accommodations (2) |
| | 1 | Thailand | Hotels |
| | 1 | China | Hotels |
| 2014 | 1 | Australia | Hotels |
| | 1 | Cyprus | Hotels |
| | 1 | Turkey. | Hotels |
| | 1 | U.S. | Restaurants |
| | 1 | South Korea | Hotels |
| 2013 | 1 | Northern Cyprus | Hotels |
| 2012 | 1 | South Korea | Hotels |
| | 1 | China | Hotels |
| | 1 | Northern Cyprus | Hotels |
| 2011 | 1 | Australia | Hotels |
| 2010 | 1 | U.S | Restaurants and Accommodations |
| | 1 | Australia | Accommodations |
| | 1 | Scotland | Restaurants and Accommodations |
| 2008 | 1 | Taiwan | Hotels |
| | 1 | U.S. | Hotels |
| 2006 | 1 | Busan | Hotels |
| 2002 | 1 | U.S. | Hotels |
| 2001 | 1 | United Kingdom | Pub & Bars |
| | n = 42 | | |

*Type of Data*

The methods used in the literature for hospitality employee turnover studies develop from both social sciences (e.g. surveys, interview, and focus group) and natural sciences (e.g. point sampling). Majority of these studies have used a quantitative data (90.4%), 4.7% had a combination of quantitative and qualitative data, and another 4.7% used a qualitative data.

The studies that have used a *quantitative data* set focus on the leadership and HR / work environment aspects (25 of 42). For instance, the study of Xu et al. (2018) measured the effect of 'abusive supervision experiences of students taking up their required internship in the several restaurants and accommodations establishments', while DiPietro and Bufquin (2018) examined a 'proposed turnover intention model among hourly paid employees in a large fast casual restaurant chain'. Few studies have used a *qualitative data* that have also set focus on leadership and HR / word environment aspects (2 of 42), for instance, Qiu et al. (2015) in their study, explored the 'antecedents of hotel employees' turnover (e-g. promotional / advancement opportunity, work-group cohesion, leader-related factors) and came up with new antecedent (e.g. 'community fit').

A study using *qualitative data* has multiple research focus, encompassing all three research aspects (2 of 42), for instance, the study of Guilding et al., (2014) 'examined the nature of staff turnover accounting procedures and exit interviews' through an exploratory interview approach to several managerial positions in 3- to 5-star hotels. Another study using a qualitative data with the three-research focus is the study of Lashley (2001), during which it 'investigates management methods that may help improve and control employee turnover'. There is found one study that used a *mixed data* with a research focus on the three given aspects. This is the study of Ricci and Millman (2002), their study 'explored the many reasons of employee turnover among hourly paid employees' having a total sample of 230 responses, and employing survey questionnaires, and face-to-face and telephone interviews. Table 4 provides an overview of the collected data according to data type.

Table 5. Data type in reviewed publications

| Data Type | Total | | Period | |
|---|---|---|---|---|
| | Publications | % | 2001-2009 | 2010-2018 |
| Quantitative | 38 | 90.4 | 3 | 35 |
| Mixed | 2 | 4.7 | 1 | 1 |
| Qualitative | 2 | 4.7 | 1 | 1 |

A total of 42 articles were included in this study. In an aim to provide a recent overview of the focus of research on the subject of employee turnover, most of the selected academic articles were collected from 2010 until May 2018. Table 2 provides an overall counting of the articles based on the research focus.

*Study Topic*

All the collected academic articles discuss several employee turnover issues in the hospitality sector. In relation to employee turnover, some studies explored the turnover intentions among employees. For instance, Afshar et al. (2018, p.1436) ''investigated the mediating effect of job embeddedness on the relationships between *high-performance work practices, trust in supervisor and turnover intentions of frontline employees in the hospitality industry''*. There are studies that developed models, for instance, Kang et al. (2018) developed a conceptual model that tests the relationship of service climate in the hospitality industry with turnover intention, psychological capital (PsyCap), and quality of work life, while other studies 'examined a proposed turnover intention model' (DiPietro & Bufquin, 2018). Other studies examined the '*effect of leader-member exchange (LMX) on frontline employees' turnover intention*' (Wang et al., 2016), the '*concept of leader-member exchange (LMX) agreement among subordinates and supervisors'* (Kim et al., 2017), among few others.

There are studies on the subject of 'transformational leadership relating to turnover intention' (Ariyabuddhiphongs & Kahn, 2017); 'transactional

and relational contracts as psychological contracts and its influence on employee's intent to leave' (Guchait et al., 2015); 'big five personality traits relating to turnover intention' (Ariyabuddhiphongs & Marican, 2015); 'generation Y hospitality employees and their intentions to leave' (Brown et. al, 2015), and several others.

*Analysis of Research Focus*

Of the 42 collected academic articles, 34 of these studies have indicated relevant implications on the leadership aspect in addressing employee turnover in the hospitality research sector; a total of 35 academic articles have discussed the HR/ work environment perspective; and only 6 of these studies have discussed 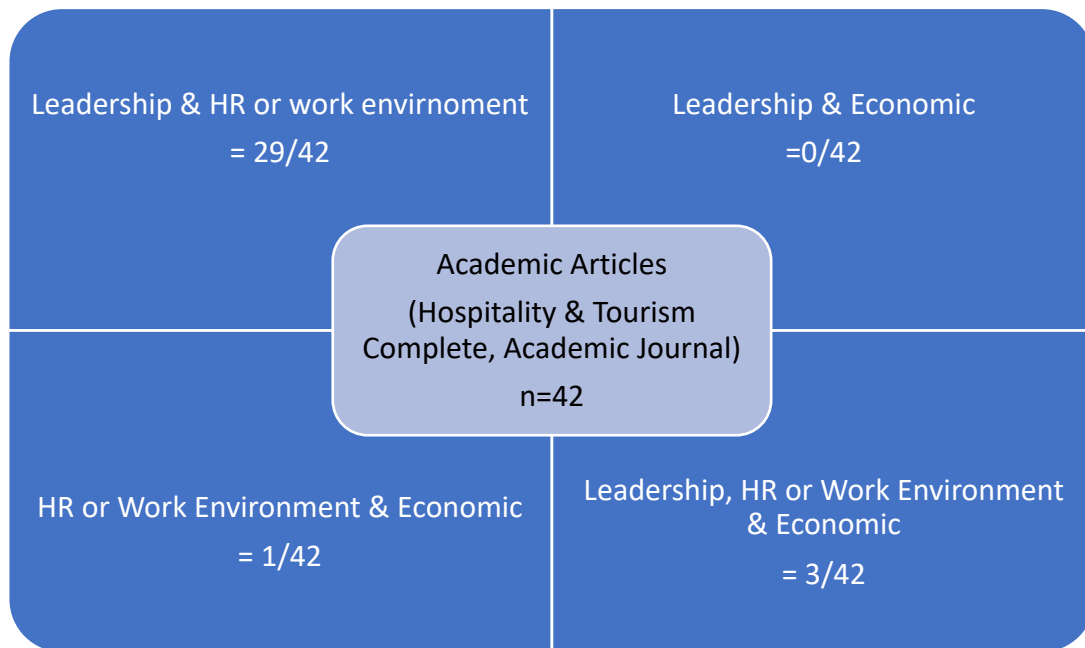the economic aspect of employee turnover. Table 5 provides a brief description of the research focus of the collected academic articles.

Table 6. A brief description of Publication Year and Research Focus

| Publication Year | Leadership Perspective | | HR or Work Environment Perspective | | Economic Perspective | |
|---|---|---|---|---|---|---|
| | Publications | % | Publications | % | Publication | % |
| 2010 to 2018 | 30 | 71.4 | 31 | 73.8 | 3 | 7.14 |
| 2001 to 2009 | 4 | 9.5 | 4 | 9.52 | 3 | 7.14 |
| Total | 34 | 80.95 | 35 | 83.33 | 6 | 14.28 |

As it can be observed by now, there are also studies that have more than one aspect of research focus. Figure 2 provides an illustration of the number of studies depicting more than one aspect of research focus from the collected data.

Figure 2. Multiple Aspects of Research Focus

| | |
|---|---|
| Leadership & HR or work envirnoment = 29/42 | Leadership & Economic =0/42 |
| | **Academic Articles** (Hospitality & Tourism Complete, Academic Journal) n=42 | |
| HR or Work Environment & Economic = 1/42 | Leadership, HR or Work Environment & Economic = 3/42 |

A total of 29 academic articles have indicated both leadership, and HR / work environment research focus; 1 academic article with focus on the HR / work environment and economic perspective; and 3 academic articles with focus on all the three research perspectives.

## 3.8 Discussion

The main purpose of this study was to investigate and analyze the research focus on the issues of employee turnover in the restaurants and accommodations sector. The analysis of the subject is within the scopes of leadership, HR/work environment, and economic perspectives. In this part, it will discuss the research questions, and the objectives indicated for this systematic quantitative literature review.

*Selection of Academic Articles*

First of all, the interest of this research is to explore the issues on employee turnover in the hospitality industry by reviewing published academic articles. In this study, the focus is on the employee turnover in the accommodations and restaurants sector which is the highest in turnover rate from the overall service industry as claimed in previous studies, for instance, the Bureau of Labour Statistics, and the National Restaurant Association in the U.S. in 2016.

There have been found interesting causes of employee turnover and several reasons why employees are leaving the organization. Some of these are presented in the earlier chapter of this study during which we have expounded our knowledge and understanding on the issues of this subject. For instance, we came to know that the intention to withdraw from the hospitality industry can start as a hospitality and tourism student brought by abusive experience from supervisors during the internship (Brown et al., 2016; Blomme 2006; Xu et al., 2018; Maxwell et al., 2010). We also came to know about the differences in the causes and intentions of employee turnover among the Generation Y and the Baby Boomers (Lancaster & Stillman, 2002; Martin & Tulgan, 2001; Barron et al., 2007), and several others more.

Secondly, the publications included in selecting the academic articles is set between 2001 and 2018. It is empirical for the purpose of this study to provide a systematic literature review that is recent at the time the study is conducted. Pautasso (2013) argued that a literature review should use studies that are up-to-date and that older studies should not be forgotten. In this study, the majority of the chosen studies are taken in the year 2010 and above which implies an up-to-date type of review while the studies from 2010 and below are the older studies. Also, in the early stage of scanning the academic articles, there can be found previous

literature review on the study topic of employee turnover. For instance, the study of Lim (2008) provided a literature review of the relationship between employee turnover and leadership practices. In addition, the study of Ongori (2007) investigated the causes and effects of employee turnover and included strategies in reducing employee turnover in organizations.

Moreover, there can be observed changes in the research focus of the studies that were published between 2001 and 2018. It can be observed that majority of the recent studies are focused on the leadership, and HR/work environment aspect and few can be found that discusses the economic aspect in addressing the issues on employee turnover. This change in the research focus may imply a lack of knowledge in understanding the issues of employee turnover in the hospitality industry. Furthermore, the diminishing studies on this aspect may lead to poor analysis in reducing employee turnover. Although it can be observed that the economic aspect had been the focus in the past studies, it is perceived as an integral part of the study topic even up to the present time, and it is well-suggested in future studies.

Last but not the least, the academic articles were taken from only one main source which is also a compilation of various types of publication for academic journals, periodicals, reviews, books and several others. This is the Hospitality and Tourism Complete, with EBSCO Publishing that can be found at the University of Stavanger's online library search database – Hotell of Reiseliv. Also, in using this search database, it provided this study with specific search measures that are relevant in the selection of the academic articles, none, if not, less duplicate of copies, and search by category or type. The 'source of data' can be argued to be a fair source of data collection for the purpose of the study.

*Type of Data and Data Collection*

In this part, it will discuss the 'type of data collection' of the collected data. It can be observed that most of the studies included in this study are recorded to have employed quantitative data (90.47%). This indicates that most of the recent academic articles in the hospitality research sector particularly on the subject of employee turnover are being conducted using a quantitative approach. According to Mehmetoglu (2004, p.187) Dann, Nash, and Pearce (1988) stated that ''quantitative investigations represent an opposite trend of the qualitative Nordic inquiries, during which qualitative study is argued to have low sophistication on methodological issues but with high theoretical awareness''. It can be interpreted that Nordic studies employing a statistical analysis can have a high sophistication on methodological issues but with low theoretical awareness. However, it is not the aim of this paper to further interpret nor oppose the claim but only to indicate a point that there seem to be similar assumption that 'quantitative methods dominate tourism and hospitality research' (Mehmetoglu, 2004, p.187) which this study is evidence of the majority of data collection employing quantitative investigation and data collection of the studies that are included in this systematic literature review.

Looking at the 'data collection' method used in the collected academic articles, the survey method using survey questionnaires is composed of 88.09% of the overall total. This questionnaire survey seemed to be the most common method used in recent studies in the hospitality research sector. For instance, one of the 37 survey-questionnaire based data collection is the study of Xu et al. (2018) during which total of 305 responses representing a 97.4% response rate were gathered from hospitality senior undergraduate students in Ecuador during which majority of the respondents are female comprised of 63%.

The interview survey method of data gathering is composed of 4.76% of the total. For instance, Guilding et al. (2014) used an exploratory interview of 26 respondents holding managerial positions in different departments of several hotels in Queensland, Australia. Another example is the study of Qiu et al. (2015) during which a focus group interview of 13 supervisor position from several hotels in Shenzen, China.

A combination of survey questionnaire and interview method which is consist of 4.76% of the total number of collected academic articles. For instance, the study of Ricci and Milman (2002) used self-administered questionnaire and face-to-face and telephone interviews with hotel GM and HR professionals gathering 230 responses (72.6% response rate) from hourly paid employees from ten small and medium-size hotels in the U.S. Another example is the study of Lashley (2001) during which three-semi structured interview, telephone interviews, and employee satisfaction survey and interview were used from 6 unit managers, 30 Key licensed retail organizations, 2 corporate level personnel, 24 unit staff, and 1 Pub and Bar trade in the U.K.

The only study that have used a measurement method is that of Tracey and Hinkin (2008). In their study, they used a web-based turnover tool and gathered data from 33 hotels, 14 independent hotels, and 30 non-union hotels with an average no. of rooms of 180 (from 20 to 720 rooms) having 45% to 89% occupancy rate during which the HR & Operation Managers are providing the data from each of the hotel in the U.S.

*Research Focus*

The analysis is set within the scopes of the leadership, HR/work environment, and economic perspectives. One of the main findings indicates that two aspects of research focus are 'ruling'

in addressing the issues of employee turnover in the hospitality research sector. As indicated in the tables and figure above, these are leadership (34 of 42), and HR or work environment perspectives (35 of 42). While a total of 29 of the 42 academic articles have implied both the leadership and HR/work environment aspects of the studies. Another finding is that there have been few studies indicating a focus on the research of economic aspect of employee turnover in the hospitality sector (6 of 42). However, in the beginning stage of scanning the academic articles, there can be found various studies discussing the economic aspect of employee turnover in the earlier studies, mostly from 8 years ago and down.

The collected data are grouped according to the research focus it represents.  The first group is within the scope of '*leadership*' pertaining to studies relating to overall leadership and managerial aspects that have an impact on employee turnover. Steer and Poster (1983, p. 32) stated that ' *'managers have the responsibility to create a proper climate in which employees can develop to their fullest potential. Failure to provide such climate would theoretically increase employee frustration and could result in poorer performance, lower job satisfaction, and increased withdrawal from the organization'*'.

Several studies have indicated the relevance of good leadership with the aim to reduce employee turnover and increase employee retention in the hospitality industry which has been argued to have the highest turnover problem. For instance, Tews et al. (2014) study indicate practical implications for restaurant managers. In their study, they encourage managers to promote cohesion and a supportive interpersonal relationship among employees through effective socialization and continues team-building.  Moreover, the findings also imply that managers in the hospitality industry should strive to create positive changes in their subordinates' work environment.

Also, the study of Kim et al. (2015) have implications for hotel managers. Their findings can help hotel managers to develop effective mentoring programs for their subordinates. Moreover, Kim et al. (2015) argued that the evidence from their survey indicates that mentoring programs can help in reducing role stress, negative job attitudes, and turnover intentions.

Another example is the study of Qiu et al. (2015, p.61)) during which Eisenberger, Huntington, Hutchison, & Sowa (1986) stated that *''supervisors are viewed as agents of organizations''* and that the employees perceived the support from their supervisors reflects the organizations support to them. Their findings suggest relevant implications to hotel management in reducing turnover through the formation of social supporting groups within the hotels and by expanding employees' network, it will promote ''feelings' of ''community fit''.

The second group is within the scope of '*Human Resource/work environment perspective'*. According to Solnet, Krajl, and Baum (2015), the function of HRM is widely recognized to be critical in the hospitality industry during which it is subjected to a wider range of challenges brought by a more complex role of HR. ''*The role of human resource (HR) department is evolving as the business environment becomes more competitive and globally focused''* (Awadzi-Calloway, Awadzi & Awadzi, 2016, p.33).

Most of the studies included in this project have implications for Human Resource Management. For instance, one study suggests the usefulness of the Big Five personality traits in predicting the turnover intention of hospitality workers, and that job satisfaction increases employee retention (Ariyabuddiphongs & Marican, 2015). Another study argued

that *''expanding the role of HR specialists, provide training, and a focus on employee engagement'* (Awadzi-Calloway et al., 2016, p.34) are recommended to address collaboration, trust building, and engagement between the employee and the organization in the hospitality industry.

Also, the study of Qiu et al. (2015) offers implications to Human Resource management in hotels that recruitment of employees of the same value and beliefs can heighten the likelihood of a more cohesive workgroup, which can also reduce employee turnover. Of the known antecedents to turnover, Qiu et al. (2015) proposed the concept of ''community fit'' comprise of a physical environment and cultural fit as a new predictor of employee turnover where hotel employers are well-advised to pay more attention to non-work-related factors, in that way, employee turnover may be reduced.

Another study has also specified relevant implications to the human resource management through their study findings that organizational culture is viewed by hotel employees as a significant occupational stress, so being can trigger turnover intention (Hwang et al.,2014). Their study suggests that the hotel management should develop programs that will enable the employees to understand the organizational policy and climate.

Moreover, in the selection and hiring of hotel employees, Yavas et al. (2013) suggest that managers should prioritize candidates with high levels of hope as they can better cope with stress and exhaustion. In addition, the findings in their study indicate that hotel management should design proactive strategies in keeping the employees possessing high levels of hope as these employees can create and help increase positivity in the work environment, and they can

also serve as role models in demonstrating positiveness among current employees that have lower levels of hope.

The third and last group is the within the economic scope of studies in the hospitality research sector. It pertains to studies relating to the overall economic or financial aspect on the subject of employee turnover. For instance, according to Fitz-enz (1997), there is approximately 1 million USD that an average company loses with every 10 managerial and professional employees leaving the organization which implies a significant economic impact in an organization, more so, if those employees leaving the organization are the 'critical employees'.

Moreover, the findings in the study of Mohsin, Lengler, and Agguzola (2015) has implication on the increasing investments in beneficial antecedents, for instance, earnings and job security, may not guarantee that employees will stay. The rationale behind the argument according to Mohsin et al. (2015, p.44) has the effect of *''too-much-of-a-good thing''*, a paradox coined by Pierce and Aguinis (2013) during such increase in investing on the beneficial antecedents would be harmful to an employee to leave the job. There is an emphasis on the age of the sample of most respondents being young who may consider longer career management than current pay and job security. Having said, the researchers have observed that there are greater opportunities presented for both salary increase, and a long-term career management attracting hotel management graduates due to the projected growth of luxury hotels in India.

Also, the study of Davidson et al. (2011) has relevant implications to the hotel industry's cost reduction approach to HRM relating to hidden transactional costs of casualization which may

actually be costing the industry more. The researchers stated in their study that the findings have broad cost ramifications as well as managerial implications and through a better and sustainable labor practice in the industry, may help reduce the high cost of turnover. In addition, the respondents mentioned that other industries offer higher salaries, career opportunities, and better working hours which suggest that hotel industries should adapt to higher wages and at the same time to improve career opportunities at all levels in the hotel industry.

*3.9 Conclusions*

First and foremost, it can be suggested that applying the scopes of leadership, HR/work environment, and economic perspectives can provide an overview in the analysis of research focus on the subject of employee turnover in the hospitality research sector. Moreover, most of the studies have focused on the HR/work environment and leadership factors on the topic of employee turnover which seemed to be of particular interest among researchers and scholars in the hospitality research sector. In addition, it can also be concluded that the use of systematic literature review has provided a good knowledge base, taking myself for example, particularly on the subject of employee turnover in the restaurants and accommodations sector.

Second, the findings indicate changes over time in the hospitality research track, particularly on the economic aspect which emerged to be the least focus within the research sector. This may limit the knowledge on the subject matter that may result in poor analysis in addressing the issues on employee turnover. For instance, lack of knowledge on this aspect may have an

impact in developing strategies reducing employee turnover within organizations. Ongori (2007) suggests that *''managers should examine the sources of employee turnover and recommend the best approach to fill the gap of the source so that they can be in a position to retain employees in their organization to enhance their competitiveness in the world of globalization''*. Therefore, it is essential to consider all potential aspects in addressing the issues on employee turnover, the economic aspect, for instance, should be equally studied.

Third, the use of PRISMA flow diagram can be concluded to be an effective method in the selection of literature for systematic literature review approach. In addition, using the *Hospitality and Tourism Complete under the Hotell og Reiseliv* search database may have provided a sufficient literature necessary for this study, and it can also be recommended for similar research approach for future studies within the specified context.

Fourth, this study has clearly stated that the scope of analysis on the subject of study is within the leadership, HR/work environment, and economic perspective. Therefore, the academic articles are analyzed and selected within these scopes. There are a plethora of other studies addressing the issues on employee turnover that have other relevant implications. Future studies can also conduct a similar study approach in the other sectors of the hospitality, tourism and service industry. Moreover, this thesis can be used to explore possible recommendations for future studies within the hospitality research sector on the issues of employee turnover.

Last but not the least, looking at the data gathering of the reviewed academic articles, it can be concluded that a quantitative research and survey-questionnaire approach are the most common used method in data gathering and analysis in addressing the turnover issues within

the hospitality research sector. A quantitative approach, is therefore recommended for future studies in the issues of turnover in the hospitality industry. In doing so, we continue in the attempt to extract and demarcate phenomena into common categories or what is measurable which can be applied to wider subjects and similar situations (Winter, 2000). Moreover, Golafshani (2003, p.598) stated that ''*measurement can be perceived as necessarily objective, quantitative and statistically relevant*'' in the basis of previous definitions, for instance, ''*the notion of 'measuring' means to understand, for example, educational issues by performing an operation called 'measurement' on the physical world by the observer* (Crocker & Algina, 1986, as cited in Golafshani, 2003, p. 598). For the most part, we continue to look for means that is most representative in order to warrant the repeatability or replicability of the results (Golafshani, 2003).

## *3.10 Limitations and Recommendations*

There are found limitations in this study. One of the limitations this paper deals with is concerning the reliability which according to Neuman (2014), there can be different explanations in the effort to explore a research objective from different researchers during which different measurements can lead to different results. This may imply that whether a similar study is conducted using the same approach by a different researcher, the outcomes may not be similar due to difference in perspectives that may impose a negative effect concerning the study's consistency.

Moreover, the *data collection* is limited to studies within the restaurants and accommodation sector. This may not be used to generalize into a wider study of employee turnover in the

overall hospitality and tourism sector. To some degree, the overall review of literature and some of the findings in the study can be a representative on some issues of employee turnover in the restaurants and accommodations sector within the hospitality research sector.

Finally, the subject on employee turnover seems to be an interesting area of study. This study has provided a summary of the topic and it has explored the research focus concerning the employee turnover in the restaurants and accommodations sector. Furthermore, the findings in this study indicating that the economic perspective seemed to be a minor focus in current studies in spite of which employee turnover is perceived to be a cost driver. Rather, recent studies are more focused on searching for reasons, causes, and factors leading to employee turnover within the leadership and HR/work environment perspectives. It can be recommended for future studies to discuss the pros and cons or the fits and misfits in terms of practical implementations of the current studies on the issues of employee turnover in the hospitality industry.

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